

MBA – MANAGEMENT STUDIES (2023-2024)  
MASTER OF BUSINESS ADMINISTRATION

(SPCTE)

## Programme Outcome of MBA

PO1 Demonstrate the knowledge of management science to solve corporate problems using limited resources.

PO2 Identify business opportunities, design and implement innovations in work space.

PO3 Apply ethical principles for making judicious managerial decisions.

PO4 Acquire Leadership skills and apply effective decision making in organization.

PO5 Initiate creative and Innovative ideas to overcome the competition in business world.

## Programme Specific Outcomes of MBA

- PSO-1 **Understand** the Fundamentals of Decision Making and Problem Solving in Management
- PSO-2 **Ascertain** the Analyze various Functions entailing Management
- PSO-3 **Acquire** the Essential Qualities Required for Managing the Business Functions
- PSO-4 **Enrich** the Skills and Qualities Entailed in the Management Process
- PSO-5 **Upgrade** Aptitude and Related Skills
- PSO-6 **Acquire** Leadership Traits and Team Building Ability
- PSO-7 **Initiate** the Process of Innovation and Critical Thinking
- PSO-8 **Resolve** Professional Ordeals by Developing Suitable Action Plans

**MBA – MANAGEMENT STUDIES (2023-2024)**

| S. No | Seme ster | Category   | Paper Code | Title of The Paper  | Maximum Marks |     |       | Minimum Marks |     |       | Hours | Credits |
|-------|-----------|------------|------------|---|---------------|-----|-------|---------------|-----|-------|-------|---------|
|       |           |            |            |   | CIA           | E.E | Total | CIA           | E.E | Total |       |         |
| 1     | <b>I</b>  | Core       | 23P1BA1    | Management Principles and Business Ethics                   | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 2     |           | Core       | 23P1BA2    | Quantitative Techniques and Research<br>Methods in Business | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 3     |           | Core       | 23P1BA3    | Managing Organizational Behaviour                           | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 4     |           | Core       | 23P1BA4    | Accounting for Managers                                     | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 5     |           | Core       | 23P1BA5    | Managerial Economics  | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 6     |           | Core       | 23P1BA6    | Legal Systems in Business                                   | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 7     |           | Extra      | 23P1BAED1  | Extra Disciplinary - Entrepreneurship<br>Development        | 25            | 75  | 100   | 10            | 30  | 50    | 3     | 3       |
| 8     |           | Soft Skill | 23PBASS1   | Soft Skills I – Executive Communication                     | 40            | 60  | 100   | 16            | 24  | 50    | 2     | 2       |
| 9     | <b>II</b> | Core       | 23P2BA7    | Applied Operations Research                                 | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 10    |           | Core       | 23P2BA8    | Human Resource Management                                   | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 11    |           | Core       | 23P2BA9    | Marketing Management  | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 12    |           | Core       | 23P2BA10   | Operations Management                                       | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 13    |           | Core       | 23P2BA11   | Financial Management  | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 14    |           | Core       | 23P2BA12   | Strategic Management  | 25            | 75  | 100   | 10            | 30  | 50    | 4     | 4       |
| 15    |           | Extra      | 23P2BAED2  | Extra Disciplinary - International Business                 | 25            | 75  | 100   | 10            | 30  | 50    | 3     | 3       |
| 16    |           | Soft Skill | 23P2BASS2  | Soft Skills II – Business Etiquette                         | 40            | 60  | 100   | 16            | 24  | 50    | 2     | 2       |

**MBA – MANAGEMENT STUDIES (2023-2024)**

| S. No | Seme ster  | Category | Paper Code             | Title of The Paper   | Maximum Marks            |     |             | Minimum Marks |     |       | Hours      | Credits    |
|-------|------------|----------|------------------------|--|--------------------------|-----|-------------|---------------|-----|-------|------------|------------|
|       |            |          |                        |  | CIA                      | E.E | Total       | CIA           | E.E | Total |            |            |
| 17    | <b>III</b> | Core     | 23P3BA13               | Information Systems for Business   | 25                       | 75  | 100         | 10            | 30  | 50    | 4          | 4          |
| 18    |            | Core     | 23P3BA14               | Advertising Management and Sales Promotion                               | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 19    |            | Core     | 23P3BA15               | Service Marketing  | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 20    |            | Optional | 23P3BA16A<br>23P3BA16B | Security Analysis And Portfolio Management<br>Human Resource Development | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 21    |            | Optional | 23P3BA17A<br>23P3BA17B | Capital Market and Financial Service<br>Organizational Change            | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 22    |            | Optional | 23P3BA18A<br>23P3BA18B | Tax Management<br>Performance Management                                 | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 23    |            |          | Core                   | 23P4BA19   | International Marketing  | 25  | 75          | 100           | 10  | 30    | 50         | 4          |
| 24    | Core       |          | 23P4BA20               | Customer Relations Management  | 25                       | 75  | 100         | 10            | 30  | 50    | 4          | 5          |
| 25    | Core       |          | 23P4BA21               | Project Management   | 25                       | 75  | 100         | 10            | 30  | 50    | 4          | 4          |
| 26    | Optional   |          | 23P4BA22A<br>23P4BA22B | Corporate Finance<br>HR Analytics  | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 27    | Optional   |          | 23P4BA23A<br>23P4BA23B | Derivatives Management<br>International Human Resource Development       | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 28    | Optional   |          | 23P4BA24A<br>23P4BA24B | International Financial Management<br>Industrial and Labour Relation     | 25                       | 75  | 100         | 10            | 30  | 50    | 3          | 4          |
| 29    |            |          | Core                   | 23P4BA25PR   | Project Work & Viva-Voce | 40  | 60          | 100           | 16  | 24    | 50         |            |
|       |            |          |                        | <b>Total</b>   |                          |     | <b>2900</b> |               |     |       | <b>120</b> | <b>120</b> |

MBA – MANAGEMENT STUDIES (2023-2024)

- \*\* Students should choose seven elective Course from the specialization list in consultation with the Head of the Institution.
- \*\*\* Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.

L-Lecture

T-Tutorial

P- Practical

O-Project

- # The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 50 Marks (6 Credits).
- # The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 50 Marks (2Credits).

**M.B.A.**

| Semester | Course Code    | Course Title                                     | House of Teaching / Cycle | No. of Credits |
|----------|----------------|--|---------------------------|----------------|
| <b>I</b> | <b>23P1BA1</b> | <b>Management Principles and Business Ethics</b> | <b>4</b>                  | <b>4</b>       |

| <b>Course Objectives</b> |  |              |                   |
|--------------------------|--|--------------|-------------------|
| C1                       | To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.  |              |                   |
| C2                       | To provide insights on Planning & Decision Making  |              |                   |
| C3                       | To throw light on Organizing, Managing Change and Innovation   |              |                   |
| C4                       | To elucidate on Leadership, Communication and Controlling.   |              |                   |
| C5                       | To create awareness and importance of Business Ethics and Social Responsibility.   |              |                   |
| <b>SYLLABUS</b>          |  |              |                   |
| UNIT                     | Details  | No. of Hours | Course Objectives |
| I                        | <b>Introduction:</b> Nature of Management – Concepts and Foundations of Management - Managerial Functions - Management Skills – The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture – Environment – Systems Approach to Management – Levels in Management – Disaster Management   | 12           | C1                |
| II                       | <b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models  | 12           | C2                |
| III                      | <b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships –Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanisticvs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control –Optimum Span - Managing Change and Innovation. | 12           | C3                |
| IV                       | <b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication. Control: Concept of Control –Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards –Measurements of Performance – Remedial Action - An Integrated Control system in an Organization –Management by Exception (MBE) –  | 12           | C4                |

**M.B.A.**

|                         |   |                         |    |
|-------------------------|---|-------------------------|----|
| V                       | <b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and – CSR Models. | 12                      | C5 |
| <b>Total</b>            |   | <b>60</b>               |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Possess the knowledge on the basic concepts of management and understand how an organization functions.   | PO4, PO6, PO8           |    |
| <b>CO2</b>              | Possess knowledge on planning & decision making.  | PO1, PO2                |    |
| <b>CO3</b>              | Have insights on organizing, managing change and Innovation   | PO5, PO6, PO7           |    |
| <b>CO4</b>              | Learn leadership, communication and controlling skills.   | PO4, PO5                |    |
| <b>CO5</b>              | Have better understanding on business ethics and social responsibility.   | PO3, PO8                |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | <a href="https://deb.ugc.ac.in">https://deb.ugc.ac. In</a>  |                         |    |
| 2.                      | <a href="http://www.managementconcepts.com">http://www.managementconcepts. Com</a>  |                         |    |
| 3.                      | International journal of Management Concepts and Philosophy   |                         |    |
| 4.                      | Journal of Management, Sage Publications  |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009  |                         |    |
| 2.                      | S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.   |                         |    |
| 3.                      | Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.  |                         |    |
| 4.                      | Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020                                   |                         |    |
| 5.                      | Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.   |                         |    |
| 6.                      | Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012  |                         |    |
| 7.                      | Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020  |                         |    |

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      |      |      | 2    |      | 2    |      | 2    |
| <b>CO 2</b> | 2    | 3    |      |      |      |      |      |      |
| <b>CO 3</b> |      |      |      |      | 2    | 2    | 2    |      |
| <b>CO 4</b> |      |      |      | 3    | 3    |      |      |      |
| <b>CO 5</b> |      |      | 3    |      |      |      |      | 3    |

**3-Strong      2-Medium      1-Low**

*M.B.A.*

| Semester | Course Code    | Course Title  | House of Teaching / Cycle | No. of Credits |
|----------|----------------|---|---------------------------|----------------|
| <b>I</b> | <b>23P1BA2</b> | <b>Quantitative Techniques and Research Methods in Business</b> | <b>4</b>                  | <b>4</b>       |

| <b>Course Objectives</b> |  |              |                   |  |
|--------------------------|--|--------------|-------------------|--|
| C1                       | To able to investigate the strength and direction of a relationship between two variables.   |              |                   |  |
| C2                       | To explain the concept of probability and probability distribution and develop problem solving techniques needed   |              |                   |  |
| C3                       | To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.  |              |                   |  |
| C4                       | To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.  |              |                   |  |
| C5                       | To become familiar with the process of drafting a report that poses a significant problem  |              |                   |  |
| UNIT                     | Details  | No. of Hours | Course Objectives |  |
| I                        | <p><b>Correlation:</b> Definition – Types of correlation – methods of correlation: scatter diagram – karl pearson’s coefficient of correlation – Spearman’s rank correlation coefficient.</p> <p><b>Regression Analysis:</b> Regression lines – Regression equation - Regression equation of Y on X - Regression equation of X on Y.<br/>Chapter 7 – (Page number 221 – 242)<br/>Chapter 8 – (Page number 267 - 277)</p>   | 17           | C1                |  |
| II                       | <p><b>Probability:</b> Definition – Elements of set theory – Events – Addition law – Conditional probability – Bayes Theorem.</p> <p><b>Probability Distribution:</b> Binomial Distribution – Poisson Distribution – Normal Distribution – Uniform Distribution – Exponential Distribution.<br/>Chapter 11 – (Page number 427 – 442)<br/>Chapter 12 – (Page number 463 – 475, 479 - 502)</p>   | 10           | C2                |  |
| III                      | <p><b>Index Number:</b> Uses of Index Number – Problem in the construction of Index Number – Methods of constructing Index Number – Unweighted Index Number - Weighted Index Number – Quantity Index Number – Tests for perfection.</p> <p><b>Tests of Hypothesis:</b> Introduction – Procedure of Hypothesis testing – Type I and Type II Errors – One tailed and Two tailed Tests – Testing hypothesis about the difference between two means –Testing Hypothesis about the Difference between two proportions.<br/>Chapter 9 – (Page number 307 – 326)<br/>Chapter 15 – (Page number 555 - 565)</p> | 15           | C3                |  |
| IV                       | <b>Research methods:</b> Research overview – Definition – objectives   | 09           | C4                |  |

**M.B.A.**

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|-------------------------|--|-------------------------|----|
|                         | and motives of Research – limitations of scientific Research – Types of Research.<br><b>Research Design:</b> Definition – Components of Research Design - Types of Research Design – Need for Research Design.<br>Chapter 1: (Page Numbers 1-15)<br>Chapter 5: (Page Numbers 43-58)  |                         |    |
| V                       | <b>Collection and Processing of Data:</b> Kinds of Data – methods of Primary data collection – Tools for Data collection – Construction of Questionnaire – Processing of Data – Tabulation.<br><b>Report Writing:</b> Functions of a Research Report – Types of Report – Format of Research Report.<br>Chapter 8: (Page Numbers 101-117)<br>Chapter 11: (Page Numbers 207-223) | 09                      | C5 |
| <b>Total</b>            |  | 60                      |    |
| <b>Course Outcomes</b>  |  |                         |    |
| <b>Course Outcomes</b>  | <b>On completion of this course, students will;</b>  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Ability to deal with problems based on determination of regression lines and calculation of correlation coefficient.   | PO1, PO3, PO6, PO7, PO8 |    |
| <b>CO2</b>              | Be able to develop problem-solving techniques needed to accurately calculate probabilities.  | PO1, PO2, PO6, PO7      |    |
| <b>CO3</b>              | Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.   | PO4, PO6, PO7           |    |
| <b>CO4</b>              | Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.  | PO4, PO6                |    |
| <b>CO5</b>              | Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.   | PO4, PO6                |    |
| <b>Text Books</b>       |  |                         |    |
| 1.                      | S.P.Gupta and M.P.Gupta, Business Statistics, Sultan Chand & Sons, Educational Publishers, Nineteenth Edition, 2017. (Unit -1,2,3)   |                         |    |
| 2.                      | T.Raju and R.Prabhu, Business Research Methods, MJP Publishers, 2011, (Unit -4,5)  |                         |    |
| <b>References Books</b> |  |                         |    |
| 1.                      | Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017   |                         |    |
| 2.                      | Digambar Patri and D.N.Patri, Statistics for Management, Kalyani Publishers, 2009.   |                         |    |
| 3.                      | Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.  |                         |    |
| 4.                      | Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.  |                         |    |



**M.B.A.**

| <b>Methods of Assessment</b>       |   |
|------------------------------------|---|
| <b>Recall (K1)</b>                 | Simple definitions, MCQ, Recall steps, Concept definitions  |
| <b>Understand/ Comprehend (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview                                  |
| <b>Application (K3)</b>            | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain                          |
| <b>Analyze (K4)</b>                | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge |
| <b>Evaluate (K5)</b>               | Longer essay/ Evaluation essay, Critique or justify with pros and cons  |
| <b>Create (K6)</b>                 | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations                        |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> | S           |             | S           |             |             | S           | S           | S           |
| <b>CO 2</b> | S           | S           |             |             |             | S           | S           |             |
| <b>CO 3</b> |             |             |             | M           |             | S           | M           |             |
| <b>CO 4</b> |             |             |             | M           |             | M           |             |             |
| <b>CO 5</b> |             |             |             | S           |             | S           |             |             |

**S-Strong      M-Medium      L-Low**

**M.B.A.**

| Semester | Course Code    | Course Title                             | House of Teaching / Cycle | No. of Credits |
|----------|----------------|--|---------------------------|----------------|
| <b>I</b> | <b>23P1BA3</b> | <b>Managing Organizational Behaviour</b> | <b>4</b>                  | <b>4</b>       |

| <b>Course Objectives</b> |   |
|--------------------------|---|
| 1                        | To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization. |
| 2                        | To provide insights on Individual Differences, perception, learning, Attitudes values and motivation  |
| 3                        | To throw light on Group Dynamics and Interpersonal Communication  |
| 4                        | To elucidate on Leadership, Politics, Conflicts and Negotiation.  |
| 5                        | To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.                               |

| <b>SYLLABUS</b> |   |              |                   |
|-----------------|---|--------------|-------------------|
| UNIT            | Details   | No. of Hours | Course Objectives |
| I               | <b>Introduction to Organizational Behaviour:</b> Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory - Organizational Citizenship Behaviour   | 12           | C1                |
| II              | <b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.<br><b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory<br><b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications.<br><b>Attitudes and Values:</b> – Components, Attitude – Behaviour relationship, formation, values.<br><b>Motivation:</b> Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self-efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory. | 12           | C2                |
| III             | <b>Group Dynamics</b> – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making<br><b>Interpersonal Communication</b> – Communication Process –  | 12           | C3                |

**M.B.A.**

|                         |   |                         |    |
|-------------------------|---|-------------------------|----|
|                         | Barriers to Communication– Guidelines for Effective Communication   |                         |    |
| IV                      | <p><b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and</p> <p><b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics.</p> <p><b>Conflict and Negotiation:</b> Sources and Types of Conflict – Negotiation Strategies– Negotiation Process.</p>   | 12                      | C4 |
| V                       | <p><b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.</p> <p><b>Emotional Intelligence,</b> Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.</p> | 12                      | C5 |
| <b>Total</b>            |   | <b>60</b>               |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization  | PO4                     |    |
| <b>CO2</b>              | Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation  | PO3, PO6                |    |
| <b>CO3</b>              | Have insights on Group Dynamics and Interpersonal Communication   | PO2, PO4, PO5           |    |
| <b>CO4</b>              | Learn Leadership, Politics, Conflicts and Negotiation.  | PO5                     |    |
| <b>CO5</b>              | Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.  | PO6, PO8                |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | <a href="http://www.himpub.com">www.himpub.com</a>  |                         |    |
| 2.                      | <a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>   |                         |    |
| 3.                      | <a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>  |                         |    |
| 4.                      | Journal of Organizational Behaviour – wiley Online Library  |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019   |                         |    |
| 2.                      | C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand& Company,2019  |                         |    |
| 3.                      | K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.   |                         |    |
| 4.                      | Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.   |                         |    |
| 5.                      | McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.   |                         |    |
| 6.                      | Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.  |                         |    |

*M.B.A.*

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | 2           |             |             |             |             |
| <b>CO 2</b> |             |             | 3           |             |             | 3           |             |             |
| <b>CO 3</b> |             | 3           |             | 3           | 3           |             |             |             |
| <b>CO 4</b> |             |             |             |             | 3           |             |             |             |
| <b>CO 5</b> |             |             |             |             |             | 3           |             | 2           |

**3-Strong**

**2-Medium**

**1-Low**

**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>            | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|--------------------------------|----------------------------------|-----------------------|
| <b>I</b>        | <b>23P1BA4</b>     | <b>Accounting For Managers</b> | <b>4</b>                         | <b>4</b>              |

| <b>Course Objectives</b> |  |                     |                          |
|--------------------------|--|---------------------|--------------------------|
| 1                        | To acquaint the students with the fundamentals of principles of financial, cost and management accounting  |                     |                          |
| 2                        | To enable the students to prepare, analyses and interpret financial statements   |                     |                          |
| 3                        | To acquaint the students with the tools and techniques of financial analysis   |                     |                          |
| 4                        | To enable the students to take decisions using management accounting tools.  |                     |                          |
| 5                        | To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.   |                     |                          |
| <b>SYLLABUS</b>          |  |                     |                          |
| <b>UNIT</b>              | <b>Details</b>   | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS   | 12                  | C1                       |
| II                       | Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.  | 12                  | C2                       |
| III                      | Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.   | 12                  | C3                       |
| IV                       | Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.   | 12                  | C4                       |
| V                        | Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source. | 12                  | C5                       |

| Theory – 30      |   | Problem – 70 |                              |
|------------------|---|--------------|------------------------------|
| Course Outcomes  |   |              |                              |
| Course Outcomes  | On completion of this course, students will;  |              | Program Outcomes             |
| CO1              | Be able to understand the fundamentals of principles of financial, cost and management accounting   |              | PO6                          |
| CO2              | Be able to prepare, analyze and interpret financial statements  |              | PO1, PO2, PO4, PO6, PO7      |
| CO3              | Be able to use the tools and techniques of financial analysis.  |              | PO1, PO2, PO3, PO6, PO7      |
| CO4              | Be able to take decisions using management accounting tools.  |              | PO1, PO2, PO6, PO7           |
| CO5              | Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.  |              | PO2, PO3, PO4, PO6, PO7, PO8 |
| Reading List     |   |              |                              |
| 1.               | <a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a> |              |                              |
| 2.               | <a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>   |              |                              |
| 3.               | <a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>   |              |                              |
| 4.               | <a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>                             |              |                              |
| References Books |   |              |                              |
| 1.               | Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.  |              |                              |
| 2.               | Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.  |              |                              |
| 3.               | Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited                            |              |                              |
| 4.               | Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013   |              |                              |
| 5.               | Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.  |              |                              |
| 6.               | Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011  |              |                              |

|      | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|------|------|------|------|------|------|------|------|------|
| CO 1 |      |      |      |      |      | 2    |      | 2    |
| CO 2 | 3    | 3    |      | 3    |      | 3    | 2    |      |
| CO 3 | 3    | 3    | 3    |      |      | 3    | 2    |      |
| CO 4 | 3    | 3    |      |      |      | 3    | 3    |      |
| CO 5 |      | 3    | 3    | 3    |      | 3    | 2    | 2    |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>         | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|-----------------------------|----------------------------------|-----------------------|
| <b>I</b>        | <b>23P1BA5</b>     | <b>Managerial Economics</b> | <b>4</b>                         | <b>4</b>              |

| <b>Course Objectives</b> |   |                     |                          |
|--------------------------|---|---------------------|--------------------------|
| 1                        | To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.   |                     |                          |
| 2                        | To understand the concept of utility and demand analysis and demand forecasting   |                     |                          |
| 3                        | To know about production function and market structure  |                     |                          |
| 4                        | To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.   |                     |                          |
| 5                        | To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.   |                     |                          |
| <b>SYLLABUS</b>          |   |                     |                          |
| <b>UNIT</b>              | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.  | 12                  | C1                       |
| II                       | Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis– Consumer Behavior-Consumer Equilibrium   | 12                  | C2                       |
| III                      | The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants– Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods. | 12                  | C3                       |
| IV                       | Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning  | 12                  | C4                       |
| V                        | Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation - Role of Fiscal Policies - Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy  | 12                  | C5                       |

**M.B.A.**

|                         |   |                         |  |
|-------------------------|---|-------------------------|--|
|                         | and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.   |                         |  |
|                         | <b>Total</b>  | <b>60</b>               |  |
| <b>Course Outcomes</b>  |   |                         |  |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |  |
| <b>CO1</b>              | Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.  | PO2, PO4                |  |
| <b>CO2</b>              | Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants   | PO4, PO6, PO7           |  |
| <b>CO3</b>              | Have better idea and understanding about production function and market structure   | PO6, PO7                |  |
| <b>CO4</b>              | Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning  | PO8                     |  |
| <b>CO5</b>              | Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.  | PO7                     |  |
| <b>Reading List</b>     |   |                         |  |
| 1.                      | <a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530</a> |                         |  |
| 2.                      | <a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerialeconomics/?course_id=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerialeconomics/?course_id=4207</a>   |                         |  |
| 3.                      | <a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857</a>   |                         |  |
| 4.                      | The Indian Economic Journal - SAGE Journals   |                         |  |
| <b>References Books</b> |   |                         |  |
| 1.                      | 1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.   |                         |  |
| 2.                      | Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.  |                         |  |
| 3.                      | R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.   |                         |  |
| 4.                      | William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)   |                         |  |
| 5.                      | H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.  |                         |  |
| 6.                      | Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 <sup>th</sup> Edition, 2020.   |                         |  |

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      | 2    |      | 3    |      |      |      |      |
| <b>CO 2</b> |      |      |      | 3    |      | 2    | 2    |      |
| <b>CO 3</b> |      |      |      |      |      | 3    | 3    |      |
| <b>CO 4</b> |      |      |      |      |      |      |      | 2    |
| <b>CO 5</b> |      |      |      |      |      |      | 2    |      |

**3-Strong 2-Medium 1-Low**



*M.B.A.*

| Semester | Course Code    | Course Title                     | House of Teaching / Cycle | No. of Credits |
|----------|----------------|----------------------------------|---------------------------|----------------|
| <b>I</b> | <b>23P1BA6</b> | <b>Legal Systems in Business</b> | <b>4</b>                  | <b>4</b>       |

| <b>Course Objectives</b> |   |              |                   |
|--------------------------|---|--------------|-------------------|
| 1                        | To create knowledge and understanding on law of contracts   |              |                   |
| 2                        | To describe about sale of goods and Negotiable instrument act   |              |                   |
| 3                        | To have an overall understanding about partnership act and company law.   |              |                   |
| 4                        | To familiarize various labor laws for effective administration of Human Resource of an organization.  |              |                   |
| 5                        | To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.  |              |                   |
| <b>SYLLABUS</b>          |   |              |                   |
| UNIT                     | Details   | No. of Hours | Course Objectives |
| I                        | <b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration –Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts –Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts–Remedies for Breach of Contracts. | 12           | C1                |
| II                       | <b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods –Rights of an Unpaid Seller.<br><b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes –Definition and Characteristics  | 12           | C2                |
| III                      | <b>Partnership Act:</b> Evolution–Definition of Partnership –Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.<br><b>Company Law:</b> Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies –Formation of Companies –General Idea About Memorandum and Articles of   | 12           | C3                |

**M.B.A.**

|    |  |    |    |
|----|--|----|----|
|    | Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions –Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up .   |    |    |
| IV | <b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition)Act 1976-Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005. | 12 | C4 |
| V  | Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trade marks Act 1999 –The Copy right Act 1957 – International Copy right Order,1999 –DesignAct,2000; UNICITRAL – United Nations Commission on International Trade Law.   | 12 | C5 |

**Course Outcomes**

| <b>Course Outcomes</b> | On completion of this course, students will;   | <b>Program Outcomes</b> |
|------------------------|--|-------------------------|
| <b>CO1</b>             | Have knowledge on understandings on law of contract.   | PO4, PO6, PO7           |
| <b>CO2</b>             | Know the sale of Goods & Negotiable instrument act.  | PO6                     |
| <b>CO3</b>             | Have understandings on partnership and company law   | PO6, PO7                |
| <b>CO4</b>             | Have familiarize with various labour laws.   | PO5, PO6, PO7           |
| <b>CO5</b>             | Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights. | PO8                     |

**Reading List**

|    |   |
|----|---|
| 1. | <a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>                 |
| 2. | <a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2 |
| 3. | <a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a> |
| 4. | <a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>   |

**References Books**

|    |   |
|----|---|
| 1. | Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.   |
| 2. | Rao, P.M., Mercantile Law, PHI Learning, 2011.  |
| 3. | Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.              |
| 4. | Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012. |
| 5. | Intellectual Property Laws, Universal Law Publishing, 2012.   |
| 6. | Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.                |

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|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | 2           |             | 2           | 2           |             |
| <b>CO 2</b> |             |             |             |             |             | 2           |             |             |
| <b>CO 3</b> |             |             |             |             |             | 2           | 2           |             |
| <b>CO 4</b> |             |             |             |             | 2           | 2           | 2           |             |
| <b>CO 5</b> |             |             |             |             |             |             |             | 2           |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>                                      | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|--|----------------------------------|-----------------------|
| <b>I</b>        | <b>23P1BAED1</b>   | <b>Extra Disciplinary - Entrepreneurship Development</b> | <b>4</b>                         | <b>3</b>              |

| <b>Course Objectives</b> |  |                     |                          |
|--------------------------|--|---------------------|--------------------------|
| 1                        | To introduce students to entrepreneurship and its growth in India.   |                     |                          |
| 2                        | To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.   |                     |                          |
| 3                        | To orient the students on new venture creation   |                     |                          |
| 4                        | To enable students to prepare a feasible business plan   |                     |                          |
| 5                        | To give inputs on various types of financing available for new ventures.   |                     |                          |
| <b>SYLLABUS</b>          |  |                     |                          |
| <b>UNIT</b>              | <b>Details</b>   | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.  | 9                   | C1                       |
| II                       | Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms  | 9                   | C2                       |
| III                      | New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels | 9                   | C3                       |
| IV                       | Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas  | 9                   | C4                       |
| V                        | Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.  | 9                   | C5                       |
| <b>Total</b>             |  | <b>45</b>           |                          |

**M.B.A.**

| <b>Course Outcomes</b> |  |                         |
|------------------------|--|-------------------------|
| <b>Course Outcomes</b> | On completion of this course, students will;   | <b>Program Outcomes</b> |
| <b>CO1</b>             | Be able to know about growth of entrepreneurship in India  | PO4, PO7                |
| <b>CO2</b>             | Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing | PO7, PO8                |
| <b>CO3</b>             | Obtain knowledge on new venture creation   | PO6, PO7                |
| <b>CO4</b>             | Be able to prepare a business plan   | PO7, PO8                |
| <b>CO5</b>             | Gain knowledge on various types of financing available for new ventures.                         | PO7, PO8                |

**Reading List**

|    |   |
|----|---|
| 1. | <a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>                                     |
| 2. | <a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>   |
| 3. | <a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a> |
| 4. | The International Journal of Entrepreneurship and Innovation  |

**References Books**

|    |   |
|----|---|
| 1. | Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.  |
| 2. | Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.  |
| 3. | Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.   |
| 4. | Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.   |
| 5. | Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.  |
| 6. | Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6 <sup>th</sup> Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | 3           |             |             | 3           |             |
| <b>CO 2</b> |             |             |             |             |             |             | 3           | 2           |
| <b>CO 3</b> |             |             |             |             |             | 2           | 3           |             |
| <b>CO 4</b> |             |             |             |             |             |             | 3           | 2           |
| <b>CO 5</b> |             |             |             |             |             |             | 3           | 3           |

**3-Strong      2-Medium      1-Low**

*M.B.A.*

| Semester | Course Code      | Course Title                                   | House of Teaching / Cycle | No. of Credits |
|----------|------------------|--|---------------------------|----------------|
| <b>I</b> | <b>23P1BASS1</b> | <b>Soft Skills I – Executive Communication</b> | <b>3</b>                  | <b>2</b>       |

| <b>Course Objectives</b> |   |              |                   |
|--------------------------|---|--------------|-------------------|
| 1                        | To acquire communication awareness they are going to get for the industry.  |              |                   |
| 2                        | To make the customer realize that you can provide them with information and other essential things  |              |                   |
| 3                        | To explore the skill of writing business proposals  |              |                   |
| 4                        | To develop a plan for the meetings and interviews   |              |                   |
| 5                        | To analyze the skills required for non-verbal communication   |              |                   |
| <b>SYLLABUS</b>          |   |              |                   |
| UNIT                     | Details   | No. of Hours | Course Objectives |
| I                        | <b>UNIT 1- Communication:</b> Meaning and Significance of Communication for Management - Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.  | 6            | C1                |
| II                       | <b>UNIT 11- Business Correspondence:</b> Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume. | 6            | C2                |
| III                      | <b>UNIT III- Business Reports and Proposals:</b> Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.   | 6            | C3                |
| IV                       | <b>UNIT IV- Conducting Meetings and Interviews:</b> Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.  | 6            | C4                |

**M.B.A.**

|                         |   |                         |    |
|-------------------------|---|-------------------------|----|
| V                       | <b>UNIT V- Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.                                       | 6                       | C5 |
| <b>Total</b>            |   | <b>30</b>               |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Understanding of theories and concepts, types and various modes of communication in organizations   | PO4, PO6                |    |
| <b>CO2</b>              | Development of skills on developing Business Correspondence   | PO4, PO6                |    |
| <b>CO3</b>              | Development of skills on preparing Business Reports and Proposals   | PO4, PO6                |    |
| <b>CO4</b>              | To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.   | PO4, PO6                |    |
| <b>CO5</b>              | To demonstrate his/her verbal and non-verbal communication ability through presentations.   | PO4, PO6                |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | <a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>   |                         |    |
| 2.                      | <a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers</a> |                         |    |
| 3.                      | <a href="http://skillopedia.com">http://skillopedia.com</a>   |                         |    |
| 4.                      | <a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>   |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.   |                         |    |
| 2.                      | Chaturvedi, Business Communication, Person, 2 edition, 2011   |                         |    |
| 3.                      | Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.   |                         |    |
| 4.                      | American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.  |                         |    |
| 5.                      | Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008   |                         |    |

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      |      |      | 3    |      | 3    |      |      |
| <b>CO 2</b> |      |      |      | 3    |      | 3    |      |      |
| <b>CO 3</b> |      |      |      | 3    |      | 3    |      |      |
| <b>CO 4</b> |      |      |      | 3    |      | 3    |      |      |
| <b>CO 5</b> |      |      |      | 3    |      | 3    |      |      |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| Semester  | Course Code    | Course Title                       | House of Teaching / Cycle | No. of Credits |
|-----------|----------------|------------------------------------|---------------------------|----------------|
| <b>II</b> | <b>23P2BA7</b> | <b>Applied Operations Research</b> | <b>4</b>                  | <b>4</b>       |

| <b>Course Objectives</b> |   |              |                   |
|--------------------------|---|--------------|-------------------|
| 1                        | To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.   |              |                   |
| 2                        | To understand the concept of linear programming models in determining profit maximization and cost minimization   |              |                   |
| 3                        | To learn about various methods adopted in transportation and Assignments models.  |              |                   |
| 4                        | To determine about inventory models, replacement models, job sequencing, networking model and Queuing model   |              |                   |
| 5                        | To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.  |              |                   |
| <b>SYLLABUS</b>          |   |              |                   |
| UNIT                     | Details   | No. of Hours | Course Objectives |
| I                        | <b>Introduction:</b> Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management. <b>Linear Programming Problem:</b> Linear programming problem model – Formulation. | 08           | C1                |
| II                       | <b>Linear Programming Problem:</b> Introduction –Graphical method – Simplex method – Artificial variable – Primal & Dual.   | 12           | C2                |
| III                      | <b>Transportation problem:</b> Basic Solution - North - West corner Method, LCM, VAM, Matrices method – Optimal Solution –Modi method – Degeneracy. <b>Assignment model:</b> Hungarian method – Travelling salesman problem.  | 12           | C3                |
| IV                       | <b>Queueing Theory:</b> Queueing system – Probability Distributions – Poisson Queueing systems. <b>Network Scheduling by PERT/CPM:</b> Networking –Programme Evaluation and Review Technique and Critical Path Method for Project Scheduling.                                   | 18           | C4                |
| V                        | <b>Games and Strategies:</b> Introduction – two - Person zero sum games – Saddle Point –Mixed Strategies for games without saddle points – Dominance method - Graphical and L.P Solutions.  | 10           | C5                |



| Course Outcomes |   |                    |
|-----------------|---|--------------------|
| Course Outcomes | On completion of this course, students will;  | Program Outcomes   |
| CO1             | Obtain insight on the origin and nature of OR and also the application of various models of OR. | PO4, PO6           |
| CO2             | Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.       | PO1, PO2, PO6, PO7 |
| CO3             | Be well versed with the concept of transportation and Assignments models                        | PO1, PO2, PO6, PO7 |
| CO4             | Have better understanding on networking model and Queuing model                                 | PO1, PO2, PO6, PO7 |
| CO5             | Be imparted knowledge on the various methods of game model                                      | PO2, PO7           |

**Reading List**

|    |   |
|----|---|
| 1. | <a href="https://www.youtube.com/watch?v=4U3B5lr-MqM">https://www.youtube.com/watch?v=4U3B5lr-MqM</a>   |
| 2. | <a href="https://ocw.ehu.eus/pluginfile.php/40935/mod_resource/content/1/5_Transportation.pdf">https://ocw.ehu.eus/pluginfile.php/40935/mod_resource/content/1/5_Transportation.pdf</a> |
| 3. | <a href="https://www.youtube.com/watch?v=Nq2QPOiZing">https://www.youtube.com/watch?v=Nq2QPOiZing</a>   |
| 4. | <a href="http://www.digimat.in/nptel/courses/video/110104063/L03.html">http://www.digimat.in/nptel/courses/video/110104063/L03.html</a>   |

**Textbook:**

1. **“Operations Research”**, Fouteenth Edition, KantiSwarup, P.K.Gupta and Manmohan, Sultan Chand & Sons Publications, New Delhi, 2009.

| Unit | Chapter | Sections   |
|------|---------|--|
| I    | 1,2     | Sec 1.1 – 1.10 (Pages 25 – 37)<br>Sec 2.1 – 2.4 (Pages 39 – 50)  |
| II   | 3,4,5   | Sec 3.1 – 3.2 (Pages 65 – 76)<br>Sec 4.1, 4.3, 4.4 (Pages 87 – 89, 99 – 114)<br>Sec 5.1– 5.3, 5.7 (Pages 129,130 , 138 – 144)            |
| III  | 10,11   | Sec 10.1 – 10.13 (Pages 247 – 266)<br>Sec 11.1 – 11.3, 11.7 (Pages 295 – 307, 320 –323)<br><b>Theorems not included in both chapters</b> |
| IV   | 21, 25  | Sec 21.1 – 21.9 (Pages 589 – 625)<br>Sec 25.1 – 25.8 ( Pages 763 – 791)  |
| V    | 17      | Sec 17.1 – 17.7 ( Pages 443 – 464)   |

**References Books**

|    |   |
|----|---|
| 1. | Anderson,D.R.,Sweeney,D.J.,Williams,T.A.and Martin. K.,“AnIntroduction toManagementScience:QuantitativeApproachttoDecisionMaking”,14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019. |
| 2. | Taha. H.A., “OperationsResearch:An Introduction”,10 <sup>th</sup> Edition,Pearson, 2019.  |
| 3. | P.K.Gupta and Manmohan, “Problems in Operations Research”, 11 <sup>th</sup> Edition, Sultan Chand & Sons, 2006.   |
| 4. | P.R.Vittal& V. Malini, “Operations Research”, Margham Publications, 2014.   |
| 5. | C.R. Kothari, “An Introduction to Operational Research”, Vikas Publishing   |

|                                    |  |
|------------------------------------|--|
|                                    | House Pvt. Ltd, 2015   |
| 6.                                 | G.V. Shenoy, U.K. Srivastava&S.C.Sharma, “ <i>Operations Research for Management</i> ”, Wiley Eastern limited, 1984. |
| <b>Methods of Assessment</b>       |  |
| <b>Recall (K1)</b>                 | Simple definitions, MCQ, Recall steps, Concept definitions   |
| <b>Understand/ Comprehend (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview                                       |
| <b>Application (K3)</b>            | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain                               |
| <b>Analyze (K4)</b>                | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge      |
| <b>Evaluate (K5)</b>               | Longer essay/ Evaluation essay, Critique or justify with pros and cons   |
| <b>Create (K6)</b>                 | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations                             |

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      |      |      | M    |      | M    |      |      |
| <b>CO 2</b> | S    | M    |      |      |      | M    | M    |      |
| <b>CO 3</b> | S    | S    |      |      |      | S    | M    |      |
| <b>CO 4</b> | S    | S    |      |      |      | M    | M    |      |
| <b>CO 5</b> |      | S    |      |      |      |      | M    |      |

**S-Strong      M-Medium      L-Low**

*M.B.A.*

| Semester  | Course Code    | Course Title                     | House of Teaching / Cycle | No. of Credits |
|-----------|----------------|----------------------------------|---------------------------|----------------|
| <b>II</b> | <b>23P2BA8</b> | <b>Human Resource Management</b> | <b>4</b>                  | <b>4</b>       |

| <b>Course Objectives</b> |  |
|--------------------------|--|
| 1                        | To embark importance of HRM role, functions and need         |
| 2                        | To assimilate theoretical and practical implications of HRP  |
| 3                        | To critically use appropriate training tools                 |
| 4                        | To analyze and implement an effective performance management |
| 5                        | To extrapolate and design compensation management techniques |

| <b>SYLLABUS</b> |   |              |                   |
|-----------------|---|--------------|-------------------|
| UNIT            | Details   | No. of Hours | Course Objectives |
| I               | <b>Introduction:</b> Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.   | 12           | C1                |
| II              | <b>Human Resource Planning (HRP):</b> Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate - Attrition and retention management | 12           | C2                |
| III             | <b>Training, Development &amp; Career Management:</b> Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.   | 12           | C3                |
| IV              | <b>Performance Management:</b> Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.   | 12           | C4                |

**M.B.A.**

|                         |  |                         |    |
|-------------------------|--|-------------------------|----|
| V                       | <b>Compensation Management:</b> Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP - Financial and non –financial incentives, Productivity –linked Bonus, Compensation Criteria, Rewards and Recognition. | 12                      | C5 |
| <b>Total</b>            |  | <b>60</b>               |    |
| <b>Course Outcomes</b>  |  |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;   | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Gain an understanding of HRM policies and importance.  | PO4, PO6                |    |
| <b>CO2</b>              | Implement appropriate HRP in workplace.  | PO6                     |    |
| <b>CO3</b>              | Apply feasible Training method and manage career progressions.   | PO5, PO6,<br>PO7        |    |
| <b>CO4</b>              | Demonstrate managing performance of human resources.   | PO6, PO7                |    |
| <b>CO5</b>              | Design and justify compensation framework.   | PO4, PO6,<br>PO7        |    |
| <b>Reading List</b>     |  |                         |    |
| 1.                      | <a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>  |                         |    |
| 2.                      | <a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>  |                         |    |
| 3.                      | <a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>  |                         |    |
| 4.                      | <a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a>  |                         |    |
| <b>References Books</b> |  |                         |    |
| 1.                      | Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt.Ltd.,2021.   |                         |    |
| 2.                      | Ivanecvich, J.M., Human Resource Management, 12 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt.Ltd.,2020.   |                         |    |
| 3.                      | Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt.Ltd.,2020.   |                         |    |
| 4                       | DeCenzo,D.A.,Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition, Wiley India Pvt.Ltd.,2015.   |                         |    |
| 5.                      | Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.  |                         |    |
| 6.                      | Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.  |                         |    |

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      |      |      | M    |      | M    |      |      |
| <b>CO 2</b> |      |      |      |      |      | M    |      |      |
| <b>CO 3</b> |      |      |      |      | S    | S    | M    |      |
| <b>CO 4</b> |      |      |      |      |      | M    | M    |      |
| <b>CO 5</b> |      |      |      | M    |      | M    | M    |      |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>         | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|-----------------------------|----------------------------------|-----------------------|
| <b>II</b>       | <b>23P2BA9</b>     | <b>Marketing Management</b> | <b>4</b>                         | <b>4</b>              |

| <b>Course Objectives</b> |   |
|--------------------------|---|
| 1                        | To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied. |
| 2                        | To provide with opportunities to analyze marketing activities within the firm.  |
| 3                        | To analyze and explore the buyer behavior pattern in marketing situations.  |
| 4                        | To understand the branding, pricing and strategies in marketing a product.  |
| 5                        | To upgrade the knowledge and awareness of Consumer Rights in the Market.  |

| <b>SYLLABUS</b> |   |                     |                          |
|-----------------|---|---------------------|--------------------------|
| <b>UNIT</b>     | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I               | Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.   | 12                  | C1                       |
| II              | Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.   | 12                  | C2                       |
| III             | MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics  | 12                  | C3                       |
| IV              | Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.   | 12                  | C4                       |
| V               | Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place. | 12                  | C5                       |

| Course Outcomes  |   |                    |
|------------------|---|--------------------|
| Course Outcomes  | On completion of this course, students will;  | Program Outcomes   |
| CO1              | Understand the fundamental principles of marketing, marketing concepts and ideas.   | PO4, PO6, PO7      |
| CO2              | Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.   | PO4, PO6           |
| CO3              | Understand the buyer behavior and market segmentation and competitive marketing strategies.   | PO4, PO6, PO7      |
| CO4              | Think strategically about branding, pricing and marketing issues.   | PO3, PO4, PO6, PO7 |
| CO5              | Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.  | PO6, PO8           |
| Reading List     |   |                    |
| 1.               | <a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a> |                    |
| 2.               | <a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>   |                    |
| 3.               | <a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>   |                    |
| 4.               | <a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>   |                    |
| References Books |   |                    |
| 1.               | Pillai & Baghawathy, Marketing Management, S.Chand , 2010.  |                    |
| 2.               | Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017   |                    |
| 3.               | G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022  |                    |
| 4.               | Warren J. Keegan, Global Marketing Management, 8th Edition, Pearson, 2017.  |                    |
| 5.               | Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition , McGraw-Hill, 2010.   |                    |
| 6.               | Philip Kotler and Keven Lane Keller, Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015  |                    |

|      | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|------|------|------|------|------|------|------|------|------|
| CO 1 |      |      |      | 2    |      | 2    | 2    |      |
| CO 2 |      |      |      | 3    |      | 3    |      |      |
| CO 3 |      |      |      | 2    |      | 2    | 2    |      |
| CO 4 |      |      | 2    | 2    |      | 2    | 2    |      |
| CO 5 |      |      |      |      |      | 2    |      | 2    |

3-Strong      2-Medium      1-Low

*M.B.A.*

| Semester  | Course Code     | Course Title                 | House of Teaching / Cycle | No. of Credits |
|-----------|-----------------|------------------------------|---------------------------|----------------|
| <b>II</b> | <b>23P2BA10</b> | <b>Operations Management</b> | <b>4</b>                  | <b>4</b>       |

| <b>Course Objectives</b> |  |
|--------------------------|--|
| 1                        | To understand the production function, production design & capacity planning,  |
| 2                        | Exploring the Make or Buy decision, and thus understanding the role of inventory management  |
| 3                        | To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance. |
| 4                        | To elucidate the importance and usefulness of work-study and quality control tools   |
| 5                        | To provide insights on service operations management and waiting line analysis.  |

| <b>SYLLABUS</b> |  |              |                   |
|-----------------|--|--------------|-------------------|
| UNIT            | Details  | No. of Hours | Course Objectives |
| I               | <b>INTRODUCTION:</b> Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.   | 12           | C1                |
| II              | <b>FACILITY DESIGN:</b> Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.   | 12           | C2                |
| III             | <b>INVENTORY CONTROL AND MAINTENANCE:</b> Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs- Classification and Codification of Stock- ABC Classification- Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance. | 12           | C3                |
| IV              | <b>DESIGN OF WORK SYSTEMS AND QUALITY CONTROL:</b> Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling   | 14           | C4                |

**M.B.A.**

|                         |  |                         |    |
|-------------------------|--|-------------------------|----|
|                         | Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen                                   |                         |    |
| V                       | <b>SERVICE OPERATIONS MANAGEMENT:</b> Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery. | 10                      | C5 |
| <b>Total</b>            |  | <b>60</b>               |    |
| <b>Course Outcomes</b>  |  |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;   | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Understand the concepts of production and its design, capacity planning and make or buy decisions.   | PO2, PO4                |    |
| <b>CO2</b>              | Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.   | PO2, PO7                |    |
| <b>CO3</b>              | Understand the Inventory models and the importance of maintenance techniques.  | PO6, PO7                |    |
| <b>CO4</b>              | Be aware of work-study procedures and the importance on quality control tools  | PO1, PO2, PO6, PO7      |    |
| <b>CO5</b>              | Have insight on service operations, service delivery and waiting line analysis.  | PO2, PO6, PO7           |    |
| <b>Reading List</b>     |  |                         |    |
| 1.                      | <a href="http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt</a>   |                         |    |
| 2.                      | <a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>   |                         |    |
| 3.                      | <a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>  |                         |    |
| 4.                      | <a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>  |                         |    |
| <b>References Books</b> |  |                         |    |
| 1.                      | Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.   |                         |    |
| 2.                      | Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.  |                         |    |
| 3.                      | Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.   |                         |    |
| 4.                      | William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.   |                         |    |
| 5.                      | Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.  |                         |    |
| 6.                      | Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.  |                         |    |



*M.B.A.*

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             | 2           |             | 2           |             |             |             |             |
| <b>CO 2</b> |             | 2           |             |             |             |             | 2           |             |
| <b>CO 3</b> |             |             |             |             |             | 2           | 2           |             |
| <b>CO 4</b> | 2           | 2           |             |             |             | 2           | 2           |             |
| <b>CO 5</b> |             | 2           |             |             |             | 2           | 2           |             |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>         | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|-----------------------------|----------------------------------|-----------------------|
| <b>II</b>       | <b>23P2BA11</b>    | <b>Financial Management</b> | <b>4</b>                         | <b>4</b>              |

| <b>Course Objectives</b> |   |
|--------------------------|---|
| 1                        | To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance. |
| 2                        | To create awareness on the various investment techniques on the investment decision making.   |
| 3                        | To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.                               |
| 4                        | To educate on the concept of capital structure and the create understanding on the concept of dividend.   |
| 5                        | To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique                                       |

| <b>SYLLABUS</b> |   |                     |                          |
|-----------------|---|---------------------|--------------------------|
| <b>UNIT</b>     | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I               | Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System. | 12                  | C1                       |
| II              | Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.   | 12                  | C2                       |
| III             | Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.   | 12                  | C3                       |
| IV              | Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general,  | 12                  | C4                       |

**M.B.A.**

|                         |   |                         |    |
|-------------------------|---|-------------------------|----|
|                         | determinants of dividend policy.  |                         |    |
| V                       | Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics. | 12                      | C5 |
| <b>Theory – 30</b>      |   | <b>Problem – 70</b>     |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Be aware of the basic concepts of financial management and understand the various sources of finance.   | PO4, PO6, PO7           |    |
| <b>CO2</b>              | Possess knowledge on investment decision making.  | PO1, PO2, PO6, PO7      |    |
| <b>CO3</b>              | Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.  | PO2, PO7                |    |
| <b>CO4</b>              | Have learnt the concept of capital structure and dividend   | PO6, PO7                |    |
| <b>CO5</b>              | Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.   | PO1, PO2, PO4, PO7      |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | <a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>   |                         |    |
| 2.                      | <a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>   |                         |    |
| 3.                      | Journal of International Financial Management & Accounting  |                         |    |
| 4.                      | The Management Accountant Journal - icmai-rnj.in  |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | S.N.Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019   |                         |    |
| 2.                      | I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.   |                         |    |
| 3.                      | Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.  |                         |    |
| 4.                      | Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019  |                         |    |
| 5.                      | Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.   |                         |    |
| 6.                      | Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.  |                         |    |

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      |      |      | 2    |      | 2    | 2    |      |
| <b>CO 2</b> | 2    | 3    |      |      |      | 2    | 2    |      |
| <b>CO 3</b> |      | 2    |      |      |      |      | 3    |      |
| <b>CO 4</b> |      |      |      |      |      | 2    | 3    |      |
| <b>CO 5</b> | 2    | 2    |      | 3    |      |      | 2    |      |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>         | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|-----------------------------|----------------------------------|-----------------------|
| <b>II</b>       | <b>23P2BA12</b>    | <b>Strategic Management</b> | <b>4</b>                         | <b>4</b>              |

| <b>Course Objectives</b> |  |                     |                          |
|--------------------------|--|---------------------|--------------------------|
| 1                        | To enable the students understand the importance of vision and mission in framing corporate strategy.  |                     |                          |
| 2                        | To provide insights on how business is responsible socially and ethically.   |                     |                          |
| 3                        | To highlight on the environmental analysis framework.  |                     |                          |
| 4                        | To throw light on strategic formulation and strategic choice.  |                     |                          |
| 5                        | To understand strategic implementation and strategic control.  |                     |                          |
| <b>SYLLABUS</b>          |  |                     |                          |
| <b>UNIT</b>              | <b>Details</b>   | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.   | 12                  | C1                       |
| II                       | Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.  | 12                  | C2                       |
| III                      | Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.  | 12                  | C3                       |
| IV                       | Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS  | 12                  | C4                       |
| V                        | Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System. | 12                  | C5                       |
| <b>Total</b>             |  | <b>60</b>           |                          |

| <b>Course Outcomes</b>  |   |                         |
|-------------------------|---|-------------------------|
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |
| <b>CO1</b>              | Be able to frame vision and mission statements.   | PO3, PO4, PO7           |
| <b>CO2</b>              | Be social and ethically responsible.  | PO3, PO8                |
| <b>CO3</b>              | Possess insights on making environmental analysis.  | PO3, PO8                |
| <b>CO4</b>              | Possess knowledge on learning strategic formulation & strategy choice.  | PO2, PO5, PO7           |
| <b>CO5</b>              | Understanding strategic implementation and control.   | PO4, PO5, PO7           |
| <b>Reading List</b>     |   |                         |
| 1.                      | Strategic Management Journal – Wiley online Library   |                         |
| 2.                      | Journal of strategy and Management – Emerald Insight  |                         |
| 3.                      | Mastering Strategic Management – <a href="http://WWW.opentextbooks.org.hk">WWW.opentextbooks.org.hk</a>                                       |                         |
| 4.                      | Mastering Strategic Management – <a href="http://WWW.saylor.org">WWW.saylor.org</a> .   |                         |
| <b>References Books</b> |   |                         |
| 1.                      | V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.   |                         |
| 2.                      | Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.  |                         |
| 3.                      | Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.  |                         |
| 4.                      | Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.                              |                         |
| 5.                      | Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017. |                         |
| 6.                      | Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.  |                         |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             | 3           | 2           |             |             | 3           |             |
| <b>CO 2</b> |             |             | 3           |             |             |             |             | 3           |
| <b>CO 3</b> |             |             | 2           |             |             |             |             | 3           |
| <b>CO 4</b> |             | 2           |             |             | 3           |             |             | 2           |
| <b>CO 5</b> |             |             |             | 3           | 3           |             |             | 3           |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>                                | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|--|----------------------------------|-----------------------|
| <b>II</b>       | <b>23P2BAED2</b>   | <b>Extra Disciplinary - International Business</b> | <b>4</b>                         | <b>3</b>              |

| <b>Course Objectives</b> |  |
|--------------------------|--|
| 1                        | To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.                            |
| 2                        | To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets. |
| 3                        | To throw light on international trade theories and the management of business functional operations in an international context.                             |
| 4                        | To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.   |
| 5                        | To know about regional economic integration and contemporary issues in international business.   |

**SYLLABUS**

| <b>UNIT</b> | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
|-------------|---|---------------------|--------------------------|
| I           | Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation. | 9                   | C1                       |
| II          | International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.   | 9                   | C2                       |
| III         | International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)- Central American Common Market(CACM)-Latin American Free   | 9                   | C3                       |

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|                        |   |                         |    |
|------------------------|---|-------------------------|----|
|                        | Trade Association(LAFTA)- North American Free Trade Agreement (NAFTA)- Association of South East Asian Nations (ASEAN) - CARICOM- GSTP-GSP-SAPTA - Indian Ocean RIM Initiative-BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).  |                         |    |
| IV                     | Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries - Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs) - Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports - Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade - STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market - Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries. | 9                       | C4 |
| V                      | Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure forexport of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.  | 9                       | C5 |
| <b>Total</b>           |   | <b>45</b>               |    |
| <b>Course Outcomes</b> |   |                         |    |
| <b>Course Outcomes</b> | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>             | Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.   | PO2, PO4, PO7           |    |
| <b>CO2</b>             | Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.   | PO4, PO7                |    |
| <b>CO3</b>             | Know the various international trade theories and the management of business functional operations in an international context.   | PO4, PO6, PO7           |    |
| <b>CO4</b>             | Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.  | PO2, PO4, PO7           |    |
| <b>CO5</b>             | Have better understanding on regional economic integration and contemporary issues in international business.   | PO6, PO7, PO8           |    |

| <b>Reading List</b>     |   |
|-------------------------|---|
| 1.                      | <a href="http://www.internationalbusinesscorporation.com">www.internationalbusinesscorporation.com</a>  |
| 2.                      | <a href="http://www.business-ethics.org">www.business-ethics.org</a>  |
| 3.                      | <a href="https://www.jstor.org/journal/jintebusistud">https://www.jstor.org/journal/jintebusistud</a>   |
| 4.                      | Journal of International Business and Management (JIBM)   |
| <b>References Books</b> |   |
| 1.                      | International Business: Competing in the Global Marketplace (SIE)   11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author) |
| 2.                      | International Business   Fourth Edition   By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)                             |
| 3.                      | Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.  |
| 4.                      | Paul, J., International Business, 5th Edition, PHI Learning, 2010.  |
| 5.                      | Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.  |
| 6.                      | Griffin, R., International Business, 7th Edition, Pearson Education, 2012.  |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             | 2           |             | 3           |             |             | 2           |             |
| <b>CO 2</b> |             |             |             | M           |             |             | 2           |             |
| <b>CO 3</b> |             |             |             | 3           |             | 3           | 3           |             |
| <b>CO 4</b> |             | 3           |             | 3           |             |             | 3           |             |
| <b>CO 5</b> |             |             |             |             |             | 3           | 3           | 3           |

**3-Strong      2-Medium      1-Low**



**M.B.A.**

| <b>Semester</b> | <b>Course Code</b> | <b>Course Title</b>                        | <b>House of Teaching / Cycle</b> | <b>No. of Credits</b> |
|-----------------|--------------------|--|----------------------------------|-----------------------|
| <b>II</b>       | <b>23P2BASS2</b>   | <b>Soft Skills II – Business Etiquette</b> | <b>4</b>                         | <b>2</b>              |

| <b>Course Objectives</b> |   |                     |                          |
|--------------------------|---|---------------------|--------------------------|
| 1                        | To analyze the Business etiquette at workplace  |                     |                          |
| 2                        | To determine the Principles of exceptional work behavior  |                     |                          |
| 3                        | To explore Tech etiquette in using various telecommunication devices and channels   |                     |                          |
| 4                        | To successfully handle Multi-cultural challenges  |                     |                          |
| 5                        | To ascertain sensitivity to new and emerging issues in etiquette  |                     |                          |
| <b>SYLLABUS</b>          |   |                     |                          |
| <b>UNIT</b>              | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios - Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands - Introductions - Introductory scenarios - Addressing individuals.  | 6                   | C1                       |
| II                       | Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation- Dealing with customer complaints. Entertaining Etiquette: Planning a meal - Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines. | 6                   | C2                       |
| III                      | Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold - Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call- Handling rude or impatient clients Internet & email etiquette: Internet usage in the work place Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines                                   | 6                   | C3                       |
| IV                       | Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing  | 6                   | C4                       |

**M.B.A.**

|                         |   |                         |    |
|-------------------------|---|-------------------------|----|
|                         | Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment- Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.  |                         |    |
| V                       | Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India. | 6                       | C5 |
|                         | <b>Total</b>  | <b>30</b>               |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Learn using business etiquette at work place  | PO4, PO6, PO7           |    |
| <b>CO2</b>              | Be able to acquire knowledge about the Principles of exceptional work behaviour   | PO4, PO6, PO7           |    |
| <b>CO3</b>              | Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.  | PO4, PO6, PO7           |    |
| <b>CO4</b>              | Get familiarized with the Successful handling of Multi-cultural challenge   | PO4, PO6, PO7           |    |
| <b>CO5</b>              | Become sensitive to new and emerging issues in etiquette  | PO4, PO6, PO7           |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | <a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>   |                         |    |
| 2.                      | <a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>   |                         |    |
| 3.                      | Journal of International Financial Management & Accounting  |                         |    |
| 4.                      | The Management Accountant Journal - icmai-rnj.in  |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.   |                         |    |
| 2.                      | Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins  |                         |    |
| 3.                      | Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.   |                         |    |
| 4.                      | Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.  |                         |    |
| 5.                      | Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.  |                         |    |
| 6.                      | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.   |                         |    |

**M.B.A.**

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | 2           |             | 2           | 2           |             |
| <b>CO 2</b> |             |             |             | 2           |             | 2           | 2           |             |
| <b>CO 3</b> |             |             |             | 2           |             | 2           | 2           |             |
| <b>CO 4</b> |             |             |             | 2           |             | 2           | 2           |             |
| <b>CO 5</b> |             |             |             | 2           |             | 2           | 2           |             |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| Semester   | Course Code     | Course Title                            | Hours of Teaching / Cycle | No. of Credits |
|------------|-----------------|---|---------------------------|----------------|
| <b>III</b> | <b>23P3BA13</b> | <b>Information Systems for Business</b> | <b>4</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |
|--------------------------|---|
| 1                        | To enable students to understand the fundamentals of information system and its role of information in managerial decision making |
| 2                        | To throw light on fundamentals of information systems like TPS, DSS, and EIS.   |
| 3                        | To manage system applications and data to best support functional areas of business   |
| 4                        | To provide insights in securely managing database and information using the process of  |
| 5                        | To elucidate the need and importance of ERP, its selection and implementation in workplace  |

| <b>SYLLABUS</b> |   |                     |                          |  |
|-----------------|---|---------------------|--------------------------|--|
| <b>UNIT</b>     | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |  |
| I               | Introduction to information system –Them anagement, structure and activities – Information needs and sources – Types of management decisions and information need .System classification Elements of system, input ,output, process and feedback.   | 12                  | C1                       |  |
| II              | Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.  | 12                  | C2                       |  |
| III             | Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.  | 12                  | C3                       |  |
| IV              | System Analysis and Design: SDLC – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model -Data flow diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Cyber Safety and Security- RSA Model of Encryption; Data | 12                  | C4                       |  |

**M.B.A.**

|                         |  |   |                         |    |
|-------------------------|--|---|-------------------------|----|
|                         |  | Science - Block Chain Technology; E-Business models; IOT - RFID.  |                         |    |
| V                       |  | Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance. | 12                      | C5 |
|                         |  | <b>Total</b>  | <b>60</b>               |    |
| <b>Course Outcomes</b>  |  |   |                         |    |
| <b>Course Outcomes</b>  |  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              |  | Learn the importance of data and information in managerial decision making.   | PO1, PO2, PO6           |    |
| <b>CO2</b>              |  | Possess on the various IS and the its relevance to Organizational environment   | PO3, PO5, PO8,          |    |
| <b>CO3</b>              |  | Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR  | PO1, PO3, PO5, PO8      |    |
| <b>CO4</b>              |  | To study the various models and new technologies  | PO1, PO2, PO6, PO7      |    |
| <b>CO5</b>              |  | Be exposed on the importance of selecting the appropriate ERP and its implementation  | PO1, PO2, PO5, PO8      |    |
| <b>Reading List</b>     |  |   |                         |    |
| 1.                      |  | Information Systems for Business and Beyond – open text books. site.  |                         |    |
| 2.                      |  | Management Information Systems: Managing the Digital firm – www.textbooks.com   |                         |    |
| 3.                      |  | Information systems Journal – Wiley Online Library.   |                         |    |
| 4.                      |  | Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.  |                         |    |
| <b>References Books</b> |  |   |                         |    |
| 1.                      |  | Azam,M., Management Information System, McGraw Hill Education, 2012   |                         |    |
| 2.                      |  | Laudon, K., Laudon, J. and Dass, R., Management Information Systems–Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson,2010.  |                         |    |
| 3.                      |  | Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 <sup>rd</sup> Edition, PHI, 2011.  |                         |    |
| 4.                      |  | O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 <sup>th</sup> Edition, Tata McGraw –Hill Education,2009.   |                         |    |
| 5.                      |  | Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.   |                         |    |
| 6.                      |  | Stair, R. and Reynolds, G., Information Systems, 10 <sup>th</sup> Edition, Cengage Learning, 2012.  |                         |    |

*M.B.A.*

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> | 3           | 2           |             |             |             | 3           |             |             |
| <b>CO 2</b> |             |             | 3           |             | 3           |             |             | 3           |
| <b>CO 3</b> | 2           |             | 3           |             | 2           |             |             | 3           |
| <b>CO 4</b> | 3           | 3           |             |             |             | 2           | 3           |             |
| <b>CO 5</b> | 3           | 2           |             |             | 2           |             |             | 3           |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| Semester   | Course Code     | Course Title                                      | Hours of Teaching / Cycle | No. of Credits |
|------------|-----------------|---|---------------------------|----------------|
| <b>III</b> | <b>23P3BA14</b> | <b>Advertising Management and Sales Promotion</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |                     |                          |
|--------------------------|---|---------------------|--------------------------|
| 1                        | To introduce students to advertising fundamentals   |                     |                          |
| 2                        | To impart knowledge on advertising media and budget.  |                     |                          |
| 3                        | To orient students on advertising agencies and its operations.  |                     |                          |
| 4                        | To make students understand sales promotion campaigns.  |                     |                          |
| 5                        | To enable students understand the relevance of sales promotion  |                     |                          |
| <b>SYLLABUS</b>          |   |                     |                          |
| <b>UNIT</b>              | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.                                 | 7                   | C1                       |
| II                       | Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.                 | 10                  | C2                       |
| III                      | Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.  | 10                  | C3                       |
| IV                       | Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns. | 10                  | C4                       |
| V                        | Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.   | 8                   | C5                       |
| <b>Total</b>             |   | <b>45</b>           |                          |

| <b>Course Outcomes</b> |   |                         |
|------------------------|---|-------------------------|
| <b>Course Outcomes</b> | On completion of this course, students will;                                | <b>Program Outcomes</b> |
| <b>CO1</b>             | Possess knowledge and good understanding on the fundamentals of advertising | PO4, PO7                |
| <b>CO2</b>             | Have good understanding and knowledge on advertising media and budget       | PO2, PO4, PO7           |
| <b>CO3</b>             | Have good orientation on advertising agencies and its operations.           | PO5, PO7                |
| <b>CO4</b>             | Understand sales promotion campaigns.                                       | PO4, PO5, PO6           |
| <b>CO5</b>             | Understand the relevance of sales promotion                                 | PO4, PO6, PO7           |

**M.B.A.**

| <b>Reading List</b>     |  |
|-------------------------|--|
| 1.                      | S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015  |
| 2.                      | Vv Rathna & S L Guptha, Advertising and Sales Promotion Management, Sultan Chand, 2011   |
| 3.                      | S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books, 2008  |
| 4.                      | Mishra M N ,Sales Promotion and Advertising Management , Mishra M N, Himalaya Publishing 2015  |
| <b>References Books</b> |  |
| 1.                      | Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 <sup>th</sup> edition, McGraw Hill Education, 2021 |
| 2.                      | Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South - Western College Publishing, 2017.      |
| 3.                      | Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.  |
| 4.                      | Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.  |
| 5.                      | Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.  |
| 6.                      | Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.  |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | M           |             |             | S           |             |
| <b>CO 2</b> |             | S           |             |             |             |             | S           |             |
| <b>CO 3</b> |             |             |             |             | M           |             | S           |             |
| <b>CO 4</b> |             |             |             | S           | S           | M           |             |             |
| <b>CO 5</b> |             |             |             | M           |             | M           | M           |             |

**S-Strong    M-Medium    L-Low**



**M.B.A.**

| Semester   | Course Code     | Course Title              | Hours of Teaching / Cycle | No. of Credits |
|------------|-----------------|---------------------------|---------------------------|----------------|
| <b>III</b> | <b>23P3BA15</b> | <b>Services Marketing</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |                     |                          |
|--------------------------|---|---------------------|--------------------------|
| 1                        | To familiarize the students to the basic concepts of Services marketing and Service Sector  |                     |                          |
| 2                        | To provide insights on Marketing Mix In Service Marketing   |                     |                          |
| 3                        | To throw light on Effective Management Of Service Marketing   |                     |                          |
| 4                        | To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing  |                     |                          |
| 5                        | To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism , Professional Service, Public Utility Services & Educational Services   |                     |                          |
| <b>SYLLABUS</b>          |   |                     |                          |
| <b>UNIT</b>              | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Marketing Services: Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Using Technology, Developing Human Resources, Building Service Aspirations.  | 9                   | C1                       |
| II                       | Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing .  | 9                   | C2                       |
| III                      | Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.  | 9                   | C3                       |
| IV                       | Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques to Resolve This Gap. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap - Effective Communication about Service Quality | 9                   | C4                       |
| V                        | Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.   | 9                   | C5                       |

**M.B.A.**

|                         |   |                         |
|-------------------------|---|-------------------------|
|                         | <b>Total</b>  | <b>45</b>               |
| <b>Course Outcomes</b>  |   |                         |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |
| <b>CO1</b>              | Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector   | PO4,PO7                 |
| <b>CO2</b>              | Possess knowledge on Marketing Mix in Service Marketing   | PO6                     |
| <b>CO3</b>              | Have insights on Effective Management of Service Marketing  | PO6,PO7                 |
| <b>CO4</b>              | Learn Quality of Services, GAPS and factors influencing Services Marketing  | PO6                     |
| <b>CO5</b>              | Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism, Professional Service, Public Utility Services & Educational Services | PO4, PO5, PO6, PO7      |
| <b>Reading List</b>     |   |                         |
| 1.                      | R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, Edition, 2014   |                         |
| 2.                      | Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle   |                         |
| 3.                      | Journal of services marketing, Emerald Insight  |                         |
| 4.                      | Journal of service management, Emerald Group Publishing Ltd   |                         |
| <b>References Books</b> |   |                         |
| 1.                      | Bateman, J.E. and Hoffman, D., Services Marketing, 4thEdition, Cengage Learning, 2011.  |                         |
| 2.                      | Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, Wiley India, 2011.   |                         |
| 3.                      | Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.   |                         |
| 4.                      | Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7thEdition, Pearson, 2019.  |                         |
| 5.                      | Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.   |                         |
| 6.                      | Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5thEdition, Tata McGraw-Hill,2017   |                         |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | M           |             |             | S           |             |
| <b>CO 2</b> |             |             |             |             |             | S           |             |             |
| <b>CO 3</b> |             |             |             |             |             | S           | M           |             |
| <b>CO 4</b> |             |             |             |             |             | M           |             |             |
| <b>CO 5</b> |             |             |             | S           | S           | M           | M           |             |

**S-Strong      M-Medium      L-Low**

**M.B.A.**

| Semester | Course Code | Course Title   | Hours of Teaching / Cycle | No. of Credits |
|----------|-------------|--|---------------------------|----------------|
| III      | 23P3BA16A   | <b>Optional - Security Analysis and Portfolio Management</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |  |                     |                          |
|--------------------------|--|---------------------|--------------------------|
| 1                        | To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.   |                     |                          |
| 2                        | To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.  |                     |                          |
| 3                        | To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.  |                     |                          |
| 4                        | To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.   |                     |                          |
| 5                        | To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.  |                     |                          |
| <b>Syllabus</b>          |  |                     |                          |
| <b>UNIT</b>              | <b>Details</b>   | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | <b>Investment</b> - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.   | 9                   | C1                       |
| II                       | <b>Securities Market</b> - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology. | 9                   | C2                       |
| III                      | <b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings –   | 9                   | C3                       |

**M.B.A.**

|                         |   |                         |    |
|-------------------------|---|-------------------------|----|
|                         | Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.   |                         |    |
| IV                      | <b>Technical Analysis</b> - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory. | 9                       | C4 |
| V                       | <b>Portfolio Management</b> -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation  | 9                       | C5 |
| <b>Total</b>            |   | <b>45</b>               |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.  | PO2, PO6, PO7           |    |
| <b>CO2</b>              | Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market   | PO2, PO4, PO6, PO7      |    |
| <b>CO3</b>              | Analyze the investment decisions with the help of fundamental analysis techniques.  | PO2, PO4, PO7, PO8      |    |
| <b>CO4</b>              | Appraise the stock price movements and its behavior with the help of technical analysis techniques.   | PO4, PO6 PO7            |    |
| <b>CO5</b>              | Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.   | PO6, PO7                |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015  |                         |    |
| 2.                      | Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009  |                         |    |
| 3.                      | The Journal of Portfolio Management, Springer   |                         |    |
| 4.                      | Financial Markets and Portfolio Management, Scimago Journal and Country Rank  |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.  |                         |    |
| 2.                      | Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.  |                         |    |
| 3.                      | Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.  |                         |    |
| 4.                      | Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.  |                         |    |
| 5.                      | Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.  |                         |    |
| 6.                      | Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.  |                         |    |

*M.B.A.*

**CO-PO Mapping**

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             | 3           |             |             |             | 3           | 3           |             |
| <b>CO 2</b> |             | 3           |             | 2           |             | 3           |             |             |
| <b>CO 3</b> |             | 3           |             | 3           |             | 2           |             |             |
| <b>CO 4</b> |             |             |             | 2           |             | 3           | 3           |             |
| <b>CO 5</b> |             |             |             |             |             | 2           | 3           |             |

**3-Strong 2-Medium 1-Low**

**M.B.A.**

| Semester   | Course Code      | Course Title                                  | Hours of Teaching / Cycle | No. of Credits |
|------------|------------------|---|---------------------------|----------------|
| <b>III</b> | <b>23P3BA16B</b> | <b>Optional - Human Resources Development</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |  |              |                   |
|--------------------------|--|--------------|-------------------|
| 1                        | To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.   |              |                   |
| 2                        | To analyse and explore the models and factors influencing employee behavior and Learning.  |              |                   |
| 3                        | To explore the developing needs of Human capacity and its impact of HRD initiatives.   |              |                   |
| 4                        | To understand the training need & explore the technique for development.   |              |                   |
| 5                        | To explore the recent trends in career planning & development.   |              |                   |
| UNIT                     | Details  | No. of Hours | Course Objectives |
| I                        | <b>Introduction:</b> Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Development of HRD Movement in India. Difference between HRM and HRD Organisation .   | 9            | C1                |
| II                       | <b>Human Resource Development System:</b> HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour.<br><b>Learning and HRD:</b> Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology. | 9            | C2                |
| III                      | <b>Developing Human Capacity:</b> Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.<br><b>Evaluating HRD:</b> HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.   | 9            | C3                |
| IV                       | <b>Training and Development:</b> Meaning and Scope of training - Training need analysis - Types of training Internal and external – On -job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.   | 9            | C4                |

**M.B.A.**

|                                      |  |                         |    |
|--------------------------------------|--|-------------------------|----|
| V                                    | <b>Career Planning and Development:</b> Definition - objectives – importance – Career development - principles of theories career planning – steps involved – succession planning.<br><b>Recent Trends in HRD:</b> Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD. | 9                       | C5 |
| <b>Total</b>                         |  | <b>45</b>               |    |
| <b>Course Outcomes</b>               |  |                         |    |
| <b>Course Outcomes</b>               | On completion of this course, students will;   | <b>Program Outcomes</b> |    |
| <b>CO1</b>                           | Understand the need of the HRD professionals.  | PO1, PO8                |    |
| <b>CO2</b>                           | Integrate the concept and practical implication of learning & behavior.  | PO3, PO5                |    |
| <b>CO3</b>                           | Understand the developing need of Human capacity.  | PO3, PO5                |    |
| <b>CO4</b>                           | Understand Training need & its development.  | PO1, PO2, PO4           |    |
| <b>CO5</b>                           | Have a better understanding of career planning & development.  | PO6, PO7, PO8           |    |
| <b>Reading List</b>                  |  |                         |    |
| 1.                                   | Brian Becker, Mark Huselid, Dave Ulrich, ‘The HR Scorecard’, Harvard Business School Press.  |                         |    |
| 2.                                   | Kirsten & Martin Edwards, ‘Predictive HR Analytics: Mastering the HR Metric’, Kogan Page.  |                         |    |
| 3.                                   | Kirs Wayne Cascio, John Boudreau, ‘Investing in people. Financial Impact of Human Resource Initiatives’.   |                         |    |
| 4.                                   | Tomas Chamorro- Premuzic, ‘The Talent Delusion’.   |                         |    |
| <b>References Books</b>              |  |                         |    |
| 1.                                   | Gibb, S., Human Resource Development: Foundations, Process, Context, 3 <sup>rd</sup> Edition, Palgrave Macmillan, 2011.  |                         |    |
| 2.                                   | McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.  |                         |    |
| 3.                                   | Noe, R. and Deo, A., Employee Training and Development, 5 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.   |                         |    |
| 4.                                   | Rishipal, Training and Development Methods, S.Chand, 2011.   |                         |    |
| 5.                                   | Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.   |                         |    |
| 6.                                   | Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 <sup>th</sup> Edition, Cengage Learning, 2012.  |                         |    |
| <b>Methods of Assessment</b>         |  |                         |    |
| <b>Recall (K1)</b>                   | Simple definitions, MCQ, Recall steps, Concept definitions   |                         |    |
| <b>Understand/ Comprehended (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview   |                         |    |
| <b>Application (K3)</b>              | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain   |                         |    |

**M.B.A.**

|                      |   |
|----------------------|---|
| <b>Analyze (K4)</b>  | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge |
| <b>Evaluate (K5)</b> | Longer essay/ Evaluation essay, Critique or justify with pros and cons  |
| <b>Create (K6)</b>   | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations                        |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> | M           |             |             |             |             |             |             | M           |
| <b>CO 2</b> |             |             | S           |             | S           |             |             |             |
| <b>CO 3</b> |             |             | M           |             | M           |             |             |             |
| <b>CO 4</b> | M           | M           |             | M           |             |             |             |             |
| <b>CO 5</b> |             |             |             |             |             | M           | M           | M           |

**S-Strong      M-Medium      L-Low**



**M.B.A.**

| Semester   | Course Code      | Course Title  | Hours of Teaching / Cycle | No. of Credits |
|------------|------------------|---|---------------------------|----------------|
| <b>III</b> | <b>23P3BA17A</b> | <b>Optional - Capital Market and Financial Services</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |  |              |                   |  |
|--------------------------|--|--------------|-------------------|--|
| 1                        | To acquire knowledge on Indian financial systems and its regulators  |              |                   |  |
| 2                        | To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.   |              |                   |  |
| 3                        | To understand leasing and hire purchase  |              |                   |  |
| 4                        | To familiarize with credit rating and securitization   |              |                   |  |
| 5                        | To know Depositories & Contemporary Issues   |              |                   |  |
| <b>SYLLABUS</b>          |  |              |                   |  |
| UNIT                     | Details  | No. of Hours | Course Objectives |  |
| I                        | <p><b>Indian Financial System:</b><br/> <b>Regulators:</b> Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.<br/> <b>Primary Market:</b> Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO’s, FPO’s and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.<br/> <b>Indian Stock Exchanges:</b> Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.</p> | 9            | C1                |  |
| II                       | <p><b>Listing and trading of Securities:</b><br/>                     Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing &amp; Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.<br/> <b>Risk Management system in BSE &amp; NSE:</b> Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.<br/> <b>Index Management:</b> Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in</p>  | 9            | C2                |  |

|                        |  |                         |    |
|------------------------|--|-------------------------|----|
|                        | India  |                         |    |
| III                    | <b>Leasing and Hire Purchase</b><br>Lease and Hire purchase- – Meaning and Types of leasing –<br>Legislative frameworks – Matters on Depreciation and Tax –<br>Concepts and features – Tax and Depreciation implications<br>Microfinance: Consumer Credit - Factoring and Forfeiting   | 9                       | C3 |
| IV                     | <b>Credit rating &amp; Securitization:</b><br>Credit rating: Definition and meaning- Process of credit rating of<br>financial instruments - Rating methodology - Rating agencies –<br>Rating symbols of different companies. Legislative framework<br>guiding the CRAs.<br>Securitization: Meaning-Features - Special Purpose Vehicle - Pass<br>Through Certificate & mechanism – Benefits of Securitization –<br>Issues in Securitization, Legislative framework guiding the<br>securitization framework. | 9                       | C4 |
| V                      | <b>Depositories &amp; Contemporary Issues</b><br>Depository services - Role of depositories and their services —<br>Advantages of depository system – NSDL and CDSL -<br>Depository participants and their role- Stock Broking Services<br>including SEBI guidelines - Contemporary developments in<br>capital market performance and implication of securitization in<br>Indian scenario.   | 9                       | C5 |
| <b>Total</b>           |  | <b>45</b>               |    |
| <b>Course Outcomes</b> |  |                         |    |
| <b>Course Outcomes</b> | On completion of this course, students will;   | <b>Program Outcomes</b> |    |
| <b>CO1</b>             | Estimate the Indian financial systems and its regulators   | PO3,PO6                 |    |
| <b>CO2</b>             | Summarize the listing and trading securities, Risk<br>management in BSE & NSE, Index management.   | PO6, PO7                |    |
| <b>CO3</b>             | Explain the leasing and hire purchase  | PO7                     |    |
| <b>CO4</b>             | Prioritize the credit rating and securitization  | PO2,PO6,PO7             |    |
| <b>CO5</b>             | Summarize the depositories & contemporary Issues   | PO6,PO7                 |    |
| <b>Reading List</b>    |  |                         |    |
| 1.                     | Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the<br>Financial Services Modernization Act of 1999. The Quarterly Review of Economics and<br>Finance.   |                         |    |
| 2.                     | Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and<br>instability. World development.   |                         |    |
| 3.                     | Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the<br>frequency of interim financial reporting: an international analysis. Review of<br>Quantitative Finance and Accounting.  |                         |    |
| 4.                     | Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on<br>the Romanian non-banking capital market. SEA-Practical Application of Science.  |                         |    |

**M.B.A.**

| <b>References Books</b> |  |
|-------------------------|--|
| 1.                      | Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.  |
| 2.                      | K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.  |
| 3.                      | Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014..  |
| 4.                      | Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.        |
| 5.                      | MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.                            |
| 6.                      | Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007. |

**CO-PO MAPPING**

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             | 2           |             |             | 2           |             |             |
| <b>CO 2</b> |             |             |             |             |             | 3           | 3           |             |
| <b>CO 3</b> |             |             |             |             |             |             | 3           |             |
| <b>CO 4</b> |             | 3           |             |             |             | 2           | 3           |             |
| <b>CO 5</b> |             |             |             |             |             | 2           | 2           |             |

**3-Strong      2-Medium      1-Low**

**M.B.A.**

| Semester   | Course Code      | Course Title                            | Hours of Teaching / Cycle | No. of Credits |
|------------|------------------|---|---------------------------|----------------|
| <b>III</b> | <b>23P3BA17B</b> | <b>Optional - Organizational Change</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |                     |                          |
|--------------------------|---|---------------------|--------------------------|
| C1                       | To gather meaning and nature of organizational change and change process and models.  |                     |                          |
| C2                       | To comprehend the management of change and effective ways of managing change  |                     |                          |
| C3                       | To familiarize about the change agents  |                     |                          |
| C4                       | To summarize an in-depth analysis of OD interventions   |                     |                          |
| C5                       | To draw insights on HR management interventions.  |                     |                          |
| <b>UNIT</b>              | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | <b>Organizational Change:</b> Meaning, Nature, Forces for change-change agents- Change process-Types and forms of change-Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change-Change programs –job redesign.  | 9                   | C1                       |
| II                       | <b>Management of Change:</b> Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research.<br><b>Effective Ways of Managing Change:</b> Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes. | 9                   | C2                       |
| III                      | <b>Change Agents:</b> Change Agents: Skills – External and Internal Change Agents - Resistance to change- Managing the resistance to change - Levin’s change model.   | 9                   | C3                       |
| IV                       | <b>OD Intervention:</b> Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategic interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.   | 9                   | C4                       |
| V                        | <b>HR Management Interventions:</b> Performance management, employee development, Workforce diversity and wellness. - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third-party peace-making, Structural Intervention, Comprehensive OD Interventions.  | 9                   | C5                       |
| <b>Total</b>             |   | <b>45</b>           |                          |

| <b>Course Outcomes</b>             |  |                              |
|------------------------------------|--|------------------------------|
| <b>Course Outcomes</b>             | On completion of this course, students will;   | <b>Program Outcomes</b>      |
| <b>CO1</b>                         | Comprehend the meaning and nature of organizational change and change process and models.  | PO1, PO2, PO6, PO7, PO8      |
| <b>CO2</b>                         | Gain knowledge about the management of change and effective ways of managing change  | PO1, PO5, PO6, PO8           |
| <b>CO3</b>                         | Contrast and hypothesize the change agents   | PO2, PO6, PO7, PO8           |
| <b>CO4</b>                         | Gain in-depth knowledge about OD interventions   | PO1, PO5, PO6, PO7, PO8      |
| <b>CO5</b>                         | Draw insights about HR management interventions.   | PO1, PO2, PO5, PO6, PO7, PO8 |
| <b>Reading List</b>                |  |                              |
| 1.                                 | William and Susan Bridges, <i>Managing Transitions: Making the Most of Change</i> .  |                              |
| 2.                                 | John Kotter and Holger Rathgeber, <i>Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions</i> .  |                              |
| 3.                                 | Al Comeaux, <i>Change (the) Management: Why We as Leaders Must Change for the Change to Last</i> .   |                              |
| 4.                                 | Spencer Johnson and Kenneth Blanchard, <i>Who Moved My Cheese</i> .  |                              |
| <b>References Books</b>            |  |                              |
| 1.                                 | Palmer. I, Dunford. R, Akin. G.(2016), Managing organizational change: A multiple perspectives approach, 3 <sup>rd</sup> edition, McGraw-Hill Irwin                        |                              |
| 2.                                 | R. G. Priyadarshini, Organizational Change and Development, Cengage Learning, 1 <sup>st</sup> Edition 2015.  |                              |
| 3.                                 | Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning, 11 <sup>th</sup> Edition, 2020.  |                              |
| 4.                                 | Paul Gibbons, The Science of Successful Organizational Change: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture, Pearson FT Press, 1st Edition 2015. |                              |
| 5.                                 | Organizational, Design, and Change-Gareth R. Jones, Pearson Education, 5th Edition 2007.   |                              |
| 6.                                 | Dipak Kumar Bhattacharya, Organizational Change & Development, OUP India, 1 <sup>st</sup> Edition, 2011.   |                              |
| <b>Methods of Assessment</b>       |  |                              |
| <b>Recall (K1)</b>                 | Simple definitions, MCQ, Recall steps, Concept definitions   |                              |
| <b>Understand/ Comprehend (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview   |                              |
| <b>Application (K3)</b>            | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain   |                              |
| <b>Analyze (K4)</b>                | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge  |                              |
| <b>Evaluate (K5)</b>               | Longer essay/ Evaluation essay, Critique or justify with pros and cons   |                              |
| <b>Create (K6)</b>                 | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations   |                              |

*M.B.A.*

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> | M           | M           |             |             |             | S           | M           | M           |
| <b>CO 2</b> | M           |             |             |             | M           | S           |             | M           |
| <b>CO 3</b> |             | M           |             |             |             | S           | M           | M           |
| <b>CO 4</b> | M           |             |             |             | S           | M           | M           | M           |
| <b>CO 5</b> | M           | M           |             |             | S           | M           | M           | M           |

**S-Strong      M-Medium      L-Low**

**M.B.A.**

| Semester   | Course Code      | Course Title                     | Hours of Teaching / Cycle | No. of Credits |
|------------|------------------|----------------------------------|---------------------------|----------------|
| <b>III</b> | <b>23P3BA18A</b> | <b>Optional - Tax Management</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |  |
|--------------------------|--|
| 1                        | To make an understanding on the tax system                       |
| 2                        | To enrich on taxation procedure under different heads of income. |
| 3                        | To create awareness on deductions in tax management.             |
| 4                        | To enable computation of taxable income.                         |
| 5                        | To provide insight knowledge on direct tax system                |

| <b>SYLLABUS</b> |   |                     |                          |
|-----------------|---|---------------------|--------------------------|
| <b>UNIT</b>     | <b>Details</b>  | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I               | Income Tax – Definition – Objectives of Taxation – Adam Smiths canon of taxation – Income – Agriculture income – Assessee – Previous Year – Assessment Year – Residential status – Scope of Total income – Capital and Revenue – Receipts and Expenditure – Exempted incomes.                 | 9                   | C1                       |
| II              | Computation of income from salaries – Features of Salary – Salary Income – Allowances – Prequisites – Profits in Lieu of Salary – Deduction from Salary – Qualifying Amount for deduction under section 80 C.   | 9                   | C2                       |
| III             | Income from house property – Determination of annual value – Ownership of house property – Demed ownership property self occupied house – let out house – exempted house – Property incomes - Deduction   | 9                   | C3                       |
| IV              | Income from business of profession – Bussiness profession and vocation – Income that are taxed under business or profession – Computation of Income from business and profession income from capital gains – Short term capital gain – long term capital gain – deductions – exempt U/S (10): | 9                   | C4                       |
| V               | Income from other sources – Various kinds of securities – Chargeability – Deductions. Income tax authorities and assessment procedures – Tax deducted at sources (TDS) Refunds of excess tax – PAN – importance – GST – Procedures – merits – Demerits – E filling – Procedures               | 9                   | C5                       |
| <b>Total</b>    |   | <b>45</b>           |                          |

**M.B.A.**

| <b>Course Outcomes</b>  |   |                           |
|-------------------------|---|---------------------------|
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Objectives</b> |
| <b>CO1</b>              | State the basic concepts of tax management system in India.   | C1                        |
| <b>CO2</b>              | Discuss the taxation procedure involved under different heads of income.  | C2                        |
| <b>CO3</b>              | Calculate on the deduction procedures.  | C3                        |
| <b>CO4</b>              | Analyze the ways to compute total taxable income.   | C4                        |
| <b>CO5</b>              | Prepare direct tax system   | C5                        |
| <b>Reading List</b>     |   |                           |
| 1.                      | Direct Taxes Law and Practice, Vinld K Singhania and Kapil Singhania, Taxmann, 2021   |                           |
| 2.                      | Income Tax ready reckoner for 2021-22 e-book, Taxguru.  |                           |
| 3.                      | <a href="https://www.incometax india.gov.in/Documents/Aarohan-itd-2022-e-book.pdf">https://www.incometax india.gov.in/Documents/Aarohan-itd-2022-e-book.pdf</a> |                           |
| 4.                      | Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhania, Taxmann  |                           |
| <b>References Books</b> |   |                           |
| 1.                      | Students Guide to Income Tax by Dr.Vinod K.Singhania and Monica Singhania, Taxmann's flagship publication, Latest Edition.                                      |                           |
| 2.                      | Indirect Tax by Vinod K. Singania Taxmann's flagship publication, Latest Edition  |                           |
| 3.                      | Iyengar, AC., Sampat Lawof Income Tax. Allahabad, Bharat Law House. Latest Edition.   |                           |
| 4.                      | Dr.H.C. Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income taa and Indirect taxes, Sahithya Bhagwan Publications, Latest Edition.                                  |                           |
| 5.                      | T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theroy, Law Practice, Margham Publishers, Latest Edition.   |                           |
| 6.                      | Students Guideto Income Tax by Dr.Vinod K.Singhania and Monica Singhania, Taxmann's flagship publication, Latest Edition.                                       |                           |

**CO-PO MAPPING**

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      | 2    |      |      |      | 3    | 3    |      |
| <b>CO 2</b> |      |      |      |      |      | 3    | 3    |      |
| <b>CO 3</b> |      |      |      |      |      | 3    | 3    |      |
| <b>CO 4</b> |      |      |      |      |      | 3    | 3    |      |
| <b>CO 5</b> |      |      |      |      |      | 3    | 3    |      |

**3-Strong 2-Medium 1-Low**



**M.B.A.**

| Semester   | Course Code      | Course Title                             | Hours of Teaching / Cycle | No. of Credits |
|------------|------------------|--|---------------------------|----------------|
| <b>III</b> | <b>23P3BA18B</b> | <b>Optional - Performance Management</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |              |                   |
|--------------------------|---|--------------|-------------------|
| 1                        | To summarize basic concepts of performance management.  |              |                   |
| 2                        | To employ, and design performance management process.   |              |                   |
| 3                        | To interpret optimal use of performance analysis techniques.  |              |                   |
| 4                        | To elucidate role of Performance Management system and standards in place.  |              |                   |
| 5                        | To constitute and appraise high performance teams.  |              |                   |
| UNIT                     | Details   | No. of Hours | Course Objectives |
| I                        | <b>Introduction:</b> Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.  | 9            | C1                |
| II                       | <b>Performance Management Process:</b> Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.   | 9            | C2                |
| III                      | <b>Performance Planning:</b> Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.  | 9            | C3                |
| IV                       | <b>Performing Review and Discussion:</b> Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.               | 9            | C4                |
| V                        | <b>Managing Team Performance:</b> Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance<br>Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry. | 9            | C5                |
| <b>Total</b>             |   | <b>45</b>    |                   |

| <b>Course Outcomes</b>             |  |                         |
|------------------------------------|--|-------------------------|
| <b>Course Outcomes</b>             | On completion of this course, students will;   | <b>Program Outcomes</b> |
| <b>CO1</b>                         | Recognize and apply performance management techniques.   | PO2, PO6                |
| <b>CO2</b>                         | Design performance management process across various business units.   | PO2, PO8                |
| <b>CO3</b>                         | Formulate, comply and implement performance analysis tools and standards.  | PO2, PO4, PO7           |
| <b>CO4</b>                         | Construct performance review and employ Performance Management system.   | PO1, PO5                |
| <b>CO5</b>                         | Critique team management strategies.   | PO1, PO5                |
| <b>Reading List</b>                |  |                         |
| 1.                                 | Sir John Whitmore, 'Coaching for Performance'  |                         |
| 2.                                 | Andrew S Grove, 'High output Management'   |                         |
| 3.                                 | Camille Fournier, 'The Manager's Path'   |                         |
| 4.                                 | Christopher D lee, 'Performance Conversations'   |                         |
| <b>References Books</b>            |  |                         |
| 1.                                 | Aguinis, H., Performance Management, 4 <sup>th</sup> Edition, Chicago Business Press, 2019.  |                         |
| 2.                                 | Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 <sup>st</sup> Edition, Kogan Page, 2018. |                         |
| 3.                                 | T V Rao, Performance Management: Toward Organizational Excellence, 2 <sup>nd</sup> Edition, SAGE response, 2015.   |                         |
| 4.                                 | Armstrong, M., Armstrong's Handbook of Performance Management, 4 <sup>th</sup> Edition, Kogan Page, 2012.  |                         |
| 5.                                 | Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management- Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.  |                         |
| 6.                                 | Hedda Bird, The Performance Management Playbook, 1 <sup>st</sup> Edition, Pearson, 2022.   |                         |
| <b>Methods of Assessment</b>       |  |                         |
| <b>Recall (K1)</b>                 | Simple definitions, MCQ, Recall steps, Concept definitions   |                         |
| <b>Understand/ Comprehend (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview   |                         |
| <b>Application (K3)</b>            | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain   |                         |
| <b>Analyze (K4)</b>                | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge  |                         |
| <b>Evaluate (K5)</b>               | Longer essay/ Evaluation essay, Critique or justify with pros and cons   |                         |
| <b>Create (K6)</b>                 | Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations  |                         |

**M.B.A.**

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             | M           |             |             |             | M           |             |             |
| <b>CO 2</b> |             | M           |             |             |             |             |             | M           |
| <b>CO 3</b> |             | M           |             | M           |             |             | M           |             |
| <b>CO 4</b> | M           |             |             |             | S           |             |             |             |
| <b>CO 5</b> | M           |             |             |             | S           |             |             |             |

**S-Strong      M-Medium      L-Low**

**M.B.A.**

| Semester                 | Course Code   | Course Title                   | Hours of Teaching / Cycle | No. of Credits    |
|--------------------------|---|--------------------------------|---------------------------|-------------------|
| IV                       | 23P4BA20  | <b>International Marketing</b> | 3                         | 3                 |
| <b>Course Objectives</b> |   |                                |                           |                   |
| 1                        | To increase globalization by integrating the economies of different countries.  |                                |                           |                   |
| 2                        | To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.  |                                |                           |                   |
| 3                        | To assure sustainable management of resources globally.   |                                |                           |                   |
| 4                        | To propel export and import of goods globally and distribute the profit among all participating countries.  |                                |                           |                   |
| 5                        | To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.   |                                |                           |                   |
| <b>SYLLABUS</b>          |   |                                |                           |                   |
| UNIT                     | Details   |                                | No. of Hours              | Course Objectives |
| I                        | <b>International Marketing Environment:</b> Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.  |                                | 9                         | C1                |
| II                       | <b>Product Policy</b> – International Product Life Cycle – Export Pricing.<br><b>International Marketing Decision:</b> Marketing Decision – Market Entry Decision – Marketing Mix Decision.<br><b>International Marketing Research:</b> Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – International Marketing Intelligence – Competitive Intelligence.  |                                | 9                         | C2                |
| III                      | <b>International Sales Contract:</b> Major Laws – INCO Terms – Standard clauses of International sales Contract – International Chamber of Commerce in solving Trade disputes.<br><b>International Trade Liberalization:</b> General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA)<br>– Association of South East Asian Nations (ASEAN) – |                                | 9                         | C3                |

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|                        |   |                         |    |
|------------------------|---|-------------------------|----|
|                        | CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). – Counter Trade – World Commodity Markets and Commodity Agreements.   |                         |    |
| IV                     | <p><b>India’s Foreign Trade:</b> Recent Trends in India’s Foreign Trade – India’s Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.</p> <p>Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation – Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.</p> | 9                       | C4 |
| V                      | <p><b>World Trade and India:</b> - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.</p>  | 9                       | C5 |
| <b>Total</b>           |   | <b>45</b>               |    |
| <b>Course Outcomes</b> |   |                         |    |
| <b>Course Outcomes</b> | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>             | Identify and analyse opportunities within international marketing environments  | PO4, PO7                |    |
| <b>CO2</b>             | Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment; Select, research, and enter a new international market;  | PO4, PO7                |    |
| <b>CO3</b>             | Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;   | PO2, PO4                |    |
| <b>CO4</b>             | Possess understanding and knowledge on Export trade   | PO4, PO6, PO7           |    |
| <b>CO5</b>             | Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils   | PO4, PO6                |    |
| <b>Reading List</b>    |   |                         |    |
| 1.                     | R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008   |                         |    |
| 2.                     | Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002  |                         |    |

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|                         |  |
|-------------------------|--|
| 3.                      | Journal of International Marketing, SAGE Publications  |
| 4.                      | Journal of International Business Studies, Palgrave MmMillan   |
| <b>References Books</b> |  |
| 1.                      | Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.                                       |
| 2.                      | Cateora, P., Graham, J. and Salwan, P., International Marketing, 13 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2008. |
| 3.                      | Czinkota, M. and Ronkainen, I., International Marketing, 8 <sup>th</sup> Edition, South- Western, 2007.                      |
| 4.                      | Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3 <sup>rd</sup> Edition, PHI Learning, 2009.      |
| 5.                      | Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.  |
| 6.                      | Salvatore, D., International Economics: Trade and Finance, 10 <sup>th</sup> Edition, Wiley, 2012.                            |

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      |      |      | M    |      |      | M    |      |
| <b>CO 2</b> |      |      |      | M    |      |      | M    |      |
| <b>CO 3</b> |      | S    |      | M    |      |      |      |      |
| <b>CO 4</b> |      |      |      | M    |      | S    | M    |      |
| <b>CO 5</b> |      |      |      | M    |      |      | M    |      |

**S-Strong      M-Medium      L-Low**

*M.B.A.*

| Semester | Course Code     | Course Title                            | Hours of Teaching / Cycle | No. of Credits |
|----------|-----------------|---|---------------------------|----------------|
| IV       | <b>23P4BA21</b> | <b>Customer Relationship Management</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |  |                     |                          |
|--------------------------|--|---------------------|--------------------------|
| 1                        | To familiarize the students to the basics and evolution of CRM   |                     |                          |
| 2                        | To provide insights on CRM Concepts  |                     |                          |
| 3                        | To throw light on Planning for CRM and strategy its development in an organization   |                     |                          |
| 4                        | To elucidate on CRM and Marketing Strategy   |                     |                          |
| 5                        | To create awareness and importance of CRM Planning and Implementation  |                     |                          |
| <b>SYLLABUS</b>          |  |                     |                          |
| <b>UNIT</b>              | <b>Details</b>   | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I                        | Evolution of Customer Relationship:<br>CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM and Cost Benefit Analysis, CRM and Relationship Marketing.                                  | 9                   | C1                       |
| II                       | CRM Concepts: Customer Value, Customer Expectation, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurement.    | 9                   | C2                       |
| III                      | Planning for CRM:<br>Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid. | 9                   | C3                       |

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|-------------------------|---|-------------------------|----|
| IV                      | CRM and Marketing Strategy:<br>CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector                         | 9                       | C4 |
| V                       | CRM Planning and Implementation:<br>Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance and Metrics. | 9                       | C5 |
| <b>Total</b>            |   | <b>45</b>               |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | To familiarize the students to the basic and evolution of CRM   | PO4,PO6,PO7             |    |
| <b>CO2</b>              | To provide insights on CRM Concepts   | PO2,PO3                 |    |
| <b>CO3</b>              | To throw light on CRM and strategy its development in an organization   | PO5,PO6,PO8             |    |
| <b>CO4</b>              | To elucidate on CRM and Marketing Strategy  | PO1,PO5                 |    |
| <b>CO5</b>              | To create awareness and importance of CRM Planning and Implementation   | PO3,PO5,PO7             |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | “How to Win at CRM” Strategy, Implementation, Management, ebook   |                         |    |
| 2.                      | The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition  |                         |    |
| 3.                      | Electronic Customer Relationship Management, Kindle Edition   |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.   |                         |    |
| 2.                      | Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.  |                         |    |
| 3.                      | Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.  |                         |    |
| 4.                      | Peelen, E., Customer Relationship Management, Pearson, 2008.  |                         |    |
| 5.                      | Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.  |                         |    |
| 6.                      | Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.   |                         |    |



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|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | 2           | 3           | 2           |             |             |
| <b>CO 2</b> |             | 3           | 2           |             |             |             |             |             |
| <b>CO 3</b> |             |             |             |             | 2           | 3           |             | 3           |
| <b>CO 4</b> | 2           |             |             |             | 3           |             |             |             |
| <b>CO 5</b> |             |             | 3           |             |             | 2           | 2           |             |

**3-Strong      2-Medium      1-Low**

*M.B.A.*

| Semester | Course Code | Course Title              | Hours of Teaching / Cycle | No. of Credits |
|----------|-------------|---------------------------|---------------------------|----------------|
| IV       | 23P4BA22    | <b>Project Management</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |
|--------------------------|---|
| C1                       | To enable the students to understand and communicate on the basic concepts of project management  |
| C2                       | To enable the students to determine the scope, time and cost of project management  |
| C3                       | To learn about the quality, and to classify and analyze the resources, get appraised on the stakeholders and to get appraised on the procurement management |
| C4                       | To appraise the students on the importance of risk and communication management   |
| C5                       | To enable the students to adapt, understand, and devise methods used to manage, measure and evaluate the performance of project                             |

| <b>SYLLABUS</b> |   |              |                   |
|-----------------|---|--------------|-------------------|
| UNIT            | Details   | No. of Hours | Course Objectives |
| I               | <b>Project management over view:</b> Definition of projects, Key features of projects, Life cycle of projects, Human issues in Projects, Role of Computers in Projects - Project identification and screening: (Brainstorming, Strength, and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection   | 9            | C1                |
| II              | <b>Scope, Time and Cost Management:</b> Project Organization Structure, – Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques - Cost Management – Earned Value Method.  | 9            | C2                |
| III             | <b>Quality, Resource, Stakeholder and Procurement Management:</b> project audit and quality audit - Methods of enhancing quality: the different types of testing. Management and control of testing - Human Resource Management - Scheduling Resources - Reducing Project duration: Project Crashing and resource - Leadership styles and skills - Project Manager roles and responsibilities –Stakeholder Management: Identify Stakeholders - Plan Stakeholder Management – Manage Stakeholder Engagement - Control Stakeholder Engagement – Procurement Management. | 9            | C3                |
| IV              | <b>Risk Management and Communication Management:</b> Risk identification: types of risk, Risk prioritization -Risk management tactics, Including risk avoidance, risk transfer,   | 9            | C4                |

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|                        |  |                         |    |
|------------------------|--|-------------------------|----|
|                        | risk reduction and contingency planning- Risk registers – Communication Management   |                         |    |
| V                      | <b>Performance Management:</b> Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, team member - International Projects – environmental factors, cross-cultural considerations, selection and training for international projects - Future likely trends in Project management – project management career issues. | 9                       | C5 |
| <b>Total</b>           |  | <b>45</b>               |    |
| <b>Course Outcomes</b> |  |                         |    |
| <b>Course Outcomes</b> | On completion of this course, students will;   | <b>Program Outcomes</b> |    |
| <b>CO1</b>             | Be able to understand and communicate on the basic concepts of project management  | P04, P06                |    |
| <b>CO2</b>             | Be able to determine the scope, time and cost of project management  | P02, P04, P06           |    |
| <b>CO3</b>             | Be to learn about the quality, and to classify and analyze the resources, get appraised on the stakeholders and to get appraised on the procurement management   | P02, P04, PO6, P07      |    |
| <b>CO4</b>             | Be able to appraise the students on the importance of risk and communication management  | P01, PO2, P04, P06, PO7 |    |
| <b>CO5</b>             | Be able to enable the students to adapt, understand, and devise methods used to manage, measure and evaluate the performance of project  | P01, P02, PO4, P06, P07 |    |
| <b>Reading List</b>    |  |                         |    |
| 1.                     | Joseph Heagney, Fundamentals of Project Management, 5 <sup>th</sup> Edition, Amacom, 2011  |                         |    |
| 2.                     | Judy Payne, Steve Simister, Ellen J. Roden, Managing Knowledge in Project Environments, Routledge, 2019  |                         |    |
| 3.                     | International Journal of Project Management, Elsevier  |                         |    |
| 4.                     | Project Management Journal, Wiley Online Library   |                         |    |

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| <b>References Books</b> |  |
|-------------------------|--|
| 1.                      | Narendra Singh (2019), Project management & control, first edition, Himalaya publishers.   |
| 2.                      | Project management – A Managerial Approach (2020) by Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., First edition, Wiley.  |
| 3.                      | James P Lewis, (2012), Fundamentals of Project Management, 4th edition, AMACOM.  |
| 4.                      | Thomas Mochal, Jeff Mochal, (2011), Lessons in Project Management, 2nd edition, Apress.  |
| 5.                      | Project Management Institute, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute, Project Management: A Managerial Approach, 11th Edition. |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | 3           |             | 3           |             |             |
| <b>CO 2</b> |             | 2           |             | 3           |             | 3           |             |             |
| <b>CO 3</b> |             | 2           |             | 2           |             | 3           | 3           |             |
| <b>CO 4</b> | 2           | 2           |             | 2           |             | 3           | 2           |             |
| <b>CO 5</b> | 3           | 3           |             | 3           |             | 3           | 3           |             |

**3-Strong      2-Medium      1-Low**

*M.B.A.*

| Semester | Course Code | Course Title                        | Hours of Teaching / Cycle | No. of Credits |
|----------|-------------|-------------------------------------|---------------------------|----------------|
| IV       | 23P4BA23A   | <b>Optional - Corporate Finance</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |
|--------------------------|---|
| 1                        | To familiarize the students with the fundamental understanding of corporate finance.  |
| 2                        | To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.        |
| 3                        | To throw light on the investment techniques on the investment decision making   |
| 4                        | To educate the students on the various sources of international finance available to the Indian companies.                  |
| 5                        | To elucidate on the various modes through which corporate can go international and multinational collaboration can be made. |

| <b>SYLLABUS</b> |  |              |                   |
|-----------------|--|--------------|-------------------|
| UNIT            | Details  | No. of Hours | Course Objectives |
| I               | <b>Introduction to Corporate Finance</b> Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm– Time value of money concepts.   | 09           | C1                |
| II              | <b>Indian Capital Market</b> – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity–Debt financing–Guidelines from SEBI, advantages and disadvantages | 09           | C2                |
| III             | <b>Investment Decision:</b> Investment Analysis – Risk Analysis – Probability Approach. Business Failures, Mergers, Consolidations and liquidation.  | 09           | C3                |
| IV              | <b>Finance from international sources,</b> – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.   | 09           | C4                |
| V               | <b>Foreign Collaboration</b> – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax  | 09           | C5                |
| <b>Total</b>    |  | <b>45</b>    |                   |

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| <b>Course Outcomes</b>  |  |                         |
|-------------------------|--|-------------------------|
| <b>Course Outcomes</b>  | On completion of this course, students will;   | <b>Program Outcomes</b> |
| <b>CO1</b>              | Understand the fundamentals of corporate finance.  | PO4, PO6                |
| <b>CO2</b>              | Summarize the role of SEBI and the structure of Indian capital market.   | PO4, PO6, PO7           |
| <b>CO3</b>              | Analyze the various investment techniques and the investment decision making.  | PO2, PO7                |
| <b>CO4</b>              | Appraise the various sources of finance that are available to the Indian companies.  | PO6, PO7                |
| <b>CO5</b>              | Categorize the various modes through which corporate can go international and multinational.   | PO6, PO7                |
| <b>Reading List</b>     |  |                         |
| 1.                      | Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021  |                         |
| 2.                      | Mike Piper, Corporate Finance made simple, Kindle Edition, 2020  |                         |
| 3.                      | Journal of Corporate Finance, Elsevier   |                         |
| 4.                      | The Review of Corporate Finance, Oxford Academic   |                         |
| <b>References Books</b> |  |                         |
| 1.                      | Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 <sup>th</sup> Edition, Paper back, Tata McGraw-Hill Publishers, 2018. |                         |
| 2.                      | Damodaran, A., Applied Corporate Finance, 4 <sup>th</sup> Edition, Wiley, 2015.  |                         |
| 3.                      | Damodaran, A., Corporate Finance: Theory and Practice, 2 <sup>nd</sup> Edition Paperback, Wiley India Pvt Ltd., 2007.  |                         |
| 4.                      | Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.   |                         |
| 5.                      | Madura, J., International Corporate Finance, 10 <sup>th</sup> Edition, Cengage Learning, 2012.   |                         |
| 6.                      | Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.  |                         |

**CO-PO Mapping**

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             |             |             | 2           |             | 2           |             |             |
| <b>CO 2</b> |             |             |             | 2           |             | 2           | 2           |             |
| <b>CO 3</b> |             | 3           |             |             |             |             | 3           |             |
| <b>CO 4</b> |             |             |             |             |             | 2           | 3           |             |
| <b>CO 5</b> |             |             |             |             |             | 2           | 2           |             |

**3-Strong      2-Medium      1-Low**

*M.B.A.*

| Semester | Course Code | Course Title                   | Hours of Teaching / Cycle | No. of Credits |
|----------|-------------|--------------------------------|---------------------------|----------------|
| IV       | 23P4BA23B   | <b>Optional - HR Analytics</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |              |                   |
|--------------------------|---|--------------|-------------------|
| C1                       | To derive a strong understanding of HR Analytics, Process and impact  |              |                   |
| C2                       | To expand the learning on statistics and toolkits of HRM  |              |                   |
| C3                       | To summarize the best practices in HR analytics   |              |                   |
| C4                       | To collate and appraise optimal methods for measuring HR contribution   |              |                   |
| C5                       | To develop and construct HR regulations and reporting requirements  |              |                   |
| UNIT                     | Details   | No. of Hours | Course Objectives |
| I                        | <b>Introduction to human resource analytics:</b> Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.                           | 9            | C1                |
| II                       | <b>Statistics for HRM:</b> Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.   | 9            | C2                |
| III                      | <b>Best Practices in HR analytics:</b> Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.                | 9            | C3                |
| IV                       | <b>Measuring HR contribution:</b> Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain- Balance Score card – ROI –Predictive Analytics.  | 9            | C4                |
| V                        | <b>HR regulations and reporting requirements:</b> HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization. | 9            | C5                |
| <b>Total</b>             |   | <b>45</b>    |                   |

| <b>Course Outcomes</b>             |  |                         |
|------------------------------------|--|-------------------------|
| <b>Course Outcomes</b>             | On completion of this course, students will;   | <b>Program Outcomes</b> |
| <b>CO1</b>                         | Gain clarity on the concept of HR Analytics  | PO1, PO2, PO6           |
| <b>CO2</b>                         | Explore on statistics and toolkits   | PO1, PO3, PO6           |
| <b>CO3</b>                         | Contrasting and assimilating best practices in HR analytics  | PO2, PO6                |
| <b>CO4</b>                         | Demonstrate in analyzing optimal methods for measuring HR contribution   | PO1, PO6                |
| <b>CO5</b>                         | Design and construct HR regulations and reporting requirements   | PO1, PO2, PO6           |
| <b>Reading List</b>                |  |                         |
| 1.                                 | Mong Shen Ng, 'Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)'   |                         |
| 2.                                 | Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, 'The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance'   |                         |
| 3.                                 | Steve van Wieren, 'Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish'   |                         |
| 4.                                 | Erik van Vulpen, 'The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees'   |                         |
| <b>References Books</b>            |  |                         |
| 1.                                 | Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.  |                         |
| 2.                                 | Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 <sup>st</sup> Edition, 2014.   |                         |
| 3.                                 | Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1 <sup>st</sup> Edition, 2018.  |                         |
| 4.                                 | Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi& Company, 1st Edition, 2012.   |                         |
| 5.                                 | Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1 <sup>st</sup> Edition, 2017. |                         |
| 6.                                 | Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.  |                         |
| <b>Methods of Assessment</b>       |  |                         |
| <b>Recall (K1)</b>                 | Simple definitions, MCQ, Recall steps, Concept definitions   |                         |
| <b>Understand/ Comprehend (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview   |                         |
| <b>Application (K3)</b>            | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain   |                         |
| <b>Analyze (K4)</b>                | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge  |                         |



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|----------------------|--|
| <b>Evaluate (K5)</b> | Longer essay/ Evaluation essay, Critique or justify with pros and cons                   |
| <b>Create (K6)</b>   | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> | M           | M           |             |             |             | S           |             |             |
| <b>CO 2</b> | M           |             | M           |             |             | S           |             |             |
| <b>CO 3</b> |             | M           |             |             |             | S           |             |             |
| <b>CO 4</b> | M           |             |             |             |             | M           |             |             |
| <b>CO 5</b> | M           | M           |             |             |             | M           |             |             |

**S-Strong**

**M-Medium L-Low**

**M.B.A.**

| Semester  | Course Code      | Course Title                             | Hours of Teaching / Cycle | No. of Credits |
|-----------|------------------|--|---------------------------|----------------|
| <b>IV</b> | <b>23P4BA24A</b> | <b>Optional - Derivatives Management</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |
|--------------------------|---|
| 1                        | To familiarize and enable the students to understand the fundamentals of Derivatives and its types. |
| 2                        | To throw light on forward and futures contract.   |
| 3                        | To educate the students on Options.   |
| 4                        | To elucidate the various Option Pricing models.   |
| 5                        | To educate the students on the indices of various derivative instruments                            |

| <b>SYLLABUS</b> |  |                     |                          |
|-----------------|--|---------------------|--------------------------|
| <b>UNIT</b>     | <b>Details</b>   | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I               | Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.  | 9                   | C1                       |
| II              | Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures – – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.  | 9                   | C2                       |
| III             | Options - Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts. | 9                   | C3                       |
| IV              | Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.   | 9                   | C4                       |

**M.B.A.**

|                         |  |                         |    |
|-------------------------|--|-------------------------|----|
| V                       | Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives. | 9                       | C5 |
| <b>Total</b>            |  | <b>45</b>               |    |
| <b>Course Outcomes</b>  |  |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;   | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | List the fundamentals of Derivatives and its types.  | PO4, PO6                |    |
| <b>CO2</b>              | Classify the Forward and Future Contracts.   | PO6, PO7                |    |
| <b>CO3</b>              | Assess the Options.  | PO6, PO7                |    |
| <b>CO4</b>              | Summarize the various Option Pricing models.   | PO6, PO7                |    |
| <b>CO5</b>              | Generalize the knowledge on the indices of various Derivative Instruments.   | PO6, PO7                |    |
| <b>Reading List</b>     |  |                         |    |
| 1.                      | Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016  |                         |    |
| 2.                      | ArkadevChatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition,  |                         |    |
| 3.                      | International Journal of Financial Markets and Derivatives, Inderscience Publishers  |                         |    |
| 4.                      | Journal of Risk and Financial Management, MDPI   |                         |    |
| <b>References Books</b> |  |                         |    |
| 1.                      | Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.  |                         |    |
| 2.                      | S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017   |                         |    |
| 3.                      | Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.  |                         |    |
| 4.                      | Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.  |                         |    |
| 5.                      | James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014  |                         |    |

**CO-PO Mapping**

|             | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 | PO 8 |
|-------------|------|------|------|------|------|------|------|------|
| <b>CO 1</b> |      |      |      | 2    |      | 3    | 2    |      |
| <b>CO 2</b> |      |      |      |      |      | 3    | 2    |      |
| <b>CO 3</b> |      |      |      |      |      | 3    | 2    |      |
| <b>CO 4</b> |      |      |      |      |      | 3    | 2    |      |
| <b>CO 5</b> |      |      |      |      |      | 3    | 2    |      |

**3-Strong      2-Medium      1-Low**

*M.B.A.*

| Semester | Course Code | Course Title                        | Hours of Teaching / Cycle | No. of Credits |
|----------|-------------|-------------------------------------|---------------------------|----------------|
| IV       | 23P4BA24B   | <b>Optional - International HRD</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |              |                   |
|--------------------------|---|--------------|-------------------|
| C1                       | To summarize and comprehend the expanding role of global corporations   |              |                   |
| C2                       | To demonstrate the functioning of international assignments   |              |                   |
| C3                       | To elucidate development of global IHRM practices   |              |                   |
| C4                       | To interpret compliance norms of global organizations   |              |                   |
| C5                       | To introspect future of sustainable IHRM practices  |              |                   |
| UNIT                     | Details   | No. of Hours | Course Objectives |
| I                        | <p><b>IHRD:</b> Scope of IHRD - Positivist and Interpretive views on Culture, Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization.</p> <p>Learning Theories globally and implications-Career development in multinational and multicultural environment - Schein's career anchors - Holland's vocational preference inventory.</p>                             | 9            | C1                |
| II                       | <p><b>Processes:</b> Transfer of employment practices across borders – IHR Approaches - Factors affection-Implications.</p> <p>International Assignments and Employment practices-motives-Process-Dimensions of success and failure. - Developing International Staff and Multinational Teams, Approaches to International Compensation.</p>  | 9            | C2                |
| III                      | <p><b>Development &amp; Practices:</b> Multinational companies - Sustainable practices of host and divergent country -Global Employment Relations.</p> <p>Training &amp; Development in global environment- Krikpatrick's Taxonomy-Expatriate Training, PMS -Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs Socialist Market economies.</p> | 9            | C3                |
| IV                       | <p><b>Practices in Economies:</b> PMS in different economies- Total Rewards in International Context-Components-Complexities - approaches.</p> <p>Global Context: EEO - Gender Sensitivity – Diversity - Inclusivity- On shoring, off shoring, Friend shoring-Models of strategic HRD.</p>  | 9            | C4                |

**M.B.A.**

|                         |   |                         |    |
|-------------------------|---|-------------------------|----|
| V                       | <p><b>Sustainability:</b> Repatriation – issues - best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues - dispute settlement - International labour contract.</p> <p>Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work - digital privacy and decent work.</p> | 9                       | C5 |
| <b>Total</b>            |   | <b>45</b>               |    |
| <b>Course Outcomes</b>  |   |                         |    |
| <b>Course Outcomes</b>  | On completion of this course, students will;  | <b>Program Outcomes</b> |    |
| <b>CO1</b>              | Demonstrate IHRM factors influential in global corporations   | PO2,PO4                 |    |
| <b>CO2</b>              | Design IHRM elements for global assignments   | PO1,PO5                 |    |
| <b>CO3</b>              | Critique and conclude developmental strategies for IHRM practices   | PO2                     |    |
| <b>CO4</b>              | Implement and audit compliance IHRM norms   | PO6                     |    |
| <b>CO5</b>              | Predict and appraise sustainable IHRM practices   | PO8                     |    |
| <b>Reading List</b>     |   |                         |    |
| 1.                      | International HRD: context, processes and people – introduction<br>Thomas Garavan, Alma McCarthy, and Ronan Carbery   |                         |    |
| 2.                      | Theoretical frameworks for comparing HRD in an international context, Jean Woodall  |                         |    |
| 3.                      | The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russ-Eft, Timothy Hatcher  |                         |    |
| 4.                      | International Technology Transfer For Competitive Advantage: A Conceptual Analysis Of The Role Of HRD, A. Ahad M. Osman □ Gani  |                         |    |
| <b>References Books</b> |   |                         |    |
| 1.                      | K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2 <sup>nd</sup> Edition, 2017.  |                         |    |
| 2.                      | Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4 <sup>th</sup> Edition, 2014.   |                         |    |
| 3.                      | Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar Publishing, 3 <sup>rd</sup> Edition, 2017.  |                         |    |
| 4.                      | Peter J. Dowling   Marion Festing   Allen D. Engle, International Human Resource Management, CENGAGE INDIA, 7 <sup>th</sup> Edition , 2017.   |                         |    |
| 5.                      | Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3 <sup>rd</sup> Edition, 2016.   |                         |    |
| 6.                      | Yongsun Paik , Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2 <sup>nd</sup> Edition, 2013.  |                         |    |

**M.B.A.**

| <b>Methods of Assessment</b>       |   |
|------------------------------------|---|
| <b>Recall (K1)</b>                 | Simple definitions, MCQ, Recall steps, Concept definitions  |
| <b>Understand/ Comprehend (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview                                  |
| <b>Application (K3)</b>            | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain                          |
| <b>Analyze (K4)</b>                | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge |
| <b>Evaluate (K5)</b>               | Longer essay/ Evaluation essay, Critique or justify with pros and cons  |
| <b>Create (K6)</b>                 | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations                        |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             | M           |             | M           |             |             |             |             |
| <b>CO 2</b> | M           |             |             |             | M           |             |             |             |
| <b>CO 3</b> |             | S           |             |             |             |             |             |             |
| <b>CO 4</b> |             |             |             |             |             | M           |             |             |
| <b>CO 5</b> |             |             |             |             |             |             |             | M           |

**S-Strong      M-Medium      L-Low**

**M.B.A.**

| Semester  | Course Code      | Course Title   | Hours of Teaching / Cycle | No. of Credits |
|-----------|------------------|--|---------------------------|----------------|
| <b>IV</b> | <b>23P4BA25A</b> | <b>Optional - International Financial Management</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |  |
|--------------------------|--|
| 1                        | To give clarity on the concept of international finance                                  |
| 2                        | To throw light on Foreign Exchange Market  |
| 3                        | To acquire knowledge on management of foreign exchange exposure and risk involved in it. |
| 4                        | To understand cross-border investment decisions  |
| 5                        | To study about multinational financing institutions and contemporary issues              |

| <b>SYLLABUS</b> |  |                     |                          |
|-----------------|--|---------------------|--------------------------|
| <b>UNIT</b>     | <b>Details</b>   | <b>No. of Hours</b> | <b>Course Objectives</b> |
| I               | Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.  | 9                   | C1                       |
| II              | Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.  | 9                   | C2                       |
| III             | Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect                | 9                   | C3                       |
| IV              | Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.   | 9                   | C4                       |
| V               | Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing. | 9                   | C5                       |
| <b>Total</b>    |  | <b>45</b>           |                          |

**M.B.A.**

| <b>Course Outcomes</b>  |  |                         |
|-------------------------|--|-------------------------|
| <b>Course Outcomes</b>  | On completion of this course, students will;   | <b>Program Outcomes</b> |
| <b>CO1</b>              | Identify the concept of international finance  | PO2                     |
| <b>CO2</b>              | Sketch on the functions of Foreign Exchange Market   | PO6,PO7                 |
| <b>CO3</b>              | Appraise the knowledge on management of foreign exchange exposure and risk involved in it.   | PO2,PO7                 |
| <b>CO4</b>              | Appraise the cross-border investment decisions   | PO2, PO7                |
| <b>CO5</b>              | Generalize on multinational financing institutions and contemporary issues   | PO6,PO7                 |
| <b>Reading List</b>     |  |                         |
| 1.                      | Madura, J. (2020). International financial management. Cengage Learning.   |                         |
| 2.                      | Apte, P. G., & Kapshe, S. (2020). International Financial Management. McGraw-Hill Education.   |                         |
| 3.                      | Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis. |                         |
| 4.                      | Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.  |                         |
| <b>References Books</b> |  |                         |
| 1.                      | Machi Raju International Financial Management, Third Edition, HPH, 2016.   |                         |
| 2.                      | V. A Avadhani, International Financial Management, Second Edition, HPH, 2011   |                         |
| 3.                      | Eiteman & Stonchill, "Multinational Business Finance", 12 <sup>th</sup> Edition, Pearson, 2010   |                         |
| 4.                      | Cheol Eun & Bruce Resnick, International Financial Management, 7 <sup>th</sup> Edition, China Machine Press, 2016.   |                         |
| 5.                      | V.K.Bhalla. "International Financial Management for the Multinational Firm", 4 <sup>th</sup> Edition, S Chand, 2014  |                         |

**CO-PO MAPPING**

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             | 2           |             |             |             |             |             |             |
| <b>CO 2</b> |             |             |             |             |             | 2           | 2           |             |
| <b>CO 3</b> |             | 2           |             |             |             |             | 2           |             |
| <b>CO 4</b> |             | 2           |             |             |             |             | 2           |             |
| <b>CO 5</b> |             |             |             |             |             | 2           | 2           |             |

**3-Strong 2-Medium 1-Low**



**M.B.A.**

| Semester | Course Code | Course Title                                      | Hours of Teaching / Cycle | No. of Credits |
|----------|-------------|---|---------------------------|----------------|
| IV       | 23P4BA25B   | <b>Optional - Industrial and Labour Relations</b> | <b>3</b>                  | <b>3</b>       |

| <b>Course Objectives</b> |   |              |                   |
|--------------------------|---|--------------|-------------------|
| C1                       | To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.   |              |                   |
| C2                       | To provide insights on Industrial Harmony and Conflicts   |              |                   |
| C3                       | To throw light on Labour Relations, Joint consultation  |              |                   |
| C4                       | To explicate on Trade Union, Problems and role of Indian Trade Unions.  |              |                   |
| C5                       | To elucidate on Collective Bargaining, Tripartite Machinery   |              |                   |
| UNIT                     | Details   | No. of Hours | Course Objectives |
| <b>I</b>                 | <b>Industrial Relations:</b> The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.  | 9            | C1                |
| <b>II</b>                | <b>Industrial Harmony and Conflict:</b> Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation – Mediation - Arbitration and Adjudication- Strikes - Lock-outs- Lay - off and Retrenchment - Code of Discipline- Grievance procedure - Labor participation in management.  | 9            | C2                |
| <b>III</b>               | <b>Labour Relations:</b> Changing concept of management labour relations- Statute laws- Tripartite conventions- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.  | 9            | C3                |
| <b>IV</b>                | <b>Trade Unions:</b> Trade Unions and objectives- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Structure and governing of trade unions.<br><b>Problems and Role of Indian Trade Unions:</b> Recognition and leadership- Finances and Membership- Compulsory versus free membership- Welfare Legislation- Majority and Minority unions- positive role in economic and social development. | 9            | C4                |
| <b>V</b>                 | <b>Collective Bargaining:</b> Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice.<br><b>Tripartite Machinery:</b> At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.   | 9            | C5                |
| <b>Total</b>             |   | <b>45</b>    |                   |

**M.B.A.**

| <b>Course Outcomes</b>             |  |                         |
|------------------------------------|--|-------------------------|
| <b>Course Outcomes</b>             | On completion of this course, students will;   | <b>Program Outcomes</b> |
| <b>CO1</b>                         | Generalize with the basic concepts of Industrial Relations.  | PO2, PO6                |
| <b>CO2</b>                         | Enumerate insights on Industrial Harmony and Conflicts.  | PO4, PO8                |
| <b>CO3</b>                         | Have insights on Labor Relations, Joint Consultation   | PO8                     |
| <b>CO4</b>                         | Summarize best practices of Trade Union, Problems and role of Indian Trade Unions  | PO1, PO5                |
| <b>CO5</b>                         | Demonstrate policies for Collective Bargaining, Tripartite Machinery.  | PO1, PO3, PO5           |
| <b>Reading List</b>                |  |                         |
| 1.                                 | Campbell Balfour, 'Industrial Relations in the common market'  |                         |
| 2.                                 | Michael Poole, 'Theories of Trade unionism'  |                         |
| 3.                                 | Srikanth Goparaju, 'Industrial Relations in Modern India'  |                         |
| 4.                                 | Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'   |                         |
| <b>References Books</b>            |  |                         |
| 1.                                 | Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws, 6 <sup>th</sup> Edition 2020.                          |                         |
| 2.                                 | Sen, R., Industrial Relations: Text and Cases, 2 <sup>nd</sup> Edition, Macmillan Publishers India, 2009.                          |                         |
| 3.                                 | Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 <sup>nd</sup> Edition, Tata McGraw - Hill, 2012.           |                         |
| 4.                                 | PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 <sup>rd</sup> Edition, 2017. |                         |
| 5.                                 | Sivarethnamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 <sup>st</sup> Edition 2010.                            |                         |
| 6.                                 | Venkata Ratnam, C. S., Industrial Relations, Oxford University Press, 2 <sup>nd</sup> Edition, 2017.                               |                         |
| <b>Methods of Assessment</b>       |  |                         |
| <b>Recall (K1)</b>                 | Simple definitions, MCQ, Recall steps, Concept definitions   |                         |
| <b>Understand/ Comprehend (K2)</b> | MCQ, True/False, Short essays, Concept explanations, Short summary or overview   |                         |
| <b>Application (K3)</b>            | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain   |                         |
| <b>Analyze (K4)</b>                | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge                    |                         |
| <b>Evaluate (K5)</b>               | Longer essay/ Evaluation essay, Critique or justify with pros and cons   |                         |
| <b>Create (K6)</b>                 | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations   |                         |

|             | <b>PO 1</b> | <b>PO 2</b> | <b>PO 3</b> | <b>PO 4</b> | <b>PO 5</b> | <b>PO 6</b> | <b>PO 7</b> | <b>PO 8</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO 1</b> |             | M           |             |             |             | M           |             |             |
| <b>CO 2</b> |             |             |             | M           |             |             |             | M           |
| <b>CO 3</b> |             |             |             |             |             |             |             | S           |
| <b>CO 4</b> | M           |             |             |             | S           |             |             |             |
| <b>CO 5</b> | M           |             | M           |             | S           |             |             |             |

**S-Strong      M-Medium      L-Low**