

# GALGOTIAS UNIVERSITY

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## COURSE BOOK SOB -2020 Volume-I



Curriculum and syllabus  
for School of Business

- 1. **MBA**.....2
- 2. **BBA**.....118



**Program: MBA**

**Scheme: 2020-2021**

**Vision:** To be recognized globally for nurturing management leaders, enabling entrepreneurial skills and interdisciplinary research.

**Mission:**

M1	Equip students with knowledge of various functional areas in Management through Corporate World Interface
M2	Collaborate with industry for curriculum development and pedagogy
M3	Develop faculty by equipping them with teaching management techniques and interdisciplinary research
M4	Develop business leaders with an ethical mind-set capable of creating value for stakeholders and society.

**Program Educational Objectives**

PEO1	Graduate will grow personally and professionally to be successful in dynamic business environment globally
PEO2	Graduate will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage
PEO3	Graduate will contribute as socially and ethically responsible citizen or the sustainable development of environment and society at large.

**Program Specific Objectives**

PSO1	NO PSOs for MBA
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**Program Outcomes**

PO1	Apply the knowledge of management theories and practices to solve business problems
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Ability to conduct investigation of complex problems using modern tools and techniques
PO7	Apply the various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas.
PO8	Apply innovative ideas and knowledge of business project management principles as an entrepreneur/team member/ team leader to develop and manage projects in multidisciplinary environments.

## Curriculum

Semester I									
Sl. No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	MBDS 5001	Marketing Management	3	0	0	3	30	20	50
2	MBDS 5004	Managerial Economics	3	0	0	3	30	20	50
3	MBDS 5025	Organizational Behavior	3	0	0	3	30	20	50
4	MBDS 5006	Financial Accounting and Reporting	3	0	0	3	30	20	50
5	MBDS 5029	Legal Aspects of Business	3	0	0	3	30	20	50
6	MBDS 5028	Business Statistics for Decision Making	2	0	0	2	30	20	50
7	MBDS 5017	Introduction to Business Analytics	2	0	0	2	30	20	50
8	MBDS 5021	Computer Application for Business	3	0	0	3	30	20	50
9	MBDS 5022	Business Ethics and CSR	2	0	0	2	30	20	50
10	SLMB 5002	Business Communication	2	0	0	2	50		50

Semester II									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	MBDS 5013	Corporate Finance	3	0	0	3	30	20	50
2	MBDS 5030	Operations Research	2	0	0	2	30	20	50
3	MBDS 5015	Human Resource Management	3	0	0	3	30	20	50
4	MBDS 5027	Business Research Methodology	2	0	0	2	30	20	50
5	MBDS 5034	Management Accounting and Decision Making	2	0	0	2	30	20	50
6	MBDS 5031	Introduction to ERP and MIS	3	0	0	3	30	20	50
7	MBDS 5032	Operations and Supply Chain Management	3	0	0	3	30	20	50
8	MBDS 5033	Organization Design and Dynamics	3	0	0	3	30	20	50
9	MBDS 6004	Entrepreneurship	2	0	0	2	30	20	50
10	SLMB 5005	Personal Branding	0	0	2	1	50		50

Semester III									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	MBDS 6021	Summer Internship Report Management	0	0	0	3	50		50
2	MBDS 6007	Project Management	3	0	0	3	30	20	50
3	MBDS6003	Strategic Management	3	0	0	3	30	20	50
4	SLMB 6021	Personality Development	0	0	2	1	50		50

## List of Electives

## HR Specialization

1	MBHR 6013	Competency Mapping and Assessment	3	0	0	3	30	20	50
2	MBHR 6002	Compensation and Reward Management	3	0	0	3	30	20	50
3	MBHR 6004	Industrial Relations and Labour Laws	3	0	0	3	30	20	50
4	MBHR 6010	Learning and Development	3	0	0	3	30	20	50
5	MBHR 6011	HRP, Recruitment and Selection	3	0	0	3	30	20	50
6	MBSB21T2001	HR Metrics and Analytics	3	0	0	3	30	20	50

## Marketing Specialization

1	MBMK 6005	Product and Brand Management	3	0	0	3	30	20	50
2	MBMK 6003	Retail Management	3	0	0	3	30	20	50
3	MBMK 6004	Integrated Marketing Communication	3	0	0	3	30	20	50

4	MBMK 6011	Services Marketing	3	0	0	3	30	20	50
5	MBMK 6013	Digital and Social Media Marketing	3	0	0	3	30	20	50
6	MBMK 6002	Marketing Research	3	0	0	3	30	20	50
Finance Specialization									
1	MBFI6011	Financial Markets and Services	3	0	0	3	30	20	50
2	MBFI 6012	Investment Analysis and Portfolio Management	3	0	0	3	30	20	50
3	MBFI 6019	Financial Risk Management	3	0	0	3	30	20	50
4	MBFI 6013	Behavioural Finance	3	0	0	3	30	20	50
5	MBFI 6014	Wealth Management and Taxation	3	0	0	3	30	20	50
IT Specialization									
1	MBIT 6001	Relational Database Management System	3	0	0	3	30	20	50
2	MBIT6002	Enterprise Resource Planning - SAP package	3	0	0	3	30	20	50
3	MBIT 6008	Knowledge Management and Information System	3	0	0	3	30	20	50
4	MBIT6010	E Commerce	3	0	0	3	30	30	50
IB Specialization									
1	MBIB 6001	Global Business Strategy	3	0	0	3	30	20	50
2	MBIB 6002	International Economics	3	0	0	3	30	20	50
3	MBIB 6003	Trade Documentation and Procedures	3	0	0	3	30	20	50
4	MBIB 6004	International Business Law	3	0	0	3	30	20	50
Operations Specialization									
1	MBOP 6007	Supply Chain and Logistics Management	3	0	0	3	30	20	50
2	MBOP 6008	Quality Toolkit for Managers	3	0	0	3	30	20	50
3	MBOP 6003	Material Management and Inventory Control	3	0	0	3	30	20	50
4	MBOP 6009	Management of Manufacturing Systems	3	0	0	3	30	20	50
5	MBOP 6010	Sales and Operations Planning	3	0	0	3	30	20	50
Business Analytics Specialization									
1	MBBA 6004	Big Data Analytics	3	0	0	3	30	20	50
2	MBBA 6006	Business Intelligence	3	0	0	3	30	20	50
3	MBBA 6003	Advance Statistics and Econometrics	3	0	0	3	30	20	50
4	MBBA 6007	Decision Modelling with Spreadsheets	3	0	0	3	30	20	50
5	MBBA 6008	Marketing Analytics	3	0	0	3	30	20	50
5	MBBA 6009	Analytics Capstone Project	3	0	0	3	00	50	50
MSME Specialization									
1	MSB21T5001	Planning Structuring & Financing SMEs	2	0	0	2	30	20	50
2	MSB21T5002	Business Plan Preparation for SMEs	3	0	0	3	30	20	50
Hospital and Healthcare Specialization									
1	MBHC6007	Health Communication Planning and Management	3	0	0	3	30	20	50
2	MBHC6004	Hospital Hazards and Waste Management	3	0	0	3	30	20	50
3	MBHC6006	Hospital Operations Management	3	0	0	3	30	20	50
4	MBHC6002	Quality Management in Healthcare	3	0	0	3	30	20	50
5	MBHC6003	Public Health Administration	3	0	0	3	30	20	50
Semester IV									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
List of Elective									
Marketing Specialization									

1	MBMK 6001	Sales and Distribution Management	3	0	0	3	30	20	50
2	MBMK 6006	International Marketing	3	0	0	3	30	20	50
3	MBMK 6007	B2B Marketing	3	0	0	3	30	20	50
4	MBMK 6008	Consumer Behaviour	3	0	0	3	30	20	50
5	MBMK 6012	Bottom of the Pyramid Marketing	3	0	0	3	30	20	50
HR Specialization									
1	MBHR 6005	Leadership and Team Building	3	0	0	3	30	20	50
2	MBHR 6006	Organizational Change and Development	3	0	0	3	30	20	50
3	MBHR 6007	Negotiation and Counselling Skills	3	0	0	3	30	20	50
4	MBHR 6008	Cross Cultural Management	3	0	0	3	30	20	50
5	MBHR 6014	Performance Management Systems	3	0	0	3	30	20	50
Finance Specialization									
1	MBFI 6015	Managing Banks and Financial Institutions	3	0	0	3	30	20	50
2	MBFI 6016	Mergers, Acquisitions, Corporate Restructuring and Valuation	3	0	0	3	30	20	50
3	MBFI 6017	International Finance	3	0	0	3	30	20	50
4	MBFI 6018	Project Appraisal and Finance	3	0	0	3	30	20	50
IT Specialization									
1	MBIT 6005	Web Analytics	3	0	0	3	30	20	50
2	MBIT 6006	Application of Cloud in Management	3	0	0	3	30	20	50
3	MBIT 6007	Software Project Management	3	0	0	3	30	20	50
Business Analytics									
1	MBBA 6010	Data Mining and Predictive Analysis	3	0	0	3	30	20	50
2	MBBA 6011	Business Analytics Using R	3	0	0	3	30	20	50
3	MBBA 6012	Data Visualization	3	0	0	3	30	20	50
4	MBBA 6004	Big Data Analytics	3	0	0	3	30	20	50
Operation Specialization									
1	MBOP 6011	Operations Research Applications	3	0	0	3	30	20	50
2	MBOP 6012	Operations Strategy	3	0	0	3	30	20	50
3	MBOP 6013	Sourcing Management	3	0	0	3	30	20	50
4	MBOP 6014	Supply Chain Analytics	3	0	0	3	30	20	50
5	MBOP 6015	Management of Services	3	0	0	3	30	20	50
Healthcare Specialization									
1	MBHC6009	Patient care services	3	0	0	3	30	20	50
2	MBHC6017	HEALTH CARE MARKETING AND PUBLIC RELATIONS	3	0	0	3	30	20	50
3	MBHC6010	HEALTH INSURANCE	3	0	0	3	30	20	50
4	MBHC6013	MEDICAL TOUR OPERATION MANAGEMENT	3	0	0	3	30	20	50

Name of The Course	Marketing Management			
Course Code	MBDS 5001			
Prerequisite	Basic of Marketing			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

To familiarize students with theories, concepts, contexts and practical application of Marketing in real life business environment

To develop an understanding of Marketing as central and strategic function in a firm’s business strategy

To be familiar with the techniques and tools to create differentiation in the offerings of a firm and managing a product along its lifecycle, branding, packaging and positioning

To be Comfortable in designing pricing, distribution and promotional strategies

**Course Outcomes:**

CO1	Describe the basics of marketing, the nuances of marketing planning and apply marketing planning process.
CO2	Analyze the business environmental factors to know how it affects a firm and apply the concepts of marketing research.
CO3	Assess the need and importance of consumer and business buying behaviour.
CO4	Apply market segmentation, targeting and positioning concept and design Marketing Mix strategies.
CO5	Examine the concept of emerging trends and contemporary issues in marketing and apply them for their decision making.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Unit-1 Introduction to Marketing and Marketing Planning	7 hours
Introduction to Marketing, concepts, Scope of Marketing, Marketing Philosophy, Core	

Marketing Concepts Need, want and demand, Relevance of marketing in modern business, Marketing Process, Sales Vs marketing, Customer value, Marketing Myopia
Introduction to Marketing Planning, Elements of Marketing Plans, Mission, Objectives, vision, SBU, Building Sustainable competitive advantages, Ansoff’s Strategic Opportunity, Matrix, BCG Matrix, Strategy Level, The Marketing Planning Process, Ethics and social responsibility
Unit-2 Marketing Environment and Marketing Research 7 hours
Indian business environment, Types of environment, Micro, Macro, PEST Analysis Introduction to Marketing Research, Marketing Research Vs Market Research, Qualitative research Vs Quantitative research, Application of marketing research, primary and secondary research, Marketing research Process, Online Marketing research
Unit-3 Consumer Behaviour 8 hours
The importance of understanding consumer behavior, Characteristics affecting consumer behaviour: Cultural, social, personal and psychological factors, Types of buying decision behaviour: complex, dissonance reducing, habitual and variety seeking behaviour, Buying Decisions Roles, Types of Buying Decisions, The Consumer Buying Process, Consumer Adoption Process, Categories of business customers, Business vs consumer markets, Types of business products, Buying situations, the buying centre, Stages in business buying process.
Unit-4 Segmentation, Targeting and positioning and Marketing Mix 12 hours
Market segmentation, Targeting and Positioning: Meaning, Factors influencing segmentation, Basis for segmentation, Segmentation of Consumer and Industrial markets. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Branding: Concept of branding, Brand Types, Brand equity, Branding Positioning. Product Decisions: Concept, product hierarchy, new product development, product life cycle, Product mix strategies. Packaging as a marketing tool, requirement of good packaging, Role of labelling in packaging, pricing decisions, pricing



concepts for establishing value, Pricing strategies -Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing  
Place Decision: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system,

Unit-5 Emerging Trends in Marketing  
6 hours

Conceptual trends, methodological trends, Ambush/ gorilla marketing, viral marketing, buzz marketing, Social marketing/ cause marketing, green marketing/ sustainability marketing, Surrogate advertising, Neuro-marketing, Introduction to Digital Marketing, Social Media Marketing Competitive Strategies: Market challenger, market follower, And Niche strategies, Multilevel Marketing (Network Marketing) and Global Marketing

**Suggested Reading:**

- Charles W. Lamb: MKTG-A South-Asian Perspective, Cengage, 2018
- Kotler, P., Keller, K., Koshy, L., & Jha, M. (2020). Marketing management: a south Asian perspective (15th ed.). New Delhi: Pearson.
- Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2010) Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
- Tapan Panda: Marketing Management, (ExcelBooks) Indian context (4th ed.). New Delhi: Macmillan.
- Saxena, R. (2009). Marketing management (4th ed.). New Delhi: Tata McGrawHill.
- Philip Kotler- Agnihotri, Principle of marketing 13 e, Pearson Education

Name of The Course	MANAGERIAL ECONOMICS			
Course Code	MBDS5004			
Prerequisite	None			
Corequisite	None			
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:**

1. To acquaint students with basic concepts of Economics
2. To Demonstrate how to do demand and supply analysis and relate them to the market equilibrium.
3. To make the students apply the concepts of production and cost for profit maximisation of the firm.
4. To recognize and analyse the potential of different market structure and their pricing strategies.

**Course Outcomes**

CO1	Explain the importance of basic economics concepts.
CO2	Demonstrate how to do demand and supply analysis and relate them to the market equilibrium.
CO3	Apply the concepts of production and cost for profit maximization.
CO4	Interpret the difference among different market structures.
CO5	Determine suitable pricing strategies.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course Content**

Unit-1: Basic concepts of Managerial Economics  
06 lecture hours  
Importance of the course for Managers , The Circular Flow of Economic Activity, Basic Economic Concepts such as Marginal Utility, Marginal Cost, Marginal Revenue, Marginal Principle, Incremental Principle, Opportunity Cost, Present Discounted Value, Calculus and Managerial Economics.

Unit-2: Supply-Demand Analysis and Consumer Behavior  
12 lecture hours  
The Market forces of Supply and Demand: concept of Demand and Supply, determinants of Demand and Supply, price effect, income effect and substitution effect; equilibrium price, Elasticity and its applications : price elasticity of Demand & its types, income & cross price

elasticity of Demand, determinants of price elasticity of Demand and Supply, Relationship among price elasticity, total revenue, average revenue and marginal revenue, Demand analysis and estimation : market surveys and market experiments, regression analysis, trend analysis, exponential smoothening, The theory of consumer choice :indifference curve and its properties, budget constraint, consumer’s optimal choice, deriving the demand curve.

Unit-3 : Production Analysis, Cost of Production, and Profit Analysis of the Firm 8 lecture hours  
 Theory of production in short-run : among total, average and marginal productivity of labor, Law of diminishing returns, and profit maximization, Theory of production in long-run : isoquant curve, iso cost line, least cost production, Economic region of production, expansion path, and returns to scale, Types of costs in short-run : fixed, variable, total, average, marginal, break-even analysis, shut-down point, Types of costs in long-run :total, average, marginal, and inter-relationships, Comparison and inter-relationships, relation between production and cost, Identify different costs from the balance sheet of any company and its implication on profit, Profit maximization and sustainability by following ethical practice

Unit-4 Market Structures (Perfect Competition, Monopoly, Monopolistic Competition)  
 6 hours  
 Perfectly competitive market [characteristics, supply and demand curve, profit maximizing price determination in short-run and long-run, effects of taxes on price and output, consumer surplus, producer surplus, market efficiency, solve problems, Monopolistic market: characteristics, supply and demand curve, profit maximizing price determination in short-run and long-run, dead weight loss under monopoly, anti-trust legislation, product differentiation advertising and brand names, solve problems.

Unit-5 Oligopoly and Pricing practices  
 8 lecture hours Oligopoly market: duopoly, barriers to entry, price rigidity without collusion, i.e. Kinked Demand Curve Model; Cournot’s model of duopoly without collusion, efficient firm and dominant firm, perfect collusion (cartels), Game theoretic approaches to oligopoly ; game theory : an objective, two or more players, strategies or choices, costs and benefits;

economics of information :costs and benefits of information, moral hazards; Pricing practices: mark-up pricing, multiple products, price discrimination, access fees, bundling, etc.

Suggested Reading (s)

1. Managerial Economics, H. Craig Petersen, W. Chris Lewis & Sudhir K. Jain, 4e, Pearson Education.
2. Managerial Economics and Business Strategy, Michael R. Baye, McGraw-Hill.
3. Managerial Economics: Principles and Worldwide Applications, Dominick Salvatore, 7th Edition, Adapted Version, Oxford University Press
4. Managerial Economics: Theory, Applications and Cases ,W. Bruce Allen, Keith Weigelt, Neil Doherty and Edwin Mansfield, 7th Edition, W.W. Norton & Company.
5. Managerial Economics, S. Prusty, PHI.
6. Managerial Economics, Joel Dean, PHI
7. Managerial Economics, Mark Hirschey, 10e, Thomson.

<b>Name of The Course</b>	<b>Organizational Behaviour</b>			
<b>Course Code</b>	<b>MBDS 5025</b>			
<b>Prerequisite</b>	<b>Not applicable</b>			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives:

- 1) To familiarize about the basic concepts and theories underlying individual behavior, with an understanding and reference to self.
- 2) Explaining the Individual behaviour in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves
- 3) Developing the cognizance of the importance of human behaviour.
- 4) To elaborate behaviour in organizations and how people perceive things, what shapes their attitudes, drive their behaviour and how to motivate them to strive for both personal and organizational goals.

Course Outcomes

CO1	Illustrate the foundation and models of human behavior in the organizations with the understanding of individual personality and perceptual process.
CO2	Interpret and illustrate how individual influence organizational events and how events within an organization influence individual's learning, attitude and emotional stability.
CO3	Examine and prescribe which of the motivational theories would be the most effective in enhancing employee productivity at workplace.
CO4	Illustrate the behavioural patterns and interpersonal skills required at individual and group levels for building high-performing teams and choosing best techniques for managing conflicts in the organization.
CO5	Relate the role of leaders for developing organization culture differentiating from power dynamics.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course Content**

<p>Unit 1 -Foundation of Organizational and Individual Behaviour 8 hours</p> <p>Foundations and Importance of Organization Behavior of OB; Contemporary Organizational Behavior; Subsequent Phases of Hawthorne studies; Predecessors of OB; Future Perspectives of OB; Emerging Challenges in OB; Exercise – Discuss the challenges for managers in designing a new organization to discuss OB and the Manager's Job; Personality: Definition and Nature; Determinants of Personality – Nature vs. Nature; Personality Traits – Big Five Model; Attributes of Personality Relevant to OB - Self-Esteem, Self-Monitoring, Locus of Control, Type A and Type B, Machiavellianism; Case Study: Is there a price for being too nice. Pg 166-167 (Robbins et.al.); Person Perception for Judging others like stereotyping, fundamental attribution error, etc.; Robbins et.al.; What is Perception; Factors influencing Perceptions; Perceptual</p>
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<p>Process; Attribution theory- distinctiveness, consistency &amp; consensus, attribution biases.</p> <p>Unit-2 Individual Learning, Attitude and Stress Management 7 hours</p> <p>Relationship between Attitude and Behavior; Formation of attitudes (ABC model); Job Attitudes – Job satisfaction, organizational commitment and involvement and its outcomes; Case Study: Bounty Hunters. Robbins et al, pg. 94; Pattern of Human Learning –Nature &amp; Process; Classical Conditioning Theory; Reinforcement or Operant Conditioning Theory and Learning; Social learning theory; Application of learning principles in organizational context for shaping behavior and individual motivation; Emotional Intelligence and Importance of handling emotions effectively; Organizational stress: meaning, types and its causes, Stress management strategies</p> <p>Experiential Exercise: Measuring Stress. OB – K. Aswathappa, pg 339.</p> <p>Unit-3 Motivation at the Workplace 5 hours</p> <p>Motivation and work Behaviour, Theory X and Y, Maslow's Need Hierarchy Theory; Herzberg's Two Factor Theory and its implication for learning and performance; Vroom's expectancy theory: Concept and Application; Case Study: Engstrom Auto Mirror Plant: Motivating in Good Times and Bad (HBS, 2175, 2008); Equity theory, Implication at workplace; Case Study: Repairing Job that fail to satisfy. Robbins et.al., pg. 638-641.</p> <p>Unit-5 Group Development and Conflict Management 8 hours</p> <p>Defining and Classifying Groups; Stages of Group Formation; Groups vs. teams and Group properties (Roles and Norms); Understanding Work Teams – Problem solving, cross-functional, virtual and self-managed; Group decision making – group think and group shift, Nominal group Technique, Brainstorming, Delphi technique; Importance of Interpersonal Relationships at Workplace with the help of Johari Window; Case Study: A Boss is a Boss – or is She. OB, Parikh &amp; Gupta, Pg. 254; Importance of Interpersonal Relationships at Workplace with the help of Johari Window; Conflict - Meaning and Sources; Types of Conflict; Process of Conflict and Conflict Management Styles; Strategies for Resolving Conflict; Integrative Case for Group and Conflict: What's New with Google's Team and Leaders (Book: OB by Moorhead and Griffin, Pg. 331-333).</p>
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Suggested Reading (s)

1. Organizational Behaviour - Robbins P. Stephen, Judge A. Timothy and Vohra, Niharika, 14th edition, Pearson Education.
2. Organizational Behavior - Nelson L. Debra, Quick, J. C. and Khandelwal, P. (2011). Cengage Learning.
3. Organizational Behavior -Luthans, Fred (2008). Tata Mc.Graw Hill
4. Organizational Behavior - Steven McShane; Mary Von Glinow, 7th Edition, Tata Mc Graw Hill.Reference

<b>Name of The Course</b>	<b>Financial Accounting and Reporting</b>			
<b>Course Code</b>	<b>MBDS 5006</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:** As the language of business, accounting provides terminology, frameworks, and concepts to record, analyze and understand the financial consequences of business activities. Realizing the significance of financial accounting, this course is designed to facilitate better understanding of the fundamentals of financial accounting. It would comprise of conceptual framework of accounting, accounting principles and preparation of main accounting books i.e. journal and ledger as well as final accounts. Besides this, it would also cover depreciation accounting. It also focuses on understanding both the uses and the limitation of financial accounting.

**Course Outcomes**

CO1	Identify the basic accounting concepts, principle and technique of basic business changes.
CO2	Apply the accounting rules to determine the financial results of business enterprise.
CO3	Identify Accounting error and rectify them.
CO4	Examine the structure and content of financial statement, including income statement, balance sheet.

CO5	Analyse, interpret and communicate the information contained in basic financial statements for better decision making.
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**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

**Unit I: Introduction to Accounting**

**5**

**hours**

Meaning of Accounting, Accounting as a Source of Information, Objectives of Accounting, Role of Accounting  
 Basic Terms in Accounting, Accounting: Concepts & Conventions  
 Accounting: Concepts & Conventions (Continued)  
 Accounting Standards  
 Research Paper: Emerging Dimensions of Accounting Education and Research in India  
 Dr.Gurdip Singh Punjab School of Management Studies Punjabi University, Patiala-147002 Punjab, India

**Unit II: Recording of Transactions**

**10**

**hours**

Understanding Accounting Cycle and Accounting Equation  
 Accounting Equation (Exercise)  
 Types of account, Rules of debit & credit Journal Posting from Journal, The Ledger  
**STUDENTS' PRESENTATION**  
 Subsidiary books (Cash Book, Purchases (Journal) Book, Sales (Journal) Book  
 Balancing the Accounts  
 Preparation of Trial Balance  
**CASE STUDY:** Legacy Realty—Journal Entries

**Unit III: Rectification of Error and**

**Depreciation**

**6 lecture hours**

Accounting Error- Meaning, Types of error  
 Rectification of Error- which do not affect trial balance  
 Rectification of Error- which affect trial balance  
 Depreciation  
 Straight line method

**Written down method**

**Unit IV: Preparation of Financial Statements**

**11 lecture hours**

Distinction between Capital and Revenue, Types of Financial Statements  
 Preparation of Financial Statements  
 Need for Adjustments, Adjustment Entries- Closing Stock, Depreciation  
 Adjustment Entries- Outstanding Expenses, Prepaid Expenses, Accrued Income, Income Received in Advance  
 Adjustment Entries- Bad Debts, Provision for Bad and Doubtful Debts, Provision for Discount on Debtors

Adjustment Entries- Interest on Capital, Interest on Drawings  
 Preparation of Financial Statements -Trading and Profit and Loss Account (Exercise)

**CASE STUDY:** M/s Randhir Transport Corporation.—study of Balance Sheet, Profit & Loss Account and Financial Highlights.

Preparation of Financial Statements, Balance Sheet (Exercise)

**Reading of Annual Report-(Company 1):** Students will be required to read the Annual Report of Britannia Ltd.

**STUDENTS’ PRESENTATION**

**Unit V: Financial Statement Analysis 9 lecture hours**

Financial Statement Analysis

**Students** Analyzing the Financial Statement

Horizontal Analysis of Financial Statement

Common Size Analysis of Financial Statement

Ratio Analysis Part 1

Ratio Analysis Part 2

Numerical on ratio analysis

Students’ Presentation

Case study: Jindal Steel & Power Ltd. Financial statement analysis

**Suggested Reading (s)**

1. Basic Accounting, Sofat, R. & Hiro, P. PHI, 2<sup>nd</sup> edition
2. Financial Accountancy, Tulsian, P.C., Pearson Education, 2nd edition
3. An Introduction to Accountancy, Maheshwari, S.N. and Maheshwari, S. K., Vikas Publishing House, 8<sup>th</sup> Edition
4. Essentials of Financial Accounting, Bhattacharyya, Asish K., Prentice Hall of India.
5. Financial Accounting, Rajasekran, Pearson Education, 1st edition
6. Financial Accounting: A Managerial Perspective, Narayanswamy, R PHI, 4<sup>th</sup> Edition.

<b>Name of The Course</b>	<b>Legal Aspects of Business</b>			
<b>Course Code</b>	<b>MBDS 5029</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

This course is designed to enhance the legal literacy of MBA students by developing a body of legal knowledge and honing legal instincts that will help business leaders attain a competitive edge and promote long-term success. Building on the basic legal concepts, the course will refine students' understanding of how law affects all aspects of business, and develops a deeper appreciation of how legal systems operate and how to operate within the boundaries of legal systems. In this course, students will gain a sense of when and how the legal system may affect them in a business setting, particularly in the areas of Contract law, Sales of goods act, Partnership act, Company act and government regulation of business. Students will also discuss situations involving choices that may reach beyond the requirements of the law and will explore how such situations arise and how they might be solved or even prevented.

**Course Outcomes**

CO 1: Interpret the basic legal concepts of Indian contract law required to run business effectively.
CO2 Appraise the different laws related to bailment, indemnity, Guarantee and sales of goods and imply those in case of condition and warranty.
CO 3: Apply the partnership principles in case of starting, registering and dissolving the partnership firm.
CO 4: Relate the concept of Companies Act in formation and winding-up of companies in an Indian organizational context to brief about the functioning of the company.
CO 5: Explain other laws relevant to business like negotiable instruments.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
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30	20	50	100
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**Course Content**

<p><b>Unit-1 Indian Contract Act 1872 12 lecture hours</b>                  .Definition of Contract- Definition of agreement- Essentials of a valid agreement-Meaning of contract with examples- Essentials of a valid contract- Distinction between contract and agreement-Classification of contract- Definition of Offer and types of offer-Definition of acceptance-Revocation of offer and acceptance-Performance of contract -Parties of performance of contract-Doctrine of frustration and its exceptions-Discharge of contract-types of discharge of contract-Difference between different terms- Remedies for breach of contracts-types of sue-Case study-Hadley v. Baxendale-Concept of Bailment- Essentials of valid bailment- Rights of Bailor and Bailee-Duties of Bailor and Bailee-Concept of Pledge-Essentials of Valid Pledge-Rights of Pawnor and Pawee-Duties of Pawnor and Pawee -Concept of Indemnity and Guarantee-Essentials of Valid Guarantee-Types of Guarantee-Revocation of Guarantee.</p>
<p><b>Unit-2 – Sales of Goods Act 1930 5 lecture hours</b>                  Definition-Essentials of Valid Sales-Difference between sale and Agreement to sell-Meaning of term Goods-Types of goods-Price of goods -How contract of sale is made-Condition and Warranty-Implied conditions and Implied warranties-Distinguish between condition and warranty-Transfer of Goods -Doctrine of Caveat Emptor-Exceptions of Doctrine of Caveat emptor-Unpaid Seller- Rights of unpaid Seller.</p>
<p><b>Unit-3 Partnership Act 1932 3 lecture hours</b>                  Definitions of firm-Partner-Partnership-Types of Partnership-Rights of Partners ,Duties of Partners-Position of Minor as a Partner in partnership-Registration of Partnership Firm-Process of registration and effect of non-registration of Partnership Firm-Partnership Deed-Alteration in Partnership Deed-Role of Registrar-Dissolution of partnership firm-Difference Between dissolution of firm or dissolution of partnership.</p>
<p><b>Unit-4- Negotiable instrument Act 8 lecture hours</b>                  Definitions and Essentials of Negotiable Instrument-Presumptions about Negotiable Instruments-Kinds of Negotiable Instruments-Classification of Negotiable Instruments-</p>

<p>Promissory Note-Parties of Promissory Note-Specimen of a Promissory Note-Essentials of Promissory Note- Bill of Exchange- Parties of Bill of exchange- Specimen of a Bill of Exchange-Essentials of Bill of Exchange-Cheque, Parties of Cheque-Specimen of a Cheque-Essentials of Cheque- Comparison between a Promissory Note and a Bill of exchange- Comparison between a Bill of Exchange and a Cheque-Parties to a Negotiable Instruments and their Capacity-Holder and holder in due Course- Rights and Privileges Of Holder in due Course-Comparison Between a Holder and Holder in due Course-Effects of Crossing of Cheque-Objects of Crossing of Cheque-Types of Crossing of the Cheque-Persons authorised to cross the cheque-Dishonour of cheque- Rules regarding Notice of Dishonour-Offences &amp; Penalties.</p>
<p><b>Unit-5 Companies Act 2013 12 lecture hours</b>                  Definitions-Characteristics of company-Kinds of Companies-Difference between Public and Private Companies-Memorandum of company and its contents-Memorandum of company and its contents-Alteration of MOA-Article of Association and Its contents-Alteration in AOA, Difference between AOA and MOA-Doctrine of Ultra-Vires-Doctrine of Constructive Notice and Indoor Management- Meaning of Prospectus and contents of prospectus-Share and its types - Debentures and types of debentures-Share Capital-Directors-Types-Power and duties-Numbers-Meetings-Winding-Up of Company-Mode of Winding-up and its process-Role and Power of liquidator in winding-up of company.</p>

- Suggested Reading (s)
1. Business Law: Tejpal Sheth, 2<sup>th</sup> Edition, Pearson Education, New Delhi.
  2. Kuchhal M.C & Prakash Deepa, Business Legislation for Management, Vikas publication House Pvt.Ltd.2007 Edition.
  3. Aggarwal S.K, Business and Corporate Laws, Galgotias Publication Pvt Ltd, First Edition.
  4. Gulshan S.S, Mercantile Law, Excel Books New Delhi, Second Edition, ISBN-8174463674, 9788174463678.

<b>Name of The Course</b>	<b>Business statistics for Decision Making</b>
<b>Course Code</b>	<b>MBDS5028</b>
<b>Prerequisite</b>	<b>None</b>

<b>Corequisite</b>	None			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	2	0	0	2

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Objectives**

This course is designed to prepare students to evaluate problems and make decisions using Statistical analysis of data. Students can use these processes in any course where data is analysed and interpreted. Statistics is vital to all aspects of industry. The quantitative evaluation of a problem will often yield a different, more informed decision than a subjective one. This knowledge also makes students to comprehend and analyse enormous amount of statistics they encounter everyday outside of work. The focus is on concepts development and its application for problem solving and decision making by effectively using different statistical tools.

**Course Outcomes**

<b>CO 1</b>	Recognize the basic concepts of the Statistics and apply the concept of mean median, mode in real life for decision making.
<b>CO 2</b>	Examine various probabilistic situations based on various laws of probability and application of Binomial, Poisson, Normal distributions
<b>CO 3</b>	Apply the concept of decision making under uncertainty and risk for making better decision and choosing the best alternative.
<b>CO 4</b>	Estimate the level of correlation, regression and the relationship for the given bivariate data and its various applications.
<b>CO 5</b>	Explain the basic concepts of time series and its uses in forecasting for business data.

**Continuous Assessment Pattern**

**Course Content**

<b>Unit I: Introduction to Business Statistics</b> <b>6 lecture hours</b>
Introduction to business statistics, application of statistics in decision making, measures of central tendency, mean, median, mode, measures of dispersion, range, quartile deviation, mean deviation, standard deviation.
<b>Unit II: Probability and Probability Distribution</b> <b>6 lecture hours</b>
Introduction to probability, probability events, basic probability, addition theorem, conditional theorem, multiplication theorem, Bayes' theorem, Probability distribution, binomial distribution, Poisson distribution, Normal distribution
<b>Unit III: Decision Analysis</b> <span style="float: right;"><b>6 lecture hours</b></span>
Introduction to decision theory, decision making under certainty, decision making under uncertainty, Minimax, Maximax, Laplace, Minimax Regret and Gurwicz criteria for choosing best alternative, decision making under risk, EMV criteria, Decision tree analysis.
<b>Unit IV: Correlation and Regression analysis</b> <b>6 lecture hours</b>
Introduction to correlation analysis, scatter diagram method, Karl Pearson's Correlation coefficient, Rank (Spearman's) correlation, Multiple correlation, coefficient of determination, Introduction to regression analysis, difference between correlation and regression, regression coefficient, properties of regression coefficient, regression equations Yon X and X on Y.
<b>Unit V: Time Series Analysis</b> <span style="float: right;"><b>7 lecture hours</b></span>
Introduction to time series, time series data, components of time series, Trend, Seasonal, Cyclic and Irregular variations, moving average method to find trend, Method of Least Square to find and forecast trend values.

**Suggested Readings**

1. Levin & Rubin, “Statistics for Management”, 8<sup>th</sup> Edition, Pearson Publication
2. Ken Black, “Business Statistics for contemporary decision making”, 5th Edition, Wiley Publication
3. JK Sharma, “Business Statistics”, 4th Edition, Vikas Publication
4. Render B., Stair R. M., Hanna M. E., Badri T. N.- Quantitative Analysis for Management, 10e, Pearson Education
5. Anderson D. R., Sweeney D. J., Williams T. A. - Statistics for Business and Economics, 11th edition, Cengage Learning
6. Naval Bajpai, Business Statistics, 2nd edition, Pearson Education

<b>Name of The Course</b>	<b>Introduction to Business Analytics</b>			
<b>Course Code</b>	<b>MBDS5017</b>			
<b>Prerequisite</b>	<b>None</b>			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Course Objectives:**

Information and Knowledge are indispensable tools for helping ensure the continuity and sustainability of any organization. They have to be acquired first and then assessed before they can be utilized in the decision-making process. This is where the usefulness of Business Analytics lies. From credit card transactions and online shopping carts, to customer loyalty programs and user-generated ratings/reviews, there is a staggering amount of data that can be used to describe our past buying behaviors, predict future ones, and prescribe new ways to influence future purchasing decisions. Through the application of Statistical methods, Operation Research and Management Information

systems, and by using proven analytical and evaluative tools and techniques, corporate managers can acquire insights into issues which they can use to help them accomplish their organizational goals and objects, set correct priorities, adopt prudent strategies and approaches, handle risks and effectively and efficiently manage their resources.

This course gives a comprehensive knowledge to provide an overview of key areas of customer analytics: descriptive analytics, predictive analytics, prescriptive analytics, and their application to real-world business practices including Amazon, Google, and Starbucks to name a few. This course provides an overview of the field of analytics so that you can make informed business decisions.

**Course Outcomes**

<b>CO1</b>	Understand the need for effective business analytics within an organization.
<b>CO2</b>	Analyze complex problems using advanced analytics tools.
<b>CO3</b>	Learn various optimization models such as linear optimization, integer linear optimization and non-linear optimization.
<b>CO4</b>	Learn descriptive, predictive and prescriptive business analytics.
<b>CO5</b>	Evaluate the appropriateness of applications of Business Analytics in various domains

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

**Course Content**

<b>Unit I: Introduction to Business Analytics</b>
<b>6 lecture hours</b>



Overview of Business Intelligence Business Analytics: Concept, Terminology & Significance Difference between Business Intelligence and Business Analytics Business Analytics Process & Decision-Making Process Case study- A trip to Summerhouse
<b>Unit II: Business Analytics in Business Verticals and Resources of Business Analytics</b> <b>5 lecture hours</b>
Use of Business Analytics in Business Verticals (Retail, Banking, Insurance) Use of Business Analytics in Business Verticals (Health Care, Education, Automobile, & Telecommunication etc; ) Case Study: - Shop.ca Case study: AMC networks Resources of Business Analytics Data- categories of Data ECM framework Personnel resources
<b>Unit III: Business Analytics Processing</b> <b>5 lecture hours</b>
Data Processing: OLTP, OLAP, Overview of Data Warehouse Data Mining UIMA framework
<b>Unit IV: Data Visualization</b> <b>5 lecture hours</b>
Visualizing Data: Reporting systems Multidimensional Modelling Dashboards Applications of BA in Business: Marketing Analytics Financial Analytics Government Analytics
<b>Unit V: Business Analytics Strategy</b> <b>5 lecture hours</b>
Business Analytics Strategy: Ensuring Data Quality Outsourcing & measuring Business Analytics contribution Case study: Essentials of Cross-selling and Up-selling

**Suggested Reading (s)**

1. Business Analytics for Managers; Taking Business Intelligence beyond Reporting, G.H.N Laursen, J Thorlund- Wiley

**Reference Book (s)**

1. Business Analytics: Principles, Concepts and Applications, M Starkey- Pearson

Name of The Course	Computer Applications for Business
Course Code	MBDS 5021

Prerequisite	Basic understanding of computers systems			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

- To understand basic applications and types of information systems.
- To understand the concept of system designing and system development.
- To analyze and understand the possible threats and security issues of information systems.

Course Outcomes

CO1	Apply and understand the concepts of information system in organization.
CO2	Apply and understand the concepts of database and computer networks.
CO3	Analyze the application of IT in implementing E-commerce.
CO4	Apply and understand the use of advanced functions of MS Excel in any organization.
CO5	Analyze the features of MS power point to create efficient and impressive business presentations.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course Content**

Unit-1 Basics of Information systems	7 hours
Real world information system, Components of Information System, types of IS, Competing with Information Technology, Fundamentals of strategic advantage, Porters model and use of IT, Case study (Class discussion): JetBlue & the Veterans Administration Case (Self Study)	
Unit-2 Database and Computer networks	10 Hours
Database Environment: Basic Concepts and definitions of Data, Database, use of DBMS, Three schema architecture for database development, databases and Information management, data mining, functions of Operating system, data mining and data warehousing, Telecommunications & the Internet, Types of	

network, Topology, Internet and security, Case study: Developing a database application for Pine Valley Furniture Company
Unit-3 Role of E-commerce 8 Hours
Introduction to ecommerce, difference between E-Business and E-commerce, Ecommerce strategies, models of online business, benefits of using E Business, E-CRM, E-SCM, E-Banking and E-payments. Case study: success story of PayTM in Indian business
Unit-4 Advanced functions of MS Excel 7 Hours
Use of lookup, vlookup and hlookup functions, examples of vlookup and hlookup, financial functions in MS Excel and examples, if function, nested if example, use of yearfrac() to calculate age
Unit-5 Data interpretation and creating presentations 8 Hours
Pivot table and its use, how to create pivot table in MS Excel, examples of pivot table, types of charts and graphs in Excel, examples of charts and graphs, designing PPTs using power point, inserting animations and effects in the presentations

Suggested Reading (s)

1. Laudon & Laudon, "Management Information System", Pearson Education, 13th Edition 2018
2. O'Brian & Bahel, "Management Information System", Mc Graw Hill, 10th Edition 2018
3. Management Information Systems, James A. O'Brian, George M Marakas, Ramesh Behl, McGraw-Hill, Ninth Edition
4. Introduction to computers by Peter Norton, 2010, TMH Education

<b>Name of The Course</b>	<b>Business Ethics and CSR</b>			
<b>Course Code</b>	<b>MBDS_5022</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

Course Objectives:

1. Graduate will grow personally and professionally to be successful in dynamic business environment globally.
2. Graduate will lead with creative, analytical and entrepreneurial skills to help

organizations achieve a competitive advantage

Course Outcomes:

CO1: To apply the principles of Business Ethics, code of ethics, values and ethical decision making for making the business transactions moral bound.
CO2: To employ the knowledge of rights of a consumers and environmental ethics in order to enhance the decision making with regards to the statutory duties of the businesses.
CO3: To measure the effectiveness of Corporate Governance policies already employed to ensure good governance in the organization.
CO4: To appraise the role and relevance of Corporate Social responsibility in the current business scenario.
CO5: To assess the complex issues of trade-offs between the stakeholder and finding the optimal and ethical solutions.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Course Content

<b>Unit-1</b> Introduction to Business Ethics 5 hours Case Study: Biocon-India's own home grown Biotech Company Introduction to Ethics, Personal and Professional Ethics, Business ethics: importance and needs, significance in ethical decision making, Distinction between values and ethics, Characteristics of an ethical organization, Morality and Law, management and ethics, Kantianism: Ethics of Duty, Other Normative Theories- Stockholder theory, Stakeholder Theory, Indian Ethical Traditions-Teachings from Gita, teachings from Islam, Christianity, Gandhian principles Case Study: \$2,500 – A Harvard Case Study
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<p>Unit II: Consumer and Environmental Ethics 6 Hours Consumer and Consumer Protection- Definition; Parties to consumer protection, Consumer and Consumer protection, Consumer duties and responsibilities, Consumer protection in Indian context, Environmental Preservation: Role of Stakeholders, Waste Management and Pollution Control, Key Strategies for Industrial Pollution Prevention Managing Environmental issues, Environmental audit, Managing environmental issues, Environmental policy in Indian context, Case: Why It Pays To Be Honest: How Unethical Marketing Practices Cost Pharmaceutical Giant Johnson &amp; Johnson \$2.2 Billion Case Study: E-Waste: The latest contributor to environmental degradation</p>
<p>Unit III: Corporate Governance 3 Hours Corporate Governance: an introduction, need for corporate governance: America’s Hall of Shame, Satyam scandal in India Relevance of corporate governance; Benefits of good corporate governance to a corporation and Society OECD Requirements of CG; Cadbury Committee Report on CG, Case Study: Sky Air Inc; A Harvard Case Study</p>
<p>Unit-IV Theories of Corporate Governance 3 Hours Case Study: How the Global Trust Bank lost the Trust, Concept of corporation and corporate Characteristics of Corporation, Theories of corporate governance- Agency Theory, Stewardship theory, Stakeholder and sociological theory Criticisms, Corporate Governance Systems: The Anglo-American Model of Governance, The German Model of Governance, Indian Model of Governance</p>
<p>Unit-V Corporate Social Responsibility 3 Hours Corporate Social Responsibility: an introduction, Arguments in favour and against CSR Carrol’s pyramid delineating different social responsibility activities, CSR in India context: Companies act 2013, CSR activities defined under act CSR for Sustainable development, Triple Bottom line approach, Case Study: Dr Reddy’s Laboratories: Commitment to All-round Corporate Excellence</p>

**Suggested Reading (s)**

1. A.C. Fernando(2010), Business Ethics and Corporate Governance, Pearson Education

**Semester - II**

<b>Name of The Course</b>	<b>Corporate Finance</b>			
<b>Course Code</b>	<b>MBDS5013</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

**This course has been designed to develop understanding in:**

- the basic concepts, theory and practice of corporate finance techniques using time value of money
- capital budgeting techniques and estimation of cash flows
- association between risk and the cost of capital and its impact risk and capital structure
- the theories of capital structure and the external and internal influences on a corporation’s capital structure and payout policy
- working capital management, receivables management, inventory management and cash management

**Course Outcomes**

<b>CO1</b>	Describe the theory and practice of corporate finance techniques using Time value of Money
<b>CO2</b>	Assess common investment criteria and project cash flows associated with corporate project evaluation.
<b>CO3</b>	Relate how risk and the cost of capital impact on investment appraisal, and understand how this cost is impacted by taxation, “leverage” and other factors
<b>CO4</b>	Relate the theories of capital structure and Assess the external and internal influences on a corporation’s capital structure, payout policy
<b>CO5</b>	Apply techniques of working capital, receivables and investment management for long term financing of the firm.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course Content**

<b>Unit-1 Introduction and Time Value of Money 6 hours</b>	
Introduction to Financial Management, Nature and scope of Financial Management, Finance functions, Role of finance manager, Financial goal: Profit maximization vs wealth maximization, Concept of agency and agency problem. Time Preference for money, Future Value- Single Cash flow, Annuity, Sinking Fund, Present Value- Single Cash flow, Valuation of Bonds and shares, Risk and Return, Exercises on Future Value, Present Value, and Bonds Valuation	
<b>Unit-2 Investment Decisions 8 hours</b>	
Risk Analysis in Capital Budgeting. Investment Evaluation Criteria: NPV based numerical, IRR: Concept, Limitations and its significance, Payback: Meaning, and calculating payback periods ARR: Meaning, Scope, and calculating ARR, Profitability Index: Meaning, Nature, Significance, and functions. How to calculate Practical exercises having calculation of various capital budgeting decisions collectively like NPV, PI and PB simultaneously etc. Case Study: HOLA-KOLA-The Capital Budgeting Decision by Lena Booth	
<b>Unit-3 Cost of Capital and Leverage Analysis 10 hours</b>	
Cost of capital: Concept, Significance, nature, and factors affecting cost of capital. Cost of Debt, Preference Shares, Equity Shares, Weighted Average Cost of Capital (WACC). EBIT-EPS Analysis, Leverage analysis- Operating, Financial and Combined Leverage	
<b>Unit-4 Capital structure and Dividend Decisions 10 hours</b>	
Theories of Capital structure Net Income (NI), Traditional, Net Operating Income (NOI) Approach, MM Hypothesis. Dividend: Concept, meaning, types, and significance for stakeholders Theories/Models in dividend policy Walter, Gordon MM (Miller Modigliani) Hypothesis and theory, Determinants of dividend policy	
<b>Unit-5 Working Capital Decisions</b>	<b>6 hours</b>

Working Capital Management: Concept, meaning, objectives, types and significance Principles of working capital management, Receivables Management. Inventory Management- EOQ, Reorder Level, Cash Management
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**Suggested Reading (s)**

1. Van Home, J.C. Financial Management and Policy. Prentice Hall of India.
2. Charles P Jones. Corporate Finance: Theory and Practice. John Wiley.
3. Prasanna Chandra. Financial Management. Tata McGraw Hills.
4. Khan & Jain. Financial Management. Tata McGraw Hills.
5. Damodaran, A. Security Analysis & portfolio Management. Wiley & Sons.

Name of The Course	Operations Research			
Course Code	MBDS5030			
Prerequisite	Basic Mathematics			
Corequisite				
Antirequisite				
	L	T	P	C
	2	0	0	2

**Course Objectives:**

The objective of this paper is to develop student's familiarity with the basic concept and tools in Operations Research. To provide the real life exposure about the Optimization Techniques those are commonly used in business decision-making problems. To enable the students to formulate the problem into mathematical programming problems, obtain the optimum solution and interpret the decision.

**Course Outcomes**

<b>CO1</b>	Identify the use of Operation Research and its importance in business application for Optimization.
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<b>CO2</b>	Use of Linear programming problem and Transportation problem in of management to optimize and decision making
<b>CO3</b>	Determine the Assignment problems and its application in Business Related problems
<b>CO4</b>	Utilize the concept game theory which determines a stable strategy for optimize the Payoff in different conditions of business environment.
<b>CO5</b>	Understand and develop the queuing process. Application of queuing theory in business

assignment problem, Applications of assignment problem in business, case study
Unit-4: Game Theory 5 hours
Introduction of game theory, concepts, Two persons game, Zero sum Game, Strategy, Mixed Strategy game & Pure strategy games, Methods of solution, Maximin-Minimax principle, Probability Method, Graphical Method, Principle of Dominance
Unit-5: Queuing Theory 5 hours
Introduction to queuing theory, concept of arrival pattern, Service Pattern, Queuing Discipline, Physical capacity of system, No of servers and multi- stage service, Application of Queuing Model: M/M/1/∞, Case Study

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course Content**

Unit-1 <i>Introduction to Operations Research &amp; Linear programming Problem-I</i> 5 hours
Introduction to OR, Use, scope and applications of OR, Introduction to Linear Programming problem, Mathematical form of LPP, Solution to LPP, Graphical Method and its limitations, Types of solution in graphical method, Multiple solution, unbounded solution and infeasible solution , Case study
Unit-2: <i>Linear programming Problem-II and Concept of Transportation Problem</i> 10 hours
Solution of LPP by simplex method, Maximization and Minimization examples, Duality in LPP, Introduction to Transportation problem, Mathematical form of TP, North West Corner Method, Vogel's approximation method, least cost Method, MODI method for optimum solution
Unit-3 : <i>Assignment Problems and its application in business world</i> 5 hours
Introduction to Assignment Problem, Mathematical form, Method of solution- Hungarian method, unbalanced assignment problem, restricted

**Suggested Reading (s)**

1. J.K Sharma, Operations Research (Theory & Applications), 6<sup>th</sup> edition, Trinity Press
2. N.D Vohra, Quantitative Techniques in Management, 2<sup>nd</sup> Edition, Tata Mcgraw Hill
3. Hamdy A Taha, Operations Research-An Introduction 7<sup>th</sup> Edition, Prentice Hall
4. Peter C Bell- Management Science/ Operations Research: A strategic perspective, South-Western College Pub.

<b>Name of The Course</b>	<b>Human Resource Management</b>			
<b>Course Code</b>	<b>MBDS_5015</b>			
<b>Prerequisite</b>	<b>OB</b>			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

Managing employees is at the heart of almost all the real-life management problems. A number of recent developments, including demographic changes in the labour force, increased global competition, experiments with new organizational arrangements, and knowledge work force issues have made human resource management increasingly important for organizations. The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well

as practice.

**Course Outcomes:**

CO 1	Identify and determine the concept of HRM by utilizing articles from different journals and leading business dailies. Discuss the importance and major functions of human resource management with students by quoting latest examples from industry and to help them to apply this knowledge for creative problem solving.
CO 2	Illustrate the concept and importance of human resource planning and job analysis in the organization for effective functioning of HR processes in the organization.
CO 3	Examine the nature and various sources of recruitment. Identify how recruitment is related to selection and training of employees and determine their role in improving organizational effectiveness.
CO 4	Estimate various performance evaluation techniques used by organization and role of compensation management in organization effectiveness. This module also tried to make students familiar with the basic calculations used to generate cash in hand salary from annual cost to company (CTC).
CO 5	Determine the role of industrial relations and examine how contemporary issues (like E-HRM, IHRM etc.) help organizations to transit from traditional to strategic business environment.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course Content**

<p>Unit-1 Introduction to HRM 5lecture hours</p> <p>Introductory Case: Enterprise Builds on People; Pg: 37 &amp; 38 – Human Resource Management, K. Ashwathappa/ HR Article from Economic Times. Concept &amp; Importance of HRM, Principles and functions of HR Manager. Strategic HRM, Traditional Vs. Strategic HR, System Approaches to HRM. Scope and functions of HRM; Brief overview of laws related HR like Payment of Wages Act, Gratuity, Trade Union Act.HR outsourcing.</p>
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<p>Group Discussion: Turning Human Resources in Competitive Advantage.</p>
<p>Unit II: Job Analysis and HR Planning 8 lecture hours</p> <p>Introductory Case: Arvind Suiting; Human Resource Management; Parvin Durai, Ch.4, Pg. 102-103.</p> <p>Talent Acquisition, Importance and Process. The basics of Job Analysis, Process of Job Analysis; Methods for collecting Job Analysis Information. Exercise: Preparation of Job Analysis Form.</p> <p>Case Study: Banking Industry in India; Pg: 127-128, Human Resource Management; Sharon Pande &amp; Swapanlekha Basak</p> <p>Nature and Concept of HRP, Objectives and importance. Methods for HR Forecasting. Preparing Manpower Inventory and Succession Planning.</p> <p>Discussion: HR Analytics and HRP: Pg. 126 - Human Resource Management; Sharon Pande</p>
<p>Unit III: Recruitment, selection, training and development 12 lecture hours</p> <p>Introductory Case: Enron: A not so good ending to a good recruitment planPg:178 – 179; HRM – Mary Gowan and David Leapak</p> <p>Introduction to Recruitment. Internal and External Sources of Recruitment. Methods of Recruitment, Effective Recruiting.Student Activity: Designing an employment advertisement for effective recruitment. Introduction and Process of Employee Selection. Selection Methods, Selection Interviews, Placement and orientation.</p>
<p>Unit-IV Performance Appraisal and Compensation Management 7 lecture hours</p> <p>Case Study: Performance Management at TCS: Pg. 498-499: Human Resource Management - Sharon Pande and Swapanlekha Basak</p> <p>Introduction; Purpose of Performance Appraisal, The Performance Appraisal Process. Methods of Performance Appraisal, 360 Degree Feedback System, Problems in Appraisal. Essential Characteristics of Performance Appraisal, Potential Appraisal, Use of McKinsey 9 - box Matrix for Performance Management. Role Play: Confronting a necessary evil.</p> <p>Case Study: Greentech India Ltd: Pg: 391 -392; Human Resource Management – Sharon Pande and Swapanlekha Basak.</p> <p>Objectives and Nature of compensation, Components of a pay structure, CTC. Job</p>

Evaluation, Factors affecting compensation and choices in designing a compensation system. Experiential Learning: Calculating Take Home Salary from CTC.

Unit-V Contemporary issues in HR 8 lecture hours

Introduction, Nature & Objectives of Industrial Relations, Factors Influencing IR, Significance of IR. Industrial Conflict, Forms of Industrial Disputes, Forms and Causes of Industrial disputes. Industrial Disputes handling Machinery.

Group Discussion: Is Industrial Relations Relevant in India Today?

E-HRM: E-Self- services; E-recruitment & Selection; E-Performance Management; E-Compensation Management; E-Training.

Introduction of IHRM, Host Country National, Parent Country National, Third Country, Approaches to IHRM (Ethno-centric, geocentric and polycentric)

Presentation on Research Paper: An Analysis of E-Human Resource Management Practices: A Case Study of State Bank of Pakistan.

and then assessed before they can be utilized in the decision-making process. This is where the usefulness of research methodology or business research lies. Through the application of careful scientific methods, and by using proven analytical and evaluative tools and techniques, corporate managers can acquire insights into issues which they can use to help them accomplish their organizational goals and objects, set correct priorities, adopt prudent strategies and approaches, handle risks and effectively and efficiently manage their resources.

This course gives a comprehensive knowledge to the subject of business research methods. It exposes students to different research approaches and methodologies in order to prepare students to solve a business problem in a systematic and logical manner. This course will assist students in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative or qualitative), and in presenting their results to concerned stakeholder.

**Suggested Reading (s)**

1. Rao, V.S.P. (2013). Human Resource Management, Excel Publication, India.
2. Dessler, G. and Varkkey, B (2013). Human Resource Management. Pearson Education.
3. Ashwathappa, K. (2017). Human Resource Management, Mc Graw hill Education, 8th Edition.
4. Agarwal, T. (2007). Strategic Human Resource Management, Oxford University Press, India.
5. Armstrong, M. (2006). Human Resource Management, Kogan Page.

**Course Outcomes**

CO1	Interpret business research and its application in various business decision making process by the identification of research problems and developing hypotheses to conduct research
CO2	Determine types of research design for solving business problems and discuss different methods of data collection for specific research purpose.
CO3	Determine different measurement techniques to address a research question or hypothesis and perform basic assessment of scale reliability and validity
CO4	Illustrate the process of identifying a target population and select a sample to conduct research
CO5	Analyze the results for collected information and data and presenting research report on the basis of data analysis for the research conducted

<b>Name of The Course</b>	<b>Business Research Methodology</b>			
<b>Course Code</b>	<b>MBDS5027</b>			
<b>Prerequisite</b>	<b>Business Decision Making</b>			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Course Objectives:**

Information and Knowledge are indispensable tools for helping ensure the continuity and sustainability of any organization. They have to be acquired first

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
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30	20	50	100
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**Course Content**

<p><b>Unit I: Module I: Introduction to Business Research and Formulation of Research Problem 6 Lectures</b></p> <p>Introduction to Business Research, Introduction to Business Research, Scientific Enquiry: Inductive and Deductive logic, Literature Review- Identifying, accessing and managing sources of information and scholarly literature, Defining the Research Problem, Defining the Research Problem, Identification of variables – dependent, independent, moderating.</p>
<p><b>Unit II: Design of Business Research and Data Collection Methods 6 Lectures</b></p> <p>Research Design: Definition, Formulation of Research Design, Classification of Research Design, Exploratory Research Design Simulation Exercises : On Focus Group and projective techniques, Descriptive Research Design, Causal Research Design, Primary and Secondary Data Collection: Qualitative and Quantitative methods, Methods of Qualitative Research- Content Analysis, Focus Group Interviews, Personal Interview Method, Depth interviews, Projective Techniques, Survey Research, Observation Methods, Experimentation</p>
<p><b>Unit III: Measurement and Scaling 6 Lectures</b></p> <p>Concept of Measurement and Scaling: Primary scales of Measurement: Nominal Scale, Ordinal scale, Interval Scale, Ratio Scale, Types of Scaling Techniques: Single item and Multiple item, Types of Scaling Techniques: Comparative and non-comparative, Reliability – Split half, Cronbach's alpha, Questionnaire: Objectives of Questionnaire, Criteria and Procedure of Questionnaire Design, Pilot Testing of Questionnaire.</p>
<p><b>Unit IV: Sampling Design and Data Preparation 6 Lectures</b></p> <p>Concept of Sampling, Population and Census Sampling Design, Probability Sampling Design &amp; Non-probability Sampling Design, Determination of Sample Size, Potential Sources of Error: Sampling and Non- sampling, Data Processing: Fieldworker Validation, Data editing, Coding, Transcribing.</p>

**Unit V: Data Analysis with SPSS and Report Writing 6 Lectures**

ANOVA, Correlation and Regression Analysis: Linear correlation, Pearson correlation coefficient, Simple linear Regression Model, Multiple Regression. Writing Research Report: Need for documentation, Types of Reports, Report structure, Report Writing, Referencing (APA Style).

**Suggested Reading (s)**

1. Business Research Methods, Cooper & Schindler, 12<sup>th</sup> Edition, McGraw-Hill , 2014
2. Business Research Methods, Zikmund, Babin, Adhikari, Carr & Griffin, 8<sup>th</sup> Edition, Cengage Learning
3. Research Methodology : Concepts and Cases, Deepak Chawla & Neena Sondhi, Vikas Publication, 2014

Name of The Course	<b>Management Accounting and Decision Making</b>			
Course Code	<b>MBDS 5034</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	2	0	0	2

Course Objectives: This course focuses on decision facilitating information for improvement in specific decisions such as to set better prices, to cut costs productively, or to make better allocation of resources and has crucial managerial uses for planning, implementing and controlling the firm's activities. This course, thus, incorporates the analysis and effect of all relevant information for improvement in specific managerial decisions.

**Course Outcomes**

Course outcomes (COs)	
CO 1	Summarize the basic concepts of Management Accounting
CO 2	Examine management accounting techniques for planning and control to built decision making regarding how to cut cost productively
CO 3	Summarize the components of Prime cost and Factory cost.
CO 4	Construct a Cash Flow statement for analysing the closing cash balance



CO 5	Outline the Budgetary control procedure and its preparation.
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Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Course Content

<p><b>Unit I: Introduction to Management and Cost Accounting 6 hours</b></p> <p>Management Accounting and Decision making, Role of Cost accounting and Financial Accounting; Management Accountant role in implementing strategy; Cost Accounting Terms: Meaning of the terms like cost, cost unit etc., Cost Classification, Cost Element and Cost Sheet, Cost Element and Cost Sheet; Cost terms used for strategic decision making (Direct and indirect; Cost control, cost reduction and cost management; Operating Costing: Meaning; utility; cost calculation for service organizations, Activity Based Costing: Concept &amp; Relevance; Transport Costing</p>
<p><b>Unit II: Decision Making 6 hours</b></p> <p>Marginal Costing &amp; Tactical Decisions; Make or Buy Decision Outsourcing Decision; Relevant Costing: Absorption &amp; Contribution; Target costing and Cost plus Pricing</p>
<p><b>Unit III: Cost Control 8 lecture hours</b></p> <p>Variance Analysis: Meaning, relevance of variance analysis and types of variances; Cost Variances: costing standards; various types of cost variance; Factors responsible and measures to control variances; Labor Variance: Meaning, types and computation; Material Variance: Meaning, types and computation; Overhead Variance: Meaning, types and computation</p>
<p><b>Unit IV: Responsibility Accounting 8 lecture hours</b></p> <p>Responsibility Accounting: Concept, Importance and Limitations, Types of Responsibility Centres and Their nature; Performance Measurement Criteria of different Responsibility Centers; Control ratios, concept of standard hour, efficiency ratios; Budget Reports, essentials of a good budget report, various concepts of capacity; Zero Based Budgeting.</p>
<p><b>Unit V: Break-even and CVP analysis 12 hours</b></p> <p>CVP assumptions and terminology; Concept of contribution margin, Breakeven point computation; Key Factor, CVP Analysis for Sale</p>

Mix; Application of CVP Analysis; Opportunity, outlay and differential cost and analysis; Make or buy decisions, discontinuance of a product decisions; Optimal use of limited resources - product mix decisions; Sell or process further decisions, introduction of new product; Fixed vs. flexible budgets, Zero Base budgeting, types of budgets (sales, capital, operating expenses budgets etc.); Operating Budget, expenses budget, cash budget, Master Budget; Operating Budget, expenses budget, cash budget, Master Budget; Standard costing and variance analysis - Standard costs and estimated costs, variances analysis (material and labour); Budgeting and Variance Analysis; Management Control System & Responsibility Accounting.

Suggested Reading (s)

1. Arora, M. N. (2012). A Textbook of Cost and Management Accounting, New Delhi
2. Drury, C. (2012). Management and Cost Accounting, , Cengage Learning India Pvt Ltd., New Delhi, 7/e:
3. Maheshwari, S. N. & Mittal S.N. (2003). Cost Accounting – Theory and Problem, Shri Mahavir Book Depot, New Delhi, 21/e.
4. Lal, J. & Srivastava, S. (2008). Cost Accounting, Tata McGraw Hill Publication, New Delhi.

Name of The Course	<b>Introduction to ERP and MIS</b>			
Course Code	<b>MBDS 5031</b>			
Prerequisite	<b>Basic understanding of Information systems</b>			
Corequisite	<b>None</b>			
Antirequisite	<b>None</b>			
	L	T	P	C
	3	0	0	3

Course Objectives:

- To understand basic applications and system integration in ERP systems.
- To understand the concept of ERP system designing and system development.
- To analyze and understand the possible threats and security issues of information systems.

Course Outcomes

CO1	Analyze the historical aspects of ERP evolution and apply in ERP integration process.
CO2	Analyze and evaluate existing ERP architectures and try to creating new ones to solve complex problems.
CO3	Analyze and evaluate various ERP development life cycles from customer perspective and developers as well to attain organizational goals.
CO4	Analyze the significance of effectiveness of information system as a function of cost, value, performance and positioning.
CO5	Analyze the essentials and importance of security, privacy, and ethical issues as they relate to information systems.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Course Content

<p><b>Unit-1 Introduction to Enterprise Systems and IS</b> <b>7 hours</b></p> <p>ERP Systems, What is ERP, Evolution of ERP, Role of ERP in Business, System components, ERP architecture, Benefits and limitations of ERP, ERP Implementation, ERP life cycle, Implementation strategies, Software and vendor selection, BPR, ERP Vendors (Key Vendors, Software Extensions and Trends) [HBS Case An ERP Story], Information system types and benefits</p>
<p><b>Unit-2 ERP Systems Architecture</b> <b>10 Hours</b></p> <p>Systems Integration (Functional Silos, Horizontal and Vertical silos, Business Processes and Silos), Logical versus Physical SI, Integration steps, Benefits and limitations, ERP and its role in Logical Integration and Physical Integration), ERP architecture, ERP Layered Architecture, Two-tier architecture, benefits and limitations, Web based architectures, Service oriented architectures), ERP Modules, Production Module, Purchasing Module, Inventory Management Module, Sales and Marketing module, Finance Module, HR Module, Miscellaneous modules, Case Study : NetSuite Inc.</p>

<p><b>Unit-3 ERP and MIS Implementation</b> <b>7 Hours</b></p> <p>SDLC (Traditional versus Rapid SDLC), ERP implementation life cycle (Implementation Plan, Implementation methodology, Traditional ERP life cycle, Rapid ERP Lifecycles, steps of IS development process, Business Systems Planning, water fall model, Prototyping model of development, Rapid Application Development</p>
<p><b>Unit-4 MIS for business Effectiveness and Decision making</b> <b>9 Hours</b></p> <p>IS for sales and marketing, components of Marketing Information systems, Sales support systems, Customer systems, Information systems for HR- Recruitment and selection, Training and development, Information systems for HR- Employee Relationship, Role of DSS, Components of DSS, Use of DBMS, Impact of IS in business effectiveness, Tangible versus Intangible returns, Evaluating the impact on effectiveness</p>
<p><b>Unit-5 Information system Security Management</b> <b>8 Hours</b></p> <p>Security threats to IS, Security Policy and enforcement, Security Management Standards and Global Practices, Methods of securing IS, Security access control systems and technologies, Security Risk Management Framework, case study on recent security issues in IS</p>

Suggested Reading (s)

1. Laudon & Laudon, "Management Information System", Pearson Education, 13th Edition 2018
2. Enterprise Systems for Management by Luvai Motiwalla, Guido Tabelliniad, Jeffrey Thompson, Pearson
3. Management Information Systems, James A. O'Brian, George M Marakas, Ramesh Behl, McGraw-Hill, Ninth Edition
4. ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage by Jagannathan Vamanan, 2007, TMH

<b>Name of The Course</b>	<b>Operations &amp; Supply Chain Management</b>
<b>Course Code</b>	<b>MBDS 5032</b>
<b>Prerequisite</b>	<b>Basics of Operations management, Statistical concepts,</b>

<b>Corequisite</b>	<b>Analysis based on Operations research</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

This course is designed to equip students with a sound conceptual understanding of the role that Operations Management processes play in understanding productions and services concepts today. The course aims to provide a comprehensive overview of Operations Management & Supply chain concepts, methods, and applications. Upon completion, students will be able to use operations concepts, quality issues, logical analysis and analytical techniques to study the behaviour of a system in relation to its overall working as resulting from its functionally interconnected constraints, whose parameters are recognized, quantified to the extent possible, and alternative decisions are derived.

**Course Outcomes**

CO1	To describe the basic concepts of the Operations Management and its resources utilization.
CO2	To identify the applications of forecasting and Inventory control in supply chain management.
CO3	To analyse and understand Operations planning techniques and schedule for the long term and short-term horizon.
CO4	To utilize the conceptual understanding of Quality management, Quality issues- tools and Quality Control mechanism.
CO5	To explain Integration of theory and application in various functional areas through interdisciplinary approach.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
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<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>
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**Course Content**

<p>Unit-1; <i>Introduction to Operations Management &amp; Resource utilization: Concepts (11 Lectures)</i>                  Basic Concepts of Operations Management                  Manufacturing and Service Systems;                  Transformation Process                  Product Design and its uses                  Process Design &amp; Service Design selection                  Service Characteristics, Classification Matrix, SERVQUAL, 5S                  Job Design and work Measurement                  Manufacturing/Service Process selection, BPR                  Facility Capacity, Decision tree analysis on capacity &amp; location decision                  Facility Location &amp; Layout                  Assignment model in layout planning                  Case Study: - Honda's Mixed Model Assembly Lines, NarayanaHrudayalaya</p>
<p><i>Module II: Forecasting and Inventory Control in supply chain(10 Lectures)</i>                  Forecasting in operations and supply chain                  Introduction to Time-series forecasts                  Time series analysis                  Extrapolative methods I and Forecasting Error                  Introduction to Inventory Management                  Various costs involved in inventory management                  EOQ Models of Inventory Management                  Analysis of EOQ Models in Inventory Management                  Inventory Control and Supply Chain Management                  Case Study:</p>
<p><i>Module III: Operations Planning and Schedule (6 Lectures)</i>                  Aggregate Sales and Operations Planning;                  Aggregate planning Techniques; Material requirement Planning                  Improvements in the MRP system; Lot Sizing in MRP Systems                  Case Study:</p>
<p><i>Module IV: Quality Management and Control (8 Lectures)</i>                  Nature of Quality, Evolution of Quality Management                  Modern Quality Management, Total Quality Management                  Statistical Concepts in Quality Control                  Analysis of Statistical Quality Control tools                  Acceptance Sampling</p>

7 QC Tools, Introduction to Six Sigma  
 7 QC Tools, Introduction to Six Sigma  
 Quality Function Deployment, Quality issues in Services

*Module V: Supply Chain Management and its strategy (5 Lectures)*

Concept of Supply Chain Management, Contemporary Issues in Operations and Supply Chain Management  
 Supply Chain Strategy  
 Measuring Supply Chain performance  
 Framework for Operations Strategy Formulation  
 Case discussion of Supply Chain Management

**Suggested Books(S)**

1. Operations Management: William J Stevenson, McGraw Hill Education
2. Operations & Supply Chain Management Chase, Jacobs & Shanker, McGraw Hill Education
3. Productions and Operations Management Kanishka Bedi, Oxford Higher Education
4. Operations Management Norman Gaither and Greg Frazier, Thomson Learning
5. Productions and Operations Management S N Chary, Tata Mc. Graw Hill

Name of The Course	<b>Organizational Design &amp; Dynamics</b>			
Course Code	<b>MBDS5033</b>			
Prerequisite	<b>OB</b>			
Corequisite	<b>HRM</b>			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The objective of the course is twofold: first, to make the student understand the functioning of business organizations; and, second to introduce the basic concepts needed to design, implement and change the organizational structure of business organizations. This course also aims to help students to develop skills to analyze and address issues of firm performance and how managers affect it through strategy. Student will learn strategic analysis tools, including models and frameworks to help them diagnose organizational issues and make recommendations to improve or sustain performance.

**Course Outcomes**

CO1	Students will be able to describe the nature, theory and complexities of organizations and develop understanding of different elements of organizational organization theory and its perspectives for real-time application.
CO2	Students will be able to demonstrate an understanding of the study of Organizational Strategy and Structure within a wider organizational context to understand the social and environmental implications of managing organizations structure, processes and design for applying organizational strategies for sustainable value creation.
CO3	Students will be able to apply organization design problems in Open System and develop an understanding of Internal Design Elements in organizations and recognize issues of managing the external environment and global environment.
CO4	Students will be able to develop skills and knowledge for Managing Organizational dynamic Processes related to Organizational culture and ethical values & Innovation and Change in both national and global environment.
CO5	Students will be able to apply Organizational Processes to the real world of organizations in Decision making processes and Handling Conflict power and politics.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Module I Introduction to organization theory 8 Hours**  
 Organization theory in action. What is an organization? Perspectives on organizations: open systems and organizational configuration. Dimensions of organization design: structural and conceptual. The evolution of organization theory and design. Organizational Configuration: Mintzberg's organizational types, Efficient Performance Vs. Learning Organization: From Vertical to Horizontal Structure, From Routine Tasks to Empowered Roles, From Formal Control

Systems to Shared Information, From Competitive to Collaborative Strategy, From Rigid to Adaptive Culture

**Module II Organizational Strategy and Structure 8 Hours**

Approaches to Structural Design: Functional Divisional and Geographic designs, types of Organization structures, Strategy and Effectiveness: The role of strategic direction on organization design. A framework for selecting strategy and design/structure: Porter’s competitive forces and Strategies, How Strategies Affect Organization Design, Other Factors Affecting Organization Design, Assessing organizational effectiveness, Effectiveness Approaches: Goal Approach, Resource-based Approach, Internal Process Approach

**Module III Open System and Internal Design Elements 8 Hours**

The external environment: The organization’s environment, The changing environment: Simple – Complex dimensions, Stable – Unstable dimensions, Adapting to a changing environment, Framework from responses to environmental change: Inter-organizational Relationships: Organizational ecosystems, Inter-organizational framework, Resource Dependence, Collaborative networks, Designing organizations for the international environment, Manufacturing and Service Technologies: Core manufacturing organization technology, Core service organization technology, Non -core departmental design, Department design, Using IT for coordination and control, adding strategic value: Strengthening internal and external coordination, E-Business organization design, Organization size, life cycle and decline  
Case Study: Top Dog Software  
Case Study: The Paradoxical Twins: Acme and Omega Electronics  
Case Study: Acetate Department

**Module IV: Managing Organizational Processes 8 Hours**

Organizational culture and ethical values: Organizational culture, Organizational design and culture, Organizational culture, Learning, and Performance, Corporate culture and Ethics in a Global environment,  
Innovation and Change: Strategic role of change, elements for successful change, Technology change, Strategies for implementing change  
Case Study: Change and more change at Pantaloon Retail (Organization Theory, Design and Change- Jones & Mathews (page 27)

Case Study: Implementing Change at National Industrial Products,

**Module V Managing Organizational Processes 8 Hours**

Decision making processes: Individual decision making, Organizational decision making, Organizations Decisions and change, Conflict power and politics: Intergroup Conflict in organizations, Power and Organizations, Political processes in Organizations.  
Simulation Exercise  
Case Study: Decision oriented organization  
Case Analysis: The Daily Tribune  
[http://tata.com/pdf/tata\\_review\\_aug\\_11/review\\_decision\\_oriented.pdf](http://tata.com/pdf/tata_review_aug_11/review_decision_oriented.pdf),

Suggested Book (s)

1. Organization Theory and Design- Richard L. Daft, Cengage Publication (Latest Edition)
2. Organizational Theory, Design, & Change – Gareth R. Jones, Pearson Edu.
3. Organization Theory –Structure, Design and Applications –Stephen P. Robbins, Prentice Hall of India
4. Organizational Behaviour- Andrzej Huczynski & David Buchanan, Financial Times-Prentice Hall (4<sup>th</sup> ed.)
5. Understanding organizations: Organizational Theory and Practice in India - Madhukar Shukla, Prentice Hall of India.
6. Organizational Behavior and Analysis - Rollinson, D., Aysen Broad field, David J. Edwards, 2<sup>nd</sup> Edition, Addison Wesley.

Name of The Course	<b>ENTREPRENUERSHIP</b>			
Course Code	<b>MBDS6004</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	2	0	0	2

Course Objectives:

Through this course, the students would gain an insight in to the management of processes of innovation and entrepreneurship, particularly, the process of opportunity recognition, resources mobilization, venture development and commercialization of innovations. The students would also acquire the necessary skills and

knowledge to take effective decisions in the field of entrepreneurship and innovation. This course of entrepreneurship and innovation is concerned with the key issues relating to the management of innovation and growth of a new and/or established venture. The course will focus on various aspects of innovation and their successful commercialization through entrepreneurship and by developing an innovative and entrepreneurial culture. The focus would also be on the practical side through exercises to enable students in becoming more creative and innovative in practicing their ideas and innovations. There are different aspects like appropriate marketing strategies, supportive culture, customer-orientation, entrepreneurial focus which need to be understood by students to be able to manage an innovative and entrepreneurial organization. The course also offers students an opportunity to examine their own creative and entrepreneurial potential through creative and risk taking exercises

**Course Outcomes**

CO 1	Develop understanding of the concept of innovation and entrepreneurship along with the entrepreneurial process and strategy.(K2)
CO 2	Equip students with the necessary skills and knowledge towards opportunity identification & selection followed by business plan development.(K3)
CO 3	Appraise their knowledge in managing new ventures, from early stage to growth and other relevant functional concepts, methods and techniques in an innovative context.(K3)
CO 4	Analyze the various issues and aspects of managing new ventures, from early stage to growth and other relevant functional concepts, methods and techniques in an innovative context
CO 5	Create a mindset among students about how to start a new venture.(K6)

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course Content**

**Unit I: Understanding Entrepreneurship and Entrepreneur 5 lecture hours**

Meaning & importance of entrepreneurship, Myths of entrepreneurship, the entrepreneurial economy, scope of entrepreneurship & entrepreneurial career, Entrepreneurship as a mindset, the Entrepreneur and characteristics of a successful entrepreneur, understanding and developing entrepreneurial motivation, Research paper- Startup India- A New Paradigm For Young Entrepreneurs, Entrepreneurial schools-of-thought: Macro and Micro view of entrepreneurial school of thoughts of entrepreneurship, The process approaches to entrepreneurship , Entrepreneurial Exercise to understand individual’s entrepreneurial potential.

**Unit II: Decision Making 7 lecture hours**

Understanding creative Ideas, role of creativity and innovation in entrepreneurship, and creative problem solving The process of creativity and its nature, sources of creativity, Idea generation techniques, developing creativity and creative climate, Understanding Innovation, types of innovation, and dimensions of innovation ,entrepreneurial Innovation at google\_publishedversion.pdf, Sources of innovation, principles of innovation, The Innovation Process, simplified model of innovation process, <https://www.youtube.com/watch?v=I9sNGnxMEXE>, The process of managing innovation, core abilities in managing innovation.

**Unit III: Understanding Opportunity and Developing Business Plan 7 lecture hours**

Idea vs. Opportunity, sources of opportunities, assessment and selection of opportunities, Details of feasibility analysis: product feasibility, market feasibility, Organizational and financial feasibility analysis, Environmental assessment for new ventures, The economic and regulatory environment, Environmental assessment for new ventures, The economic and regulatory environment , Growing with opportunities: concept of business model and its importance, components of an effective business model ,Case Study: Netflix: Great idea, but will the business model work?, The business plan and its components, Writing an effective business plan.

**Unit IV: Entrepreneurial Issues: Launching New Ventures & Managing Growth 6 lecture hours**

Forming a new venture team, qualities of founder/founders, recruiting and selecting employees, Case Study: Nokia: how one company built its brand, Types of business ownership structures, choosing a right form of business ownership structure, <https://www.entrepreneur.com/article/200516>, Dealing with the legal issues of a new venture creation, IPR and related issues, encouraging and protecting new ideas, An overview of laws concerning entrepreneurs, exploring the financial sources for entrepreneurial ventures ,Attributes of a successful growing firm, the integration of entrepreneurial and strategic action, ,Understanding entrepreneurial strategy matrix model , Venture typical life cycle.

**Unit V: Developing Innovative & Entrepreneurial Organization 11 lecture hours**

Developing Innovative and Entrepreneurial Organization: elements of entrepreneurial culture, component of an innovative organization , Integrating entrepreneurship with strategy & managing innovation strategically, factors that encourage or discourage innovation, The innovation planning process and key implementation issues in innovation, Stage gate process for new product development, Development funnel model for new product development, and Commercialization of Innovation. Entrepreneurial Innovation at Google. [http://www.albertosavoia.com/uploads/1/4/0/9/14099067/entrepreneurialinnovationatgoogle\\_published\\_version.pdf](http://www.albertosavoia.com/uploads/1/4/0/9/14099067/entrepreneurialinnovationatgoogle_published_version.pdf).

Suggested Book (s)

1. Kuratko Donald F. & Rao, T.V. (2017), Entrepreneurship in the New Millennium, First edition, Cengage Learning.
2. Managing Innovation: Integrating Technological, Market and Organisational Change Tidd, J. and Bessant, J., 4th Edition, John Wiley & Sons.
3. Entrepreneurship: Successfully Launching New Ventures Barringer (2008), Pearson Education Publishing.
4. Entrepreneurship and Innovation in Corporations Morris Michael H. Kuratko,

Donald F. & Covin Jeffrey G.(2008), Cengage Learning

**Semester – III**

Name of The Course	Project Management			
Course Code	MBDS 6007			
Prerequisite	Financial ratio analysis, Statistical concepts			
Corequisite	Probability concepts			
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives**

1. To develop understanding of the fundamental issues and basic techniques of Project Management.
2. To enable application of Project Management Tools & Techniques and Project Selection Process.
3. To identify and analyse analytical decisions in Capital Expenditure of Project Management; Time Value of Money & Investment Criteria.
4. To analyse processes and techniques of Demand Forecasting, Project Pricing, **Project Risk Management**
5. **To empower skills in project time management, resource levelling and utilization.**
6. **To empower aptitude in managing complex Project management decisions by Multi Criteria Decision analysis.**

**Course Outcomes**

CO1	Explain the basics of Projects and Identify the need of Project Management.
CO2	Explain the various theories and tools of project capital expenditure decisions.
CO3	Analyse the different forecasting technique in Project Execution.

<b>CO4</b>	Apply different tools and techniques in solving different type of risk associated with Project Management.
<b>CO5</b>	Calculate time-analysis results for time management of projects
<b>CO6</b>	Manage Complex Project Management decisions by Multi Criteria Decision Analysis.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to Project Management: Concepts 11 Lecture Hours</b>
Introduction to Project Management. Uses, scope and applications of Project Management in managerial decision-making. Characteristics of Projects Classification of Projects: National & International, Project Management: Tools and Techniques, Roles and Responsibilities of Project Manager. Key decisions in project management; Time Value of Money Time Value of Money: Numerical examples Behavioral aspects of Project Management, Project Life cycle, Project Selection Process,
<b>Unit II: Capital Expenditure Decisions 9 Lecture Hours</b>
Meaning and features of capital budgeting decisions, Importance of capital budgeting decisions, Kinds of capital expenditure decisions, Capital expenditure budgeting process Criteria of capital budgeting: NPV, Criteria of capital budgeting: IRR, Criteria of capital budgeting: Payback Period Resource allocation framework,
<b>Unit III: Market Demand Analysis 7 Lecture Hours</b>
Information required for marketing and demand analysis, Secondary sources of information, Market survey Demand forecasting, Uncertainties in demand forecasting, Coping with uncertainties: Technical and Financial Analysis,

<b>Unit IV: Determination of Risk factors 4 Hours</b>
Analyses of Project Risk, Market Risk and Firm Risk, Social-Cost benefit analysis: Need for social cost benefit analysis, UNIDO approach, Little-Mirrless approach, Student presentation on Capital budgeting Technique and risk management.
<b>Unit V: Network Analysis 5 Hours</b>
Introduction to Project CPM /PERT, Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control, Illustration by taking numerical examples (on CPM and PERT), CASE: Top Line Arena by Eric Woodcock
<b>Module VI: Multi Criteria Decision Analysis by AHP-ANP &amp; GERT 4 Lecture Hours</b>
Organizing and analyzing complex decisions by Analytical Hierarchy Process Analyzing complex decisions by AHP Analyzing complex network decisions by Graphical Evaluation Review Technique Analyzing complex network decisions by GERT and CPM/PERT

**Suggested Reading**

1. Project Management, Prasanna Chandra, McGraw Hill, 9e, 2019
2. Project Management in Practice, Meredith, Mantel, Jack R., Sutton, Margaret M., Shafer, Scott M., 8e, Wiley Publication
3. Project Management, S Chaudhry, McGraw Hill.
4. Levy, F. K. and Wiest, J. D., A Management Guide to PERT/CPM, Prentice Hall, 1969, ISBN-10: 0135485118 | ISBN-13: 9780135485118.

Name of The Course	<b>Strategic Management</b>			
Course Code	<b>MBDS6003</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives**



- To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
- To provide underpinning of strategy formulation process, tools and techniques of strategic analysis to understand business environment.
- To develop holistic approach to see business issues comprehensively and using core and functional subject knowledge for decision making.
- To develop conceptual, diagnostic and analytical skills in strategy formulation and implementation.
- To identify, analyze and interpret critical challenges and opportunities before an organization.

**Course Outcomes**

CO1	Understand and explain the basic concepts and principles associated with strategic management.
CO2	Apply strategic analysis tools to understand the external and the internal environment of an organization and suggest suitable strategies.
CO3	Analyse and apply business level strategies to build and sustain competitive advantage.
CO4	Formulate strategies for exploiting corporate level business opportunities including strategies related to entry in foreign market.
CO5	Analyse the importance of the crucial role played by organizational structure and governance mechanism in successful implementation of organizational strategies.
CO6	Identify and analyse the role of innovation in strategic entrepreneurship.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<b>Unit-1: Strategic Perspective</b> <b>5 hours</b>
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Definition: Strategy, Strategic Decisions, Competitive Advantage, Core Competencies, Vision and Mission, Effective Vision and Mission Statements, Stakeholders: Classification of Stakeholders, Strategic Management Process, McKinsey 7S Framework
<b>Unit-2: Strategic Analysis</b> <b>8 hours</b>
The External Environment: General Environment, Segments of General Environment, Industrial Environment: Porter’s Five Forces Model, Interpreting Industry Analysis, Competitor Environment: Competitor Intelligence, Complementors, The Internal Environment: Creating Value, Creating Competitive Advantage, Resources and its types, Capabilities and Core Competencies, VRIO Framework, Value Chain Analysis, Outsourcing Decisions and Strategic Rationales
<b>Unit-3: Business Level Strategy Formulation</b> <b>9 hours</b>
Business level Strategies: Cost Leadership, Differentiation, Focus Strategies, Integrated Cost Leadership and Differentiation Strategies, Creating Value Using Cost Leadership and Differentiation strategies, Business level Strategies and Industrial Forces, Competitive Risks in Business level Strategies, Definitions: Competitive Rivalry, Multimarket Competition, Competitive Dynamics; A Model of Competitive Rivalry: Competitive Dynamics: Slow Cycle Market, Fast-Cycle Market and Standard-Cycle Market
<b>Unit-4: Corporate level Strategy Formulation</b> <b>9 hours</b>
Corporate Level Strategy: Diversification and its level, Acquisition and Restructuring Strategies: Reasons for Mergers and Acquisitions and related challenges, Restructuring Strategies and its types; International Strategies: Multi-domestic Strategy, Transnational Strategy, Global Strategy, Choice of Global Market Entry; Cooperative Strategies: Strategic Alliance and its types, Reasons for Strategic Alliance, Competitive Risks
<b>Unit-5: Strategic Implementation and Control</b> <b>7 hours</b>
Corporate Governance: Internal and External Governance Mechanism, Governance Mechanism and Ethical Behaviour, Organizational Structure, Organizational Control, Strategy and Structure Growth Pattern: Simple Structure, Functional Structure and Multidivisional Structure, Matching

Strategy and Structure, Strategic Leadership: Managers as an Organizational Resource, The Balanced Scorecard
<b>Unit 6: Strategic Entrepreneurship</b> <b>2 hours</b>
Strategic Entrepreneurship and Innovation, Innovation Process, International Entrepreneurship, Internal Corporate Venturing, Creating Value through Strategic Entrepreneurship

**Suggested Reading**

1. Strategic Management, Hitt Michael A, Ireland R. Duane, Hoskisson Robert E., Manikutty S., 9th Edition, Cengage Learning, New Delhi
2. Azhar Kazmi, Adela Kazmi Strategic Management, 4<sup>th</sup> edition, Tata McGraw Hill, New Delhi
3. R.M Srivastava, Shubhra Verma, Strategic Management: Concepts, Skills & Practices, Kindle Edition, Prentice Hall India Learning Private Limited (2012), New Delhi
4. Johnson, Scholes and Whittington, Exploring Corporate Strategy, , 7th Edition, Pearson, New Delhi

**HR ELECTIVES**

Name of The Course	Learning & Development			
Course Code	MBHR 6010			
Prerequisite	Human Resource Management			
Co-requisite	Human Resource Development			
Anti-requisite	Learning and Development			
	L	T	P	C
	3	0	0	3

**Course Objectives**

1. The course will cover the major objective theories as well as use an experiential learning model for making the theoretical knowledge relevant in the individual student’s life.

2. Learning and development course equip students with the skills and tools to drive human performance improvement within organizations.
3. Students will learn to design and conduct need analysis and to plan, implement and evaluate training programs.
4. To learn training techniques and the skills required to deliver a training program.

**Course Outcomes**

CO1	Generalize the role of learning and development in human resources management and the psychology of the learning process on which training is based. (K3)
CO2	Correlate and Conduct a needs assessment to determine whether and what kind of training is necessary and how to design different training programs according to organizational strategy. (K4)
CO3	Examine and relate the various training methods appropriate in different organizations depending on the nature of work and to identify the factors related with trainer’s skills and styles. (K4)
CO4	Evaluate the effectiveness of the training program once completed from the individual employee and the organization’s viewpoint. (K5)
CO5	Determine the importance of employee development in today’s competitive environment and develop an employee development plan. (K4)
CO6	Examine the contemporary issues in learning and development and assess their importance in today’s scenario. (K4, K5)

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content**

<b>Unit I: Introduction to Learning &amp; Development and Learning Theories</b> <b>9 hours</b>
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Introduction and overview of Learning and Development, Difference between learning, development and training, Importance and role of learning and development, contemporary challenges and issues in Learning and development, Learning and development at the individual and organisational level , Strategic learning and development, Adult learning: Theories of adult learning ( Pedagogy v/s Andragogy), Features of adult learners, Classification of learned capabilities, Nature and Principles of Learning , Learning enhancement factors, Learning to be Effective Managers: An Indian Perspective, Reinforcement theory & Kolb's Learning Styles, Motivating adult learners.

**Module II: Training Needs Analysis and training design 8 hours**

Concept of Training Needs Analysis, Approaches to Training Need Analysis – (Proactive TNA, Reactive TNA), Organizational Analysis, Operational Analysis and Person Analysis, Gathering data for Training Need Analysis ( different methods of data collection like reviewing existing documents, individual interviews, work diaries, observation, self-assessment, questionnaires, critical incident technique), Output of Training Need Analysis , Training Design : Important Considerations while Designing Training Programme, Constraints in the Training Design – Organizational/Environmental Constraints; Budgeting for Training, Objectives of the training programme and design, Design Theories – Elaboration Theory and Gagne'-Briggs Theory, Outline program sequences and themes. Outcomes of training design.

**Module III: Training Methods and Trainer's skills and styles 8 hours**

Traditional Training Methods (On-the-job Training – Scope and Effectiveness), (Lectures and Demonstrations: strengths and Limitations, Traditional Training Methods (Games & Simulations), On the Job Training Methods (Job Instruction Technique, Apprenticeship, Coaching and Mentoring: Strengths and Limitations ), Audio – Visual Enhancements to Training, Electronic training methods (Types of E-learning, significance and process), Formal learning and Informal learning, Competence of Trainers (Technical, business, interpersonal, intellectual - competencies), Selection & Training of trainers, Trainer's Styles – Giley's Model of Trainer's Styles

**Unit IV: Development, Implementation and evaluation of Training 6 hours**

Development of Training (Choosing Instructional Methods, Instructional Strategy, Materials and Equipments), Implementation of Training, Transfer of Training, Training Evaluation: Donald Kirkpatrick's Evaluation Model, Measuring Training Effectiveness - Data Collection methods and designs for Evaluation, ROI of Training Programs

**Unit V: Employee and Management Development 5 lecture hours**

Nature of Management Development, identifying management development needs, Management Development Techniques: Skill training, job rotation, Counselling and coaching and Succession planning, Management development Techniques: Mentoring, Business games and T group trainings.

Unit VI: Contemporary issues and research-based studies 4 Lecture hours

1. Innovations in Learning and Development: Avatars, Gamification, Social Learning and Mobile.

2. Article on: Learning in the flow of life 2019 Global Human Capital Trends

3. Trends 2020: The Broadening Role of L&D <https://trainingindustry.com/magazine/nov-dec-2019/trends-2020-the-broadening-role-of-ld/>

4. Management development: contemporary trends, issues and strategies, *Journal of European Industrial Training*, Vol. 23 No. 4/5, pp. 191-207. <https://doi.org/10.1108/03090599910272077>

5. Learning Factory: The Path to Industry 4.0 <https://www.sciencedirect.com/science/article/pii/S2351978917301403>

**Suggested Reading**

1. Training and Development (Text, Research and Cases), P. Nick Blanchard, James W. Thacker, V. Anand Ram, 4 Edition, Pearson Education India, 2016.
2. Training & Development, G. Pandu Naik, 1st edition, Excel Books India, 2017.

3. Enriching Human Capital Through Training and Development, P L Rao, Excel Books India, 2019.
4. Training and Development, B. Janakiram, Indian Text Edition, Biztantra, 2017.

**Reference Books**

1. Employee Training & Development, Raymond A. Noe, & Amitabh Deo Kodwani, 5th edition, Tata McGraw-Hill Education, 2017
2. Training for Development, Second edition, Rolf P Lynton and Udai Pareek, Vistaar Publications, 2018
3. Effective Human Resource Training and Development strategy, B. Rathana Reddy, Himalaya Publications, 2018
4. Management Training in Organisations, Dayal, Ishwar, Prentice Hall.

**Online resources**

1. <https://trainingindustry.com/> Articles on training and development.
2. <https://hr.harvard.edu/learning-development>
3. Using workforce data to shrink the skills gap, Nov 2017. <https://www.shrm.org/hr-today/news/hr-magazine/1217/pages/using-workforce-data-to-shrink-the-skills-gap.aspx>
4. (<http://www.delhimetrorail.com/Training-Institute/facilities.html> & <http://nasapeople.nasa.gov/Training/default.html>) to study the various methods used by DMRC & NASA for training their employees)

Name of The Course	Human Resource Planning, Recruitment & Selection				
Course Code	MBHR 6011				
Prerequisite	HRM				
Co-requisite					
Anti-requisite					
	L	T	P	C	
	3	0	0	3	

**Course Objectives**

1. The students can identify the significance of human resource planning in organizations.

2. The students shall inculcate relevant knowledge of basic concepts, skills, tools and techniques of human resource planning.

3. To enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.

4. The students shall learn application of human resource planning techniques.

5. The students shall have an in-depth knowledge on the various recruitment and selection processes employed by organizations.

**Course Outcomes**

CO1	Determine the role of human resources planning at micro & macro level in organizations. (K2)
CO2	Compare and contrast the HR demand forecasting techniques and external and internal supply assessment methods according to the needs of the organization.(K4)
CO3	Analyze how Job Analysis/ Job Design and Organizational Change/ Development are linked to HRP(K4)
CO4	Explain and apply the requirements for measures used in employee’s recruitment and selection to evaluate applicants fairly and unbiased fashion.(K2)
CO5	Critically assess and evaluate the importance of developing the skills of organization’s human resources, so that job opportunities can be offered to internal staff with an overview on promotions and employee separations. (K5)
CO6	Analyze contemporary issues in HRP. (K4)

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

Unit I: <i>Introduction to Human Resource Planning</i>	6 hours
Concept, Meaning, Definition of HRP	

Human Resource Planning Process, Uses & Benefits, HRP - Limitations & Problems; Influencing factors: Internal & External Macro Level HR Planning: Meaning and significance Micro Level (Organizational) HR Planning: Stock taking, Inventorying, Workforce and Workload analysis, HRD in Strategic Organization; Human Resource Valuation Accounting; Culture Audit; Career Assessment: Models	
<b>Unit III: Recruitment</b>	9 hours
Ascertaining demand and supply of Human Resource.; Causes of demand; Methods of demand and supply forecasting, Techniques of demand and supply forecasting. Estimation of internal supply and external supply; Linking human resource planning with strategic human resource management. Methods of collecting job analysis data Job description and Job specification, Performance Appraisal (Merit Rating); Human Resource Information System, Manpower Inventory/Manpower Audit	
<b>Unit III: Workplace Attitudes, Emotions and Stress</b>	<b>6 Lecture Hours</b>
Introduction to Recruitment, Preparing recruitment action plans – Retention, Training, Redeployment & Staffing, Constraints and challenges in recruitment Preparing recruitment budget Strategic issues in Recruiting, Sources of recruitment: Internal and external Methods of recruitment: Internal methods, Promotions, job posting, employee referral Direct methods: Campus recruitment Indirect methods Third party methods, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals Evaluation of the sources of recruitment	
<b>Unit IV: Employee Testing and Selection</b>	5 hours
Selection Testing: Intelligence, Aptitude, Personality tests, Achievement tests, Simulation tests and assessment centres Difference between	

work sample method and assessment centres Selection testing in India: Types of interviews, Interview process	
<b>Unit V: Placement, Induction, Internal mobility and separations 6 lecture hours</b> Meaning of Placement, induction/ orientation Steps in Induction Programme, Internal mobility and Transfer: Purpose of internal mobility and Transfer Promotions: Purpose and advantages of promotion, Basis of promotions, Employee Separation: Resignation, retirement, Layoff, Retrenchment	
<b>UNIT VI: Contemporary Issues 4 hours</b>	
Current Market Scenario Growth of online/Virtual tools for HRP	

Text Books

1. Human Resource Planning-D K Bhattacharyya, Excel Books India, 2018
2. M. Sudhir Reddy - Human Resource Planning-2017

Suggested Reading

1. Planning & Managing Human Resource-William. J. Rothwell and H.C. Kazanas, Strategic Planning for Personnel Management, HRD Press, US, 2016.
2. Human Resource Planning-John Bramham, Orient Longman Ltd., Hyderabad, 2017.
3. Human Resource Management-Michael Armstrong, Kogan Page, 2016
4. Strategic Human Resource Management-Tanuja Agarwal, OUP, India, 2017

<b>Name of The Course</b>	Competency Mapping and Assessment					
<b>Course Code</b>	MBHR6013					
<b>Prerequisite</b>	OB & HRM					
<b>Co-requisite</b>	NA					
<b>Anti-requisite</b>	NA					
			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
			3	0	0	3

**Course Objectives**

1. To develop an understanding about competencies and equip with the techniques of identifying and mapping competencies.
2. To identify and map competencies according to organizational requirements of role, function and positions.
3. To plan and design the competency assessment tools through the assessment approach
4. To make the students appreciate the importance and role of competency-based HR practices in several organizational processes.

**Course Outcomes**

<b>CO1</b>	Illustrate the fundamentals of competency framework and management and its practical application in managing performance in the organizations.
<b>CO2</b>	Illustrate and develop the competency models for better person-job fit and provide insight into the implementation prerequisites and strategies for the same.
<b>CO3</b>	Analyse the sources and tools of competency identification for defining and validating competencies
<b>CO4</b>	Examine and finalize the competency assessment tools for measuring behaviours and performance for competitive advantage.
<b>CO5</b>	Determine the process and designing of assessment centres
<b>CO6</b>	Interpret and illustrate the contemporary techniques like HR scorecard and Balance scorecard and relate it to the competence-based HR applications viz. competence-based selection, training, compensation, and succession planning with effective organizational outcomes.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<p><b>Unit I: Introduction to Competencies</b> <b>7 Hours</b></p>
<p>Introduction, historical development and origin of competency; Concept and Definition of job, roles and competency; Competency methods in HRM, Competency vs. competence; Characteristics of Competency, Core Competency, Performance versus competency; skills versus competency; Component of competencies – Skills, knowledge, self-concept, motives and trait, Types or categories of competencies - generic/specific, threshold, differentiating, functional or technical, managerial and human, Exercise – Think of one role and write down the competencies required to differentiate top performance from medium performance, Concept of Competency Maps and Competency Profiles</p>
<p><b>Unit II: Developing Competency Models and framework 9 Hours</b></p>
<p>Macro View of Competency management framework: Strategic framework – linking HR processes to organizational strategy (G.Hamel &amp; CK.Prahalad), Aligning unit-wise business strategies with organizational strategies and values , Article discussion – <i>Competencies: Alternative framework to competitive advantage (Handout)</i>, Competency framework - development of personal competency framework, Lancaster Model of managerial competencies, Developing Competency Models – Model 1: Organizational competency-based model; Model 2: Commitment and Competence; Model 3: 5 Level Competency Model; Model 4: Job based competency model, Model 5: Generic and specific competency; Model 7: Organizational Goal linked; Model 8: Technical and behavioural model; Understanding job positions, Data collection instruments for job descriptions, Stages in design and implementation of competency model, Validation of the competency model after data gathering</p>
<p><b>Unit III: Competency Gap Analysis and Identification of Competencies</b> <b>7 Hours</b></p>
<p>Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise), Steps to define competencies from the job descriptions and job analysis, (Exercise - Prepare competence-based Job analysis form) Sources of competency identification – Task force, benchmarking against</p>

superior performer, Job experts, Repertory grid, Delphi technique etc., Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark, Exercise - Define identified competencies for which job analysis is done., Competency Mapping - Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages, positioning to bring in competitive advantage.
<b>Unit IV: Competency Assessment Tools 6 Hours</b>
Competency Assessment; Understanding Assessment Process, Measuring Behaviours, comparative and absolute behavioral measurement systems, Anchors for behavioural checklists, Development of Behavioral Anchored Rating Scale (BARS), Exercise – Select one competency and prepare BARS for the same
<b>Unit V: Process and Designing Assessment Centres 5 Hours</b>
Assessment center – Introduction, Difference between assessment center and development center, Application of Assessment Centre in Competency assessment, Designing assessment Centre – Process, Profile of assessors and Assessor training, Tools and techniques used in assessment Centre - Projective techniques, Group discussions, Simulations – role plays, business games, In- basket Exercise, Leaderless Group Discussion, Exercise on Personality Test, Procedure Used in assessment Centres: Observation Individual Assessor Rating, Assessor’s Discussions, Consultant’s role, Steps Involved in Assessment Centres,
<b>Unit VI: Contemporary Issues in CMA and Competence based HRM 6 hours</b>
Contemporary issues in competencies mapping and assessment techniques, Concept of Balance Scorecard, HR Scorecard as a tool in implementation of HR Strategy, Creating the HR Scorecard, Competencies required for HR Professionals in creating HR Scorecard. Applications of Competency Mapping-Using competencies in Mapping HRM, Competency based training and development, recruitment & selection

**Suggested Reading**

1.Sahu, R.K.(2014), 'Competency Mapping' Excel Books.  
 2.Sanghi, Seema (2007), The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd edition, Sage Publications Pvt. Ltd  
 3. Shermon,Ganesh (2014). Competency based HRM, 1st edition ,Tata McGraw  
 4. Hill,Becker,B.E.,Ulrich,D.,Huselid,M.A., The HR Scorecard: Linking People, Strategy, and Performance,1st Edition,Kindle Edition,HBS Press

<b>Name of The Course</b>	Compensation and Reward Management					
<b>Course Code</b>	MBHR6002					
<b>Prerequisite</b>	HRM					
<b>Co-requisite</b>	NA					
<b>Anti-requisite</b>	NA					
			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
			3	0	0	3

**Course Objectives**

1. Discuss the role of reward strategies and policies in an organisation.
2. Contribute to the administration of employee-reward policies and processes.
3. Differentiate between the factors that influence employee satisfaction with the reward system.
4. Defend the case for non-financial rewards in attracting, retaining and motivating people.

**Course Outcomes**

<b>CO1</b>	Interpret the basic principles that lay the groundwork for conceiving compensation as a strategic outcome for the organization. <b>(K3)</b>
<b>CO2</b>	Develop a critical appreciation for the implementation of labor laws in an organization. <b>(K4)</b>

<b>CO3</b>	Apply the principles of compensation management to design effective pay systems.(K3)
<b>CO4</b>	Evaluate the effectiveness of an employee benefit and reward systems for an organization.(K5)
<b>CO5</b>	Critique the effectiveness of an organization's overall compensation system.(K5)
<b>CO6</b>	Evaluate and examine contemporary dimensions of different compensation practices. (K5)

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to compensation and reward system</b>	<b>5 Hours</b>
<p>Concept of compensation, Objectives and Definition, Principles of Compensation Formulation, Significance of compensation management. Types of Wages; Fair, Minimum and Living; Forms of Pay and Pay Model. Similarities and Differences in Strategies for compensation determination; Steps in developing a total compensation strategy. Cost to Company: Meaning and Concept , Components of CTC. Case Study: Weighing Career Choices (Available with instructor).</p>	
<b>Unit II: Pay based Legislation</b>	<b>6 hours</b>
<p>Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Employees Provident Fund Act, 1952, Payment of Gratuity Act, 1972, Role of Boards and Commissions in deciding pay in India, Recommendation of 7th Pay Commission. Article: The Art of Setting Pay (Available with instructor)</p>	

<b>Unit III: Internal Alignment and External Competitiveness</b>	<b>10 hours</b>
<p>Compensation Strategy and Internal Alignment; Factors shaping Internal Structure; Strategic choices in designing internal structure; consequences of structure, Structure based on jobs, people or both; Job Analysis and Compensation; Job Evaluation and Compensation, Person based structures and compensation; How to form a person based structure; Skill Analysis; Internal structure reflected in compensation. Case Study: So You Want to Lead An Orchestra! Textbook Pages 72 and 73.</p> <p>External Competitiveness and Compensation Strategy; Factors shaping External Competitiveness. Designing Pay Levels Mix and Pay Structures; Competitive pay policy- process; Grades and Ranges.Broad Banding; Adjusting both internal and external pressures for pay. Case Study: Compensation Management at Metropolis, An EBSCO Case Study.</p>	
<b>Unit IV:Benefits and Rewards</b>	<b>8 hours</b>
<p>Employee Benefits- Meaning and Concept; Process to Benefit Development; Types of Employee Benefits. Components of Employee Benefits; Alternatives to employee Benefits, Statutory Employee Benefits in India. Article: Could We Manage Not To Damage People's Health.</p> <p>Pay for performance-meaning and concept; Benefits of a sound incentive system, Types of incentives;</p> <p>Types of incentive plans for blue-collar and white-collar workers; Individual incentive plans, group incentive plans; Bonus, Profit Sharing and ESOP. Experiential Exercise: Design a benefit and incentive plan for different jobs in the market. Case Study: A Zero Wage Increase Again?</p>	
<b>Unit V:Evaluating total compensation plan</b>	<b>6 hours</b>
<p>Rewarding directors, senior executives, supervisors, scientists &amp; engineers in high technology industries. Rewarding knowledge workers-What motivates knowledge workers, approaches to rewarding knowledge workers. Rewarding Contingent Workers. Article: The Life Cycle of CEO Compensation. Ethical issues</p>	



related to compensation; Relationship between compensation & employee turnover.

**Module VI: Contemporary issues in compensation and reward management 5 hours**

ET Article: “with work from home comes pay for home” - Published on 13<sup>th</sup> June, 2020, The Academy of Management Journal article: “Misrepresentation and Expectations of Misrepresentations in an Ethical Dilemma – The Role of Incentives and Temptations.”  
Impact of innovations in reward. Trends in Reward Management: Skill-based pay; Competency related pay; Relating rewards to organizational performance.  
Case Study: When Salaries aren’t secret.

**Suggested Readings:**

1. Compensation, George T. Milkovich, Jerry M. Newman, C.S. VenkataRatanam (9th edition, McGraw Hill) (2011).
2. Compensation Management, Dipak K. Bhattacharya , Oxford Publications (1st edition) (2011)
3. Compensation Management in a Knowledge based World Richard Henderson, Pearson Education. (2015)
4. Reward Management-A Handbook of Remuneration Strategy and Practice Michael Armstrong and Helen Murlis, Kogan Page (2011)
5. Constructive Industrial Relation and Labour Laws. S.K. Bhatia, Deep and Deep Publications (2013)

<b>Name of The Course</b>	Industrial Relation and Labor Laws			
<b>Course Code</b>	MBHR6004			
<b>Prerequisite</b>	Human Resource Management			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

1. To understand the existing framework of industrial relations in India.
2. To communicate grievance and disciplinary procedures undertaken in industrial setup.

3. To provide knowledge about labor legislations.

**Course Outcomes:**

<b>CO1</b>	Interpret the evolution of Industrial relations and its scope and also to discuss the origin of trade union and their role in establishing industrial harmony. (K3)
<b>CO2</b>	Illustrate different industrial disputes and to utilize legislature to resolve the same for managing operations effectively. (K3)
<b>CO3</b>	Determine the role of collective bargaining process for achieving good and peaceful industrial relations in the organization. (K3)
<b>CO4</b>	Analyse the ways of grievance handling and to tackle different indiscipline issues and to identify different forms of worker’s participation in management to strengthen employment relations. (K4)
<b>CO5</b>	Illustrate different Indian labor laws applicable for majority of industrial establishment for safeguarding the interest of employees. (K3)
<b>CO6</b>	Identify the paradigm shift in IR and its influence on employee management relations today’s organization. (K3)

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

**Course Content**

<b>Module I: Introduction to Industrial Relations and Trade Unionism 9 Hours</b>
Definition, evolution of IR, Aspects of IR, Role of Workers, Government and Employers in Industrial Relations. ILO and IR, Conditions for Successful IR and causes for poor Industrial Relations, Definition, origin, objectives of Trade unions, Types and Importance, Methods of Trade Unions and Trade Union activities, Recognition of Trade Unions, Trade union Rivalry and Multiple Unions Future direction for Trade Unions, Features of The Trade Union Act 1926
<b>Module II: Industrial Disputes 7Hours</b>

Strikes, causes of strike, Forms of strikes, Effects of strike, Methods of settling Industrial disputes: Settlement without state intervention, Settlement under the influence of state, Adjudication, Machinery for dispute prevention and settlement, The Industrial Dispute Act 1947 – Definition, Authorities, Notice of change, Procedure, Power, unfair labor practices, Penalties.

**Module III Collective Bargaining 4 Hours**

Meaning, importance and Types, Process of Collective Bargaining, Levels of Collective bargaining, Hurdles to collective bargaining

**Module IV Employee Grievances and Discipline and Worker’s Participation in Management 5Hours**

Definition, Nature of grievances, Causes of grievances, Model grievance procedure Discipline, Causes of Indiscipline, and Approaches, Meaning, goals, different forms of WPM, schemes of WPM, Works Committee, Joint Management Council, and Board Level Participation

**Module V Labor Legislation in India 10 Hours**

The Factories Act 1948, The Payment of Wages Act 1936, The Provident Fund and other Misc. Funds Act, 1952, The Employee State Insurance Act, 1948, The Workmen Compensation Act, 1923

**Module VI Paradigm Shift in IR 5 Hours**

Impact of Industry 4.0 on IR, Global Employment Trends, Labor reforms in 21st Century, From Industrial Relations to Employee Relations – Employee Relations in a strategic Framework - Employee Relations at the Workplace – Culture and Employee Relations – The Future of Employee Relations.

4. Industrial Relations, Trade Unions and Labour Legislations Sinha and Sinha, Pearson Education (2017)
5. Industrial Relations C S Venkata Ratnam, Manoranjan Dhal OUP (2017)
6. Industrial Relations & Labour laws S.C. Srivastava, Vikas Publications (2012).

Name of The Course	HR Metrics & Analytics				
Course Code	MSB21T2001				
Prerequisite	OB, ODD				
Co-requisite	HRP Recruitment & Selection, Compensation and Reward Management				
Anti-requisite	Performance Management and Competency Mapping				
		L	T	P	C
		3	0	0	3

**Course Objectives**

1. Understand evolution of HRM as a business support role into a business partner role
2. Develop competency to solve problems across HR value chain with data and analytics
3. Learn how to make impact with data by using effective HR Analytics techniques.
4. Apply various analytics to improve predictions, optimizations, analysis and management of workforce, payroll planning and learning administration and risk mitigation

**Course Outcomes**

CO1	Have an understanding of How HR function adds value and demonstrates the value in business terms (K2)
CO2	Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making. (K4)

**Suggested Reading:**

1. Dynamics of Industrial Relations Mamoria and Mamoria, Himalya Publications (2014)
2. Industrial Relations and Labour Laws Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj MGH (2017)
3. Employee Relations Management: Text and Cases D.P.Sahoo, Sage Publications(2020)

CO3	Convert soft factors in a people management context into measurable variables across various domains. (K5)
CO4	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization. (K5)
CO5	Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information) and apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods (K3)
CO6	Analyze technology support required for human resources function enabling matured decisions to drive business outcomes of organizations ethically for future. (K5)

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content

<p><b>Unit I: HRM FUNCTIONS, DECISION MAKING AND HR ANALYTICS 7 Hours</b></p> <p>Strategic focus in HRM practices, HRM and control and HR analytics                      Challenges in HR decision-making, Changing pattern of HR decision-making, Analytics-based HR decision-making, Predictive modelling of HR decisions, HR decision-making with cross-functional inputs</p>
<p><b>Unit II: INTRODUCTION TO HR ANALYTICS AND HR BUSINESS PROCESS 7 Hours</b></p> <p>Concept of HR analytics, Process of aligning human resources to business through HR analytics, History of HR analytics, Predictive analytics, Importance and benefits of HR analytics, HR analytics framework and models, Concepts of HR business process, Statistics and statistical modelling for HR research and HR decision-making, HR research tools and techniques, Data analysis for human resources, HRIS for HR decision-making, HR metrics, HR</p>

scorecard, HR analytics as a tool for HR decision-making
<p><b>Unit III: FORECASTING AND MEASURING HR VALUE PROPOSITIONS WITH HR ANALYTICS 7 Hours</b></p> <p>Concepts of value propositions and HR decisions, Sustainability in HR decisions, HR analytics and HR value propositions, HR optimization through HR analytics, HR forecasting, HR plan and HR analytics, Predictive HR analytics</p>
<p><b>Unit IV: HR ANALYTICS AND DATA 7 Hours</b></p> <p>Concepts of HR data, HR data and data quality, HR data collection, Big data for human resources, Transforming HR data into HR information, Process of data collection for HR analytics, Data collection for effective HR measurement, HR reporting, Data visualization, Root cause analysis (RCA), Datafication of human resources</p>
<p><b>Unit V: HR ANALYTICS AND PREDICTIVE MODELLING 7 Hours</b></p> <p>Basics of HR analytics and predictive modeling, Different phases of HR analytics and predictive modeling, Examples of predictive analytics, Data and information for HR predictive analysis, Predictive analytics tools and techniques, Practical process of using predictive analytics for HR decisions</p>
<p><b>Unit VI: HR ANALYTICS FOR FUTURE 5 Hours</b></p> <p>Basics of HR analytics in future, Details of HR future, Generic future HR skill sets and knowledge, Ethical issues in HR analytics, Empowerment of human resources with HR analytics</p>

Suggested Reading

1. HR Analytics by Bhattacharyya, Dipak Kumar, Sage publication 2019.
2. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
3. HR Analytics: The What, Why and How, by Tracey Smith
5. The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.
6. Moore, Mc33Cabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.

7. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
8. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

**Marketing Electives**

<b>Name of The Course</b>	Product and Brand Management			
<b>Course Code</b>	MBMK6005			
<b>Prerequisite</b>	Basic knowledge of general Management			
<b>Co-requisite</b>	Student must have basic understanding of General Management.			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. Apply the basic concepts of Brand management
2. Analyse Brand development in the Indian context and its impact on the society
3. Evaluate how product and branding fits within the broader disciplines of business and marketing.
4. Utilize successful branding policies and methods used by successful brands in today’s global economy and be able to apply.

**Course Outcomes**

CO1	Develop new products and manage products over its lifecycle.
CO2	Determine branding challenges & opportunities and develop a strong brand.
CO3	Identify and establish appropriate brand Positioning that engages the heart and minds of the target market.
CO4	Design and Implement brand marketing programs for different marketing offerings.
CO5	Determine and conduct the measurement of brand equity and brand performance and thereafter manage the brand equity over time.
CO6	Determining the role of consumers in bringing brands to life

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Contents**

<b>Unit I: Product management</b>	<b>8 hrs</b>
What is a product? Level of Products, Product vs Brand, Challenges in New Product Development, Reasons for New Product Failure, New Product Development Process, Individual product decisions, product mix, Product life cycle – Characteristics and Marketing strategies, Case study-1	
<b>Unit II: Brand management</b>	<b>9 hrs</b>
The genesis of Brands. The need for Brands. Branding challenges and opportunities. Brand equity and Customer Based Brand equity, Sources of brand equity, Building a strong brand: Four steps of brand building, Strategic Brand Management process, Types of technology used in Retailing	
<b>Unit III: Brand Positioning</b>	<b>7 Hours</b>
Brand positioning, Target market, Nature of competition, Positioning guidelines: Defining and Communicating the Competitive Frame of Reference, Choosing Points-of-Difference, Establishing Points-of-Parity and Points-of-Difference, Updating positioning over time. Case study.	
<b>Unit IV: IMC</b>	<b>9 Hours</b>
Brand elements, Choosing Brand Elements to Build Brand Equity, Criteria for choosing brand elements, Product strategy, Pricing strategy, Channel strategy, Integrated Marketing Communication to build brand equity, Marketing communication options, Leveraging secondary brand associations. Case study	
<b>Unit V: Brand Performance</b>	<b>8 hours</b>
Designing brand tracking studies: What to track, How to conduct tracking studies, How to interpret tracking studies. Brand extensions, Managing brands over time: Brand reinforcements, Brand revitalization. Case study.	

Unit V1: 2hrs-Challenges and evolution of Brand Management
Brand revitalization, role of consumers, brand community, tools for innovation

CO3	Operationalized the concept of merchandising and category management
CO4	Practice pricing strategies for decision making and develop communication program to drive awareness and sales.
CO5	Manage store brands and operations to gain competitive advantages
CO6	Analyze the international retailing opportunities and factors influencing.

**Text Books**

1. Kevin Lane Keller, Ambi Parmeswaran and Issac Jacob. Strategic Brand Management. Pearson, 3rd Edition, 2013.
2. Kotler, Philip and Kevin Keller. Marketing Management. Pearson Education, 15<sup>th</sup> Ed, 2016
3. Dutta, Kirti. Brand Management: Principles and Practices. Oxford University Press, 2012.

**Reference Books**

1. Verma, H. V., Brand management: text and cases, Excel Books, 2007.
2. David Aaker. Managing Brand Equity. Free Press, 2010 edition.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Contents**

Unit I: Introductions to the World of Retailing and Delivering value through Retail formats (9 hours)
Retailing role relevance, Retail industry and economy, Retail industry in India, Evolution of Retailing in India, Characteristics of retailing, Drivers of Retail Change in India, Function and activity of Retailing, Organized and unorganized Retailing, Theories of retail, development, Emerging Trends in Retailing, Global Retailing Scenario, Indian Retail Industry, Retailing Environment in India, Career in retailing, Classification of Formats, Classifying on the Basis of Ownership, Independent Retailers, A Chain Retailer, Franchising, Leased Department, Cooperatives, Classification on the basis of Merchandise offered, Food Based Retailing, Nonfood based retailing, Classification on the basis of Merchandise offered, Food Based Retailing, Nonfood based retailing, Consumer markets analysis, why do people shops? Factors affecting consumer decision making, Consumer decision making process,
Unit II: : Deciding Store Location and Role of Technology in Retailing (8 hours)
Role of Location in Retail Business, Types of Store Location, Steps involved in store location, Methods of evaluating trading area, Determine Location for Online Retailers, Need and importance of Technology in Retailing, Gaining the Technology Edge Wal-Mart Way, Role of Technology in Retail, Retail Information System , Types of technology used in Retailing, E-retailing as a format, e-retail strategies, running an e-retail

<b>Name of The Course</b>	Retail Management			
<b>Course Code</b>	MBMK6003			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	0

**Course Objectives**

1. To provide students with contemporary understanding of different aspects of Retail Management along with other functional areas.
2. To facilitate students with practical, research oriented and analytical skills necessary for a professional management career in retail trade.
3. To provide students with contemporary understanding of different aspects of Retail Management along with other functional areas

**Course Outcomes**

CO1	Analyze retail sectors and identify opportunities available for profitable retailing
CO2	Analyze and choose store location and know the application of technology in retailing to enhance customer experience

organization, Loyalty and e-retailing and consumer behavior.
Unit III: Basics of Merchandising and Category Management (8 hours)
Understanding retail buying behavior, Merchandise Mix, Devising Merchandise Plans, Buying Organization Formats and Processes, Factors affecting the buying function of different types of organization, methods of buying , Implementing Merchandise Plan, Process of Merchandise Planning, Merchandise security and reverse logistics, Category management and its need, Key areas of category management, Factors Affecting the Growth of Category Management, Category Management Process
Unit IV: Establishing and Maintaining Store Image and Store Management (5 hours)
Establishing a pricing strategy, factors affecting pricing decisions, Pricing Options for Retailers, Retail pricing policies and strategies, / price setting, Pricing on the Internet, Implementing Pricing Strategy, Retail as a Communication Medium, Retailer and Manufacturer Advertising Strategy, Retail communication mix, Planning a retail promotional strategy
Unit V: Store Design & Merchandising Operations (6 lecture hours)
Store Design and Visual Merchandising, The Principles of Store Design, Elements of Store Design, Visual Merchandising, Planogram, Building and Developing Retail Brands, Generating brand loyalty Retail Positioning and Brand image, Repositioning and brand image, Aligning the brand image with that of franchisees-Brand image and store image, Basic of store operations, store administration and management of premises, Responsibility of a Store Manager, Key Components of Retail Operations ,Managing Promotion, Events, Alliances and Partnership, 5S of retail operations, The Retail Channel Planning of supply chain operations, Sourcing materials, making products, product delivery and return, impact of technology on supply chain, performance of supply chain-,Relationships and Challenges in supply chain
Unit-6 International Retailing and Emerging Issues 2 Hrs

International Retailing, mode of entering in foreign market, Factors influencing in international retailing, emerging issues.

**Suggested Reading**

1. Barry Berman, Joel R. Evans & Mini Mathur, Retail Management: A Strategic Approach, Pearson, 11th Edition, 2014 (BE)
2. Levy, Weitz & Pandit, Retailing Management, TMH, 8th Edition 2014 (LWP)
3. Bajaj, Tuli and Srivastava, Retail Management, Oxford, 2nd Edition 2014, (BTS)
4. Sinha & Uniyal, Managing Retailing, Oxford, 2nd Edition 2014.
5. Swapna Pradhan, Retailing Management, 4<sup>th</sup> Edition, Tata McGraw, 2014.

<b>Name of Course</b>	Integrated Marketing Communication			
<b>Course Code</b>	MBMK 6004			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	0

**Course Objectives**

1. To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
2. Help to understand what advertising is and its role in advertising and brand promotion.
3. Understand the importance of message design and the creativity involved in message designing.
4. Understand the concept of international advertising and media planning and strategy.
5. Help in exploration of tools of promotion like sales promotion, publicity, public relation etc.

**Course Outcomes**

CO1	Students will be able to apply an IMC approach in the development of an overall advertising and promotional plan
CO2	Students will be able to able to prepare marketing communication budget.
CO3	Students will be able to enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign.
CO4	Students will be able to create an advertising strategy that employs appropriate message objectives.
CO5	Students will be able to develop insights into the characteristics of different forms of marketing communications such as advertising, sales promotions, public relations, point-of-purchase communications.
CO6	Students will be able to Identify and apply recent development in the field of IMC.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<p><b>Unit I: Introduction to Marketing Communication 7 Hours</b>                  Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process, Consumer Behaviour Perspectives, Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix, Challenges in IMC. <b>Case Study-Apple IMC</b></p>
<p><b>Unit II: The IMC Programme Situational Analysis 9 Hours</b>                  Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, STP Strategies for Advertising, Communication Model with reference to Advertising, AIDA. Advertising campaigns, Fundamentals of Advertising Campaigns, The Creative Brief, Big Idea, Getting</p>

<p>Creative to find the Big Idea, Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies. <b>Case Study-MAZDA GETS MOVING IMC</b></p>
<p><b>Unit III: Components of Advertising (creative and financial) 8 Hours</b>                  Ad Budget , Ad Appropriation .Methods of Budgeting .Measuring Effectiveness of Advertisement , Legal and Ethical concepts and issues in Advertising, Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration. <b>Case Study: Panasonic</b></p>
<p><b>Unit IV: Media Planning &amp; Strategy (National and International) 8 Hours</b>                  International advertising and promotion: global vs. local advertising, decision areas in international advertising, role of promotional mix elements in international marketing Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, ; Media Strategy; Cross media concept; and media research. <b>Case Study: ESCAPE STORE</b></p>
<p><b>Unit V: Types of Promotions and Public Relations 6 Hours</b>                  Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials. Public Relations – Types &amp; Tools of PR, Sales Promotion – Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods. <b>Case Study ON Bay Networks Inc.</b></p>
<p><b>Unit VI: Recent Development Integrated Marketing Communication 2 Hours</b>                  Emerging Trends in Marketing Communications: An Interactive Content Bang, Social Media Influencer Shakeup, Improved Personalized Brand Experiences, Enunciated Voice Marketing, SERP Zero Position, Transformed Strategic</p>

Marketing, The Pop-Up Comeback, More Use of Live Videos,

	3	0	0	3
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**Suggested Reading**

**1. Text Book (s)**

1	Kruti Shah & Alan D' Souza :Advertsing & promotions an IMC perspective- Mc Graw Hill education
2	George E Belch & Michael A Blech : Advertising and promotion- An integrated Marketing Communication Perspective-Mc Graw Hill Education
3	Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, engage Learning
4	Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois
5	Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited

**2. Reference Book (s)**

Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication
Duncon: Integrated Marketing Communications, Tata McGraw Hills Skills Measuring tool Development of overall promotional plan
The Uncommon Sense of Advertising Tiwari S., Response Books, 2012

<b>Name of The Course</b>	<b>Services Marketing</b>
<b>Course Code</b>	<b>MBMK6011</b>
<b>Prerequisite</b>	<b>None</b>
<b>Co-requisite</b>	<b>None</b>
<b>Anti-requisite</b>	<b>None</b>
	<b>L T P C</b>

**Course Objectives**

1. To develop an understanding of services and service marketing with emphasis on various aspects of service marketing which makes it different from goods marketing.
2. To explore the dimensions of successful service firm and how outstanding service organizations are managed differently.
3. To study service management from an integrated viewpoint with focused customer satisfaction.
4. To integrate various operation, marketing, strategy, information technology and organizational issues.
5. To help students discover entrepreneurial opportunities.

**Course Outcomes**

<b>CO1</b>	To introduce the concept of services to students, create a background for the growth of service sector in India and discuss the different characteristics of services and their implications. This module also gives understanding of tangible & intangible elements of services.
<b>CO2</b>	To understand the customer behaviour and the factors influencing it. This module gives understanding of expectations analyse nature of service consumption and consider how firms should manage encounters, the segmentation bases, processes and the way services are positioned in the competitive market.
<b>CO3</b>	Elements of the 7Ps, which gives view those four elements of traditional marketing mix (product, price, place & promotion are controllable variables. The focus is on effective combination of these four components for competitive edge in getting preference by the target market.
<b>CO4</b>	Extended focuses on 3 Ps elements of the 7Ps related to service. This module focuses on three additional components of marketing mix of service organisations- physical evidence, people & Process. This module also covers service blueprint which is an operational planning tool that provides guidance on how a service will



	be provided, specifying the physical evidence, staff actions, and support systems / infrastructure needed to deliver the service across its different channels.
CO5	This module covers the issues in implementation of effective services marketing strategies. It emphasizes on the importance of carefully choosing target segments to build and maintain their loyalty through well-conceived relationship marketing strategies. This Module also aims at enabling students in handling complain & service recovery effectively.
CO6	Apply relevant services marketing theory, research and analysis skills to contemporary issues and challenges and communicate outcomes.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<b>Unit I: Foundations of Services Marketing 6 Hours</b>
Introduction: Definition of Services, Distinct Aspects of Service's, Service products, Introduction to Service Marketing. Characteristics of services, Classification of services. Marketing implications of service characteristics. Introduction to service marketing mix elements: Product, price, place, promotion, people, physical evidence and process. Growth Drivers of services.
<b>Unit II: Managing Consumer behavior in services 6 Hours</b>
Basic concepts; Service encounters; Introduction to service quality model, role theory, script theory and Theatre model of consumer Behaviour. High and low contact service encounters. The purchase process for services. Segmentation & Service Positioning.
<b>Unit III: Key Elements of Services Marketing 11 Hours</b>
Product elements; Flower of service, Revenue Management, Pricing, 4 P's, New Service

Development, Service Branding, Promotion and education (communications strategy), Service distribution: Flower of service; Distribution of Core and supplementary services.
<b>Unit IV: Managing the Service 8 Hours</b>
Core & Supplementary Elements, Service distribution: Franchising, Foundation of pricing strategy & ethical concerns in service pricing. Designing and managing Service Processes. Balancing Demand and productive capacity. The Service Environment. Managing People
<b>Unit V: Implementing profitable service strategies 6 Hours</b>
Managing Relationships with customers. Building Customer Loyalty. Complaint Handling and service recovery, Service Guarantees, Service Quality, Service productivity, Service Leadership.
<b>Unit VI: Contemporary Issues in Service Marketing 3 Hours</b>
Post COVID 19 Challenges for Service Industry: Hospitality, Tourism, Banking, Aviation, Healthcare, Travel Bubble: Model for the Future?, Role of eWOM in Service Marketing <b>Research Paper: <u>Pandemics, tourism and global change: a rapid assessment of COVID-19.</u></b>

**Suggested Reading**

1. Services Marketing: People, Technology, Strategy - Christopher H. Lovelock and Jochen Wirtz, fifth edition. Upper Saddle River, NJ: Prentice Hall, 2004
2. Services Marketing and Management- Audrey Gilmore, Sage publications, 2<sup>nd</sup> edition, 2003
3. Services Marketing Management: A strategic perspective- Hans Kasper, Piet van Helsingen, Mark Gabbott, 2<sup>nd</sup> edition, Wiley publications, 2006
4. Service-Marketing: Text and Cases- Harsh V. Verma, Pearson Education India; 2 edition (2011)
5. This is Service Design Thinking: Basics, Tools, Cases- Marc Stickdorn, Jakob Schneider, John Wiley & Sons; Reprint edition (9 March 2012)

<b>Name of The Course</b>	<b>Digital &amp; Social media Marketing</b>
<b>Course Code</b>	<b>MBMK6013</b>

<b>Prerequisite</b>	<b>Marketing Management</b>			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. To develop student understanding of the underlying concepts of digital marketing.
2. To familiarize the students with the theoretical aspects of various digital marketing techniques.
3. To help students apply the concepts of digital marketing in real life application
4. To develop students understanding of analysing marketing campaign on various digital platforms.

**Course Outcomes**

<b>CO1</b>	Construct basics of the digital marketing tool kit to apply the core concepts associated with digital marketing and asses the role that digital marketing can play in business strategy.
<b>CO2</b>	Outline the key terms associated to digital marketing mix, consumer behaviour and various media used in Digital Marketing
<b>CO3</b>	Examine the principles of consumer psychology to content in the digital age, Content strategies that engage consumer’s tactical decisions in digital marketing environment.
<b>CO4</b>	Display a willingness to prepare the digital marketing plan, to reach your online target market and develop SEO, SEM techniques and use of affiliate marketing for entrepreneur skills
<b>CO5</b>	Summarize the functions of Social Media Marketing, mobile marketing, data analytics and select solutions appropriate to the needs of the organizational ethics, and teamwork for sustainable development.
<b>CO6</b>	Identify and apply new trends in Digital Marketing

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term</b>	<b>Total Marks</b>
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		<b>Exam (ETE)</b>	
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to digital marketing (8 lecture hours)</b>
An introduction to Digital Marketing, How internet works, Internet Characteristics, Traditional marketing vs Digital Marketing, Applications of Digital Marketing, Digital Marketing Platforms, Aligning Internet with business objectives, Modern digital consumer behavior,
<b>Unit II: Digital Marketing Mix and media types (7 lecture hours)</b>
Digital Marketing Mix: Product, price, place, People, Process & Physical Evidence, Digital Marketing Mix: IMC, Digital Marketing Communication IMC approach, Online PR, Owned Media , Paid media, Earned media, Viral marketing,
<b>Unit III: Managing Content in Digital Age (7 lecture hours)</b>
Meaning and types of content, Managing Content in Digital Age, Importance of Content Marketing, The 70/20/10 Content Planning Model, Building a website that Generates Results, Website building process, Wordpress.
<b>Unit IV: Search Engine Marketing and Optimisation (8 lecture hours)</b>
Basics of Search Engine Optimization, Elements of Search Engine, How Do Search Engines Work? SEO Algorithm, SEO Techniques, A search engine friendly website structure, Search Engine Marketing, Basics of Search Advertising Ad ranks, Quality score. The Elements of a Search Ad, Display Advertising, Payment Models for Display Advertising, Getting Your Ads Online, Targeting and Optimizing, Affiliate Marketing, Setting Up a Campaign,
<b>Unit V: Social Media Marketing (8 lecture hours)</b>
Social Media Marketing Basics, Traditional VS Social Media, Social Media Networking, Overview of Face-book, Twitter, LinkedIn & YouTube. Increasing Website Traffic Using Social Media, Social Media Strategy, Mobile Marketing, Analyzing online Data – Web and

Social media analytics.
<b>Unit VI: New Trends and Development in Digital Marketing (2 hours)</b>
Inbound marketing, Programmatic Advertising, Influencer Marketing, Push notification

**Suggested Reading**

1. Chaffey, Dave and Ellis-Chadwick, Fiona. Digital Marketing: Strategy, Implementation and Practice. Pearson, 5<sup>th</sup> International Edition, 2014 (CEF).
2. Seema Gupta. Digital Marketing. McGraw Hill Education, 1<sup>st</sup> Edition, 2018.
3. Eric, Greenberg and Alrxander, Kates. Strategic Digital Marketing. McGraw Hill Education, 1<sup>st</sup> Edition, 2016.
4. Strauss, Judy and Frost. E-Marketing Pearson, 7th Edition

**Operations Electives**

<b>Name of The Course</b>	<b>Supply Chain and logistics Management</b>			
<b>Course Code</b>	<b>MBOP6007</b>			
<b>Prerequisite</b>	<b>Operations Management</b>			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. To develop student understanding of the underlying concepts of Logistics and Supply chain
2. To familiarize the students with the theoretical aspects of supply chain and its advantages and disadvantages
3. To help students apply the concepts of inventories in logistics and supply chain in business decisions.
4. To develop students understanding of Transportation network for designing and planning.
5. To develop a better understanding on application and importance of information technology in supply

chain.

6. To create a supply chain model for pandemic conditions.

**Course Outcomes**

<b>CO1</b>	Understanding about the basic concepts of Supply Chain Management & its relevance in real life situation.
<b>CO2</b>	Demonstrate the basic insight of supply chain network and related demand and supply
<b>CO3</b>	Analyse the Market Demand & Supply factors affecting the Inventories and tools to manage it.
<b>CO4</b>	Appraise transportation network design within supply chain.
<b>CO5</b>	Measure integration of cross functional drivers with IT to achieve specific goals.
<b>CO6</b>	Significance of Supply chain during an pandemic condition

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

**Course Content:**

Unit I: Introduction to Logistics & Supply Chain Management. <b>(11 Lecture Hours)</b>
Introduction to Logistics Management: Understanding, Logistics Management: The Generic value chain & decisions, The Objective of Supply Chain, Importance of supply chain decisions, Decision Phases in a Supply chain , Process view of supply Chain, SC macro processes, Competitive and supply chain strategies , Achieving strategic fit and expanding strategic scope, Drivers of supply chain performance Framework for structuring drivers, Components of Facilities, inventory, transportation, information, Sourcing and pricing, Obstacles to achieve strategic fit
<b>Unit II: Designing the supply chain network and planning demand and supply in a supply chain (9 Lecture Hours)</b>

<p>Role of distribution in a supply chain, factors influencing the distribution network. Design options for a distribution network, e-business activities. Role of network design in supply chain and factors influencing the network design decision. Framework for network design decision, Supply chain integration through push-pull mechanism Lack of Supply Chain Coordination &amp; Bull Whip Effect mechanism. Models for Logistics &amp; Supply Chain Management, facility location and capacity allocation. Discounted cash flow analysis and representations of uncertainty, Role of forecasting in Supply Chain: Basic approach to demand forecasting, Time – series approach, measure of errors. Role of aggregate planning in supply chain and strategies.</p>
<p><b>Unit III: <i>Planning and Managing Inventories</i></b> <b>(7 Lecture Hours)</b></p>
<p>The role of cycle inventory in a supply chain, Economies of scale to exploit fixed cost and quantity decisions, Short term discounting, estimating cycle inventory. The role of safety inventory in a supply chain and determining the appropriate level of safety inventory. Impact of supply uncertainty on safety inventory and impact of aggregation on safety inventory. Importance of the level of Product Availability and factors affecting the optimum level of product availability. Optimizing availability of maintenance, repair and operation inventories and setting up of optimum levels of product availability in practice.</p>
<p><b>Unit IV: <i>Designing and Planning Transportation Networks</i></b> <b>(5 Lecture Hours)</b></p>
<p>The role of transportation in supply chain, Modes of transportation and their performance characteristics, Transportation infrastructure and policies, Design Options for a Transportation, Network, Role of lean operations in supply chain. Trade-offs in Transportation Design and Tailored Transportation, Risk Management.</p>
<p><b>Unit V: <i>Managing IT and Cross Functional drivers in a supply chain</i></b> <b>(4 Lecture Hours)</b></p>
<p>Role of sourcing in a supply chain, in-house and outsource. Third- and Fourth-Party Logistics, Reverse Logistics, Supplier Scoring and assessment., IT enabled purchasing, Supplier selection and procurement process, Integrating Supply Chain with Information Technology,</p>

<p>Decision Support Systems for SCM. IT support system for Supply Chain decision making, Relationship between E-Commerce, ERP and SCM</p>
<p><b>Unit VI: <i>supply chain and pandemic</i></b> <b>(4 Lecture Hours)</b></p>
<p>Role of supply chain in Pandemic and beyond. Pandemic disrupts global value chain. Wake up calls for the supply chain management</p>

Suggested Reading

1. Supply Chain Management by Sunil Chopra, Meindl, Kalra, Pearson Education.
2. Logistics & Supply Chain Management by G Raghuram, N Rangaraj, Macmillan Business Books.
3. Supply Chain Management, Process, Partnerships, Performance by Douglas M. Lambert, Supply Chain Management, 2008.
4. Basics of Supply Chain Management by Lawrence D, Ed Hill, CRC Press.
5. Designing and Managing the supply chain by David, Philip, Levi, McGraw Hill Companies.
6. <https://hbr.org/2020/03/coronavirus-is-a-wake-up-call-for-supply-chain-management>
7. <https://voxeu.org/article/role-global-supply-chains-covid-19-pandemic-and-beyond>
8. <https://www.weforum.org/agenda/2020/04/covid-19-pandemic-disrupts-global-value-chains/>

<b>Name of The Course</b>	<b>Quality tool kits for Managers</b>			
<b>Course Code</b>	<b>MBOP 6008</b>			
<b>Prerequisite</b>	<b>Operations &amp; SCM</b>			
<b>Co-requisite</b>	<b>Operations &amp; SCM</b>			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives

1. To develop student understanding of the underlying concepts of Quality and its management
2. To familiarize the students with the theoretical aspects of various Quality tools and its advantages and disadvantages

- To help students apply the concepts of Quality Theory and principles in real life application
- To develop understanding among students of various changes with technology changes.

**Course Outcomes**

<b>CO1</b>	To Recognize the quality tool kits for production in industry
<b>CO2</b>	To Use principles and philosophies of quality management
<b>CO3</b>	To Examine statistical process control
<b>CO4</b>	To Assess tools and techniques for quality management
<b>CO5</b>	To estimate quality systems organizing and implementation
<b>CO6</b>	To Analyze the recent trends and development in Quality Management

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	50	100	100

**Course Content:**

<b>Unit I: INTRODUCTION TO QUALITY TOOL KIT (4 lecture hours )</b>
Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality, Some practical examples
<b>Unit II: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT (7 lecture hours)</b>
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques, Explanation of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques, Introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.
<b>Unit III: STATISTICAL PROCESS CONTROL 12 lecture hours</b>

Meaning and significance of statistical process control (SPC), construction of control charts for variables and attributed. Process capability, Mean Chart (X chart) with numerical examples, R ,P,C Chart with numerical examples, Six Sigma, concepts of process capability .Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve.TMP,BPI, principles, applications, reengineering process, benefits and limitations.

**Unit IV: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**  
6 lecture hours

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), , QFD process, Building a HOQ, Failure mode effect analysis (FMEA), requirements of reliability, failure rate, FMEA stages, design, process and documentation, Seven Tools (old & new). Benchmarking and POKA YOKE

**Unit V:5 QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION**  
6 lecture hours

Quality management systems – guidelines for performance, Making the commitment to total quality, , self-assessment processes, organizational culture and total quality, change management, sustaining the quality organization, Implementing ISO 9000, ISO 14000,

**Unit VI: Recent trends and Developments in Quality management 5 lecture hours**

Bald ridge, and six sigma, a view toward the future. improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness

**Suggested Reading**

- The Quality Toolbox:** Second Edition, ASQ Quality Press ,Second Edition
- Operations Management:** Stevention, Mcgraw Hill, Thirteenth Edition

<b>Name of The Course</b>	<b>Management of Manufacturing Systems</b>
<b>Course Code</b>	<b>MBOP 6009</b>
<b>Prerequisite</b>	<b>Operations &amp; SCM</b>

<b>Co-requisite</b>	<b>Operations Research</b>			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. To develop student understanding of the underlying concepts of Manufacturing and transformation
2. To familiarize the students with the theoretical aspects of various Manufacturing system and its advantages and disadvantages
3. To help students apply the concepts of manufacturing principles in real life application
4. To develop students understanding of tools and algorithms for cell formation and Design

**Course Outcomes**

<b>CO1</b>	Identify & recall the various manufacturing systems and its growing importance in operations Management.
<b>CO2</b>	Analyze the concept of cellular manufacturing, its design layout and scheduling for the various applications.
<b>CO3</b>	Recognize the importance of Just In Time Manufacturing, its basic elements and application in manufacturing,
<b>CO4</b>	Illustrates the concept of synchronous manufacturing and theory of constraints in operations management.
<b>CO5</b>	Use of Flexible manufacturing systems and its basic components for adapting the changes in product being manufactured.
<b>CO6</b>	Analyze the latest trends in manufacturing and address the contemporary issues and challenges of Production/Manufacturing.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to Manufacturing systems (9 lecture hours)</b>
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Introduction to manufacturing System, Concept of Manufacturing & Production Process, Requirements of manufacturing system, Different types of Manufacturing System, Traditional Vs modern manufacturing, MRP I & MRP II, Enterprise Resource Planning, Computer Aided Manufacturing , Computer Aided Design.

**Unit II: Cellular manufacturing systems in operations (8 lecture hours)**

Introduction to Cellular Manufacturing, Production flow analysis, Capacity planning & Layout in cellular Manufacturing, Cell formation & Design, Cell formation algorithms (concepts), Cell Scheduling & sequencing, Rank order clustering, Application, Advantages of Cellular Manufacturing

**Unit III: Just in time manufacturing systems (9 lecture hours)**

Concept of Just in time manufacturing, Basic elements of JIT, Cell layout & JIT, Cell Control & JIT, Models in JIT, Toyota Production System, Kanban, CONWIP & Kanban, Applications, advantages of JIT.

**Unit IV: Synchronous manufacturing (7 lecture hours)**

Synchronous Manufacturing- Concepts, Goals of synchronous manufacturing, Principles of SM, Theory of Constraints, Scheduling in SM, Drum Buffer Rope System, Advantages, Disadvantages of SM.

**Unit V: Flexible manufacturing systems (7 lecture hours)**

Introduction of Flexible manufacturing System, Basic components of FMS, FMS Layout, FMS loading & Scheduling, Applications & Advantages of FMS, Concept of Lean Manufacturing, World class manufacturing.

**Unit VI: Contemporary challenges in manufacturing (3 lecture hours)**

Contemporary issues in Manufacturing Management:- Globalization ,Sustainability, Ethical conduct in Manufacturing, Effective Communication challenges etc. Triple bottom Line consideration in Manufacturing, Green procurement and Manufacturing

**Suggested Reading**

1. Manufacturing Systems: Theory & Practice Chryssolouris, E.L.K.E, Springer publications, Second edition
2. Manufacturing Systems: Modelling and analysis Guy L.Curry, Richard. M .Feldman, Springer publications, Second edition
3. Supply Chain Management: Strategy, Planning and Operation. Sunil Chopra

<b>Name of The Course</b>	<b>Sales &amp; Operations Planning</b>			
<b>Course Code</b>	<b>MBOP6010</b>			
<b>Prerequisite</b>	<b>Operations Management</b>			
<b>Co-requisite</b>	<b>Marketing Management</b>			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. To develop student understanding of the underlying concepts of Sales & Operations for forecasting.
2. To familiarize the students with the theoretical aspects of various tools of sales & operations planning
3. To help students apply the concepts of Enterprise Resource Planning
4. To develop students understanding of MRP and MPS

**Course Outcomes**

<b>CO1</b>	Demonstrate the use of Operations planning and demand forecasting in business
<b>CO2</b>	Identify the Capacity and distribution Problem and optimize for enriching knowledge
<b>CO3</b>	Determine the Aggregate operations planning scheduling patterns
<b>CO4</b>	Use of MRP and MPS in different conditions of business environment.
<b>CO5</b>	Develop the understanding of various ERP models in business environment.

<b>CO6</b>	Develop the understanding of contemporary issues and different approaches in Sales and Operations Planning
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**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Operations Planning and Demand Forecasting (8 lecture hours)</b>
Basics of Operations Planning and control, What is Sales and Operations Planning?, Overview of Sales and Operations Planning Activities, Introduction to basics of Forecasting, Forecasting Models, Time Series Models of Forecasting
<b>Unit II: Capacity &amp; Distribution Planning (10 lecture hours)</b>
Introduction to Capacity Planning, Meaning, Classification and its Goals, Factors affecting Capacity Planning, Determining Capacity Requirements, Using Decision tree to evaluate capacity alternatives, Optimal location of warehouse, Transportation Problem, Physical Distribution Management
<b>Unit III: Aggregate Operations Planning and Operations Scheduling (8 lecture hours)</b>
The Aggregate Operations Plan, Production Rate Defined, Workforce Level Defined, Inventory on hand defined, Production Planning environment: Production Planning Strategies, Pure Strategy, Mixed Strategy, Level Scheduling, Mathematical Techniques and Numerical, Nature & Importance of Work Centers and scheduling policies , Priority Rules and techniques
<b>Unit IV: MRP and MPS (5 lecture hours)</b>
Meaning, Purpose and advantage of MPR, Bill of Materials, types of BOM,, Master Production Schedules - meaning, objectives process, Managing MPS inventory records, lot sizing, process of MRP, Introduction to MRPII systems and its evolution
<b>Unit V: Enterprise Resource Planning (5 lecture hours)</b>
Introduction to EPR, Advantages of ERP, Need of ERP, ERP and Related Technologies, ERP

modules & Vendors, Evaluation and selection of ERP package, ERP Implementation Life Cycles
<b>Unit VI: Contemporary issues in Sales and Operations Planning (4 lecture hours)</b>
Contemporary issues, Traditional Approach, Demand Driven Approach, Comparison, Conclusion.

**Suggested Reading**

1. Operations Management for Competitive Advantage , Nicholas J. Aquilano, F. Robert Jacobs, Richard B. Chase; The McGraw-Hill/Irwin Series Operations and Decision Sciences
2. Introduction to Operations Research, Hiller and Lieberman; McGraw Hill
3. Optimization: Algorithms and Applications, ajesh Kumar Arora; CRC Press
4. Optimization in Operations Research, Ronald L. Rardin; Pearson Publication

**Course Objectives**

1. To develop understanding of the fundamental issues and basic techniques of materials management in manufacturing and supply chain.
2. To enable application of Inventory Management Tools & Techniques.
3. To identify and analyse analytical decisions in Economic order quantity models of Inventory Management.
4. To analyse processes and techniques of Demand Forecasting, Production planning.
5. To impart materials handling processes and techniques in Stores and Warehouses management, resource levelling and utilization.
6. To impart intelligent technologies for Materials management systems.

**Course Outcomes**

<b>CO1</b>	Discuss the basic concepts of Material Management & its relevance in managing operations & supply chain.
<b>CO2</b>	Illustrate the basic insight of Inventory Management & Control mechanism.
<b>CO3</b>	Evaluate different Economic Order Quantity models for Inventory Management.
<b>CO4</b>	Appraise different Inventory Management analytical tools for Inventory Management.
<b>CO5</b>	Assess ideologies of Stores management technique and appropriate materials handling.
<b>CO6</b>	Manage Systems of materials management by Intelligent Technologies.

<b>Name of The Course</b>	Materials Management & Inventory Control			
<b>Course Code</b>	MBOP6003			
<b>Prerequisite</b>	Operations & Supply chain Management concepts			
<b>Co-requisite</b>	Inventory & Forecasting concepts			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to Materials Management: Concepts</b>	<b>11 Lecture Hours</b>
Importance and scope of Materials Management (MM), Supply Chain concept, Systems approach to material management, Factors affecting material planning, Techniques of material planning, Capacity planning & control techniques, Operations Planning & Master Production Schedule: Concept and applicability, Master Production Schedule Techniques, Planning in Assemble to order environment. Materials requirement planning: Developing MRP, Conceptualizing and Implementing, Classification and codification of materials, Standardization systems and processes, Materials requisition slip, materials transfer note: Record processing, Technical issues using MRP system, Determine order quantities. Evolution of MRP-I and MRP-II, CRP, ERP and DRP concepts JIT and Lean manufacturing in Materials management & inventory control.	
<b>Unit II: Inventory Management Basics</b>	<b>7 Lecture Hours</b>
Concepts of Inventory: Meaning and historical Aspect. Types of inventory, Inventory an important tool in Materials management, Inventory Costs: Various costs associated with it. Inventory Cost: Ordering Costs, concepts and numerical, Inventory cost: Holding Cost: concepts and numerical, Inventory performance measurements, Inventory turnover, Methods of	



evaluating Inventory & inventory techniques: LIFO, FIFO, Randomization
<b>Unit III: EOQ Models            7 Lecture Hours</b>
Inventory Management: Periodic review system and Continuous review system. Independent and dependent demand inventory system, Economic order quantity (EOQ): Concept and application, Numerical based on EOQ, Different models of inventory management, varying demands and production, Inventory management and handling guidelines. Case Study: Materials Handling management: a case study
<b>Unit IV: Inventory Control Models            7 Lecture Hours</b>
Process Improvement: Concepts and applicability, Flow of costs and inventory valuation, Lead time, Safety and reserve stocks: Concepts, Lead time, Safety and reserve stocks: Numerical, EOQ modelling and its impact on inventory controlling mechanism, ABC analysis, VED analysis, FSN analysis, WIP, Sales inventory ratio, consumption-inventory ratio
<b>Unit V: Stores Management &amp; Materials Handling            4 Lecture Hours</b>
Concept and types of warehousing, Material Handling: Concepts and applicability. Material Handling equipment: Tools and Techniques employed. Transportation of Materials: Matrix solution, Stock verification: Preparation, Analysis and disbursement. Management and disposal of surplus and scrap materials.
<b>Unit VI: Intelligent Technologies and Systems of Materials Management            4 Lecture Hours</b>
Digitization of manufacturing by data, computing, business intelligence and human machine interaction for monitoring and proactive and predictive maintenance. Materials management based ERP systems; SAP, Oracle. WMS, RFID, Li-Fi and Barcode system. Digital transformation of manufacturing and materials management by Industrial Internet of Things (IoT)/ (IIoT), Intelligent technologies of Artificial Intelligence-Machine Learning, Blockchain Technology, Cloud Computing, HMI and SCADA in transforming manufacturing systems.

**Suggested Reading**

1. Materials Management-an integrated approach Gopalakrishnan P. and Sundaresan, M PHI, New Delhi
2. Introduction to Materials Management Arnold, Chapman, Clive: Pearson/ Prentice Hall
3. Materials Management-Procedures, Text and Cases Dutta, A.K, PHI

**IT ELECTIVES**

<b>Name of The Course</b>	Relational Database Management System			
<b>Course Code</b>	MBIT 6001			
<b>Prerequisite</b>	Basic knowledge of computer fundamentals			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

- 1.To understand basic concepts and applications of Relational Database management systems.
- 2.To analyze the role of ER diagrams and DFDs in logical representation of database.
- 3.To examine the working of various queries of any RDBMS.
- 4.To analyze the concept of data mining and data warehousing.

**Course Outcomes**

<b>CO1</b>	Apply and understand the concepts of information system in organization.
<b>CO2</b>	Analyzing and apply basic concepts of DBMS in an organization.
<b>CO3</b>	Understanding and designing E-R model for logical level representation of database.
<b>CO4</b>	Apply and understand the use of SQL for data filtration.
<b>CO5</b>	Analyzing the current approach of data driven decision-making using data mining techniques.
<b>CO6</b>	Developing understanding and awareness among students about the latest trends and techniques of SQL used by DBMS professionals.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<p><b>Unit I: Foundation of Information system (6 lecture hours)</b></p> <p>Real world information system, Components of Information System, types of information system, Competing with Information Technology (Video lecture giving benefits of databases), Fundamentals of strategic advantage, Case study (Class discussion): JetBlue &amp; the Veterans Administration Case (Self Study)</p>
<p><b>Unit II: The Context of Database Management (8 Lecture Hours)</b></p> <p>Database Environment: Basic Concepts and definitions of Data, Database, DBMS, data models, information, metadata, Entities, Relationships etc., Traditional file processing Vs database approach, Components of database environment, Range of Database applications, Evolution of database systems, Managing the people involved in database development, Three schema architecture for database development. Case study: Developing a database application for Pine Valley Furniture Company</p>
<p><b>Unit III: Database Analysis (7 Lecture Hours)</b></p> <p>Modelling the rules of an organization, The E-R Model: An overview, Modelling entities and attributes, modelling relationships (Allotment of problem assignment on ER diagram), ER Modelling example-Pine Valley Furniture company. Case Study: Mountain View Community Hospital Database</p>
<p><b>Unit IV: Database Design and Implementation (9 Lecture Hours)</b></p> <p>Integrity constraints, Transforming ER diagrams into relations: Mapping entities, Transforming ER diagrams into relations: Mapping relationships, Introduction to Normalization, Functional dependencies and keys, Case study: Database design and Implementation of Mountain view community hospital, <b>Introduction to SQL:</b> Role of SQL in a database architecture, SQL environment, Creating, deleting and modifying</p>

tables in SQL, Inserting and updating data through SQL, Client-server database environment, internet based database environment
<p><b>Unit V: Introduction to Data ware house and data mining (6 Lecture Hours)</b></p> <p>Data warehousing and its applications to business, Difference between DBMS and warehousing, Features of data warehousing. DSS, Data warehouse and data mart, Pushing and pulling of data, Architecture of data mining system, Interesting and useful data, Applications of data mining, visualization</p>
<p><b>Unit VI: Latest Applications/trends in SQL (4 Lecture Hours)</b></p> <p>Introduction to the role and responsibilities of Database administrator (DBA), handouts on the working of MS SQL server. Queries, forms, reports, modify, filter and view data.</p>

**Suggested Reading**

- 1.Modern Database Management Systems by J. Hoffer, M. Prescott and HeikkiTopi, Pearson
- 2.Database System Concepts, Abraham Silberchatz, Henry F. Korth, 3rd
- 3.Fundamentals of Database System ByElmasari&Navathe- Pearson Education
4. An Introduction to Database Systems, C.J. Date, Pearson Education India, 8<sup>th</sup> Edition

<b>Name of The Course</b>	Enterprise Resource Planning-SAP package			
<b>Course Code</b>	MBIT 6002			
<b>Prerequisite</b>	Basic knowledge of computer fundamentals			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To understand basic concepts and applications of ERP integration.
2. To examine the architecture of ERP systems.

3. To analyze the role of SAP in the assistance of business problem solving.
4. To analyze the concept of data mining and data warehousing.

**Course Outcomes**

<b>CO1</b>	Analyzing the historical aspects of ERP evolution and apply in ERP integration process.
<b>CO2</b>	Analyzing and evaluate existing ERP architectures and try to creating new ones to solve complex problems.
<b>CO3</b>	Analyzing and evaluate various ERP development life cycles from customer perspective and developers as well to attain organizational goals.
<b>CO4</b>	Evaluate and analyze the role of people involved in ERP making at each level and analyze the legal implications as well.
<b>CO5</b>	Creating and evaluate the concepts of ERP using SAP package.
<b>CO6</b>	Developing understanding and awareness among students about the latest trends and techniques of SAP used by SAP professionals.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to Enterprise Systems (8 lecture hours)</b>
ISs in organizations (Role of IS, Information and Systems Integration), ERP Systems (What is ERP, Evolution of ERP, Role of ERP in Business, System components, ERP architecture, Benefits and limitations of ERP) ERP Implementation ( ERP lifecycle, Implementation strategies, Software and vendor selection, ERP Vendors, Case study of successful use of ERP in Walmart
<b>Unit II: ERP Systems Architecture (8 Lecture Hours)</b>
Systems Integration (Functional Silos, Horizontal and Vertical silos, Business Processes and Silos), Logical versus Physical SI, Integration steps, Benefits and limitations, ERP and its role in Logical Integration and Physical Integration, <b>ERP</b>

<b>architecture-</b> Web based architectures and Service oriented architectures, ERP Modules- Production Module, Purchasing Module, Inventory Management Module, Sales and Marketing module, Finance Module, HR Module, Miscellaneous modules, Case Study : NetSuite Inc
<b>Unit III: ERP Implementation (7 Lecture Hours)</b>
ERP implementation lifecycle (Implementation Plan, Implementation methodology), Traditional ERP life cycle, Rapid ERP Lifecycles, Implications for management, Implementation strategies (Hardware, software and people resources), various ERP Approaches (Governance, Implementation Methodology, Vanilla Implementation), software and Vendor Selection (Vendor research, Matching User Requirements to features), Research paper on Hardware and Software Requirements for Implementation of ERP
<b>Unit IV: People and Organization (7 Lecture Hours)</b>
Program and Project Management -Project Team, Module and subject matter experts, Project leadership, Critical success factors, Project scope, Change Management, Managing Scope Creep, Research paper on Change Management in ERP Products, Business process Reengineering, BPR methodology, Outsourcing (What is outsourcing, drawbacks, Offshore outsourcing), Legal Issues - software licensing, Implementation partners and consultants
<b>Unit V: Introduction to SAP and data filtering (6 Lecture Hours)</b>
Evolution of SAP in business, applications of SAP, Data warehousing and its applications to business, Features of data warehousing. DSS, Data warehouse and data mart, Pushing and pulling of data, Architecture of data mining system, Applications of data mining, visualization, Research paper on data mining
<b>Unit VI: Latest trends in ERP and SAP (4 Lecture Hours)</b>
Introduction to the role and responsibilities of SAP certified associate, handouts on the working of SAP in leading business organizations, Role of The Internet of Things (IoT), Big data analytics in ERP systems

**Suggested Reading**

1. Enterprise Systems for Management by Luvai Motiwalla, Guido Tabellini, Jeffrey Thompson, Pearson

2. ERP Demystified by Alexis Leon, 2007, TMHE-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Ed

3. ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage by Jagannathan Vamanan, 2007, TMH

<b>CO6</b>	Developing understanding and awareness among students about the latest trends and techniques of Knowledge Management.
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**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Knowledge Management and Information System			
<b>Course Code</b>	MBIT 6008			
<b>Prerequisite</b>	Basic knowledge of computer fundamentals			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To understand basic concepts and applications of Knowledge Management systems.
2. To examine and create knowledge frameworks for different organizations.
3. To analyze various tools of knowledge management in the assistance of business problem solving

**Course Outcomes**

<b>CO1</b>	Understand role played by information system and knowledge economy in organization.
<b>CO2</b>	Apply basic concepts of Knowledge Economy of to understand and create knowledge management model for various software projects.
<b>CO3</b>	Create and Understand knowledge framework of various business strategies of decision making.
<b>CO4</b>	Understand the concept of knowledge mapping and its models.
<b>CO5</b>	Analyze and apply tools of knowledge management to solve complex problems.

**Course Content:**

<b>Unit I: Introduction to data, Information and knowledge (8 Lecture Hours)</b>
Context and Relevance of Knowledge Economy, Emergence of knowledge Economy demanding knowledge driven strategic approach to business, Management and need of becoming a learning organization, Data, information , knowledge , Business Intelligence, Types of knowledge , Tacit and Explicit knowledge , Knowledge a Strategic Resource and Business benefits of knowledge, Case study on KM strategy of IBM and carrier operation
<b>Unit II: Knowledge Management-Introduction, design and Architecture (8 lecture Hours)</b>
Knowledge Management and Management cycle, Thematic Analysis of knowledge Management, Knowledge Transformation and its dynamics, SECI Model and DKCU system, Generic Model of Knowledge Management System, Challenges in developing KMS, Case Study on ICT for Human Capital Development, Implementation of KMS
<b>Unit III: Knowledge Management for business Strategy (6 Lecture Hours)</b>
KM for Business strategy and Knowledge Link, A Knowledge Strategy Framework, Validation of knowledge through Knowledge Models, Creation and Acquisition of knowledge, Knowledge Acquisition Techniques(KAT), Case study on Daimler Chrysler : Engineering Book of Knowledge
<b>Unit IV: Knowledge Management to transfer, Measure, Capitalize and Control (7 lecture Hours)</b>

Knowledge Transfer and Sharing, Knowledge Mapping, Knowledge as an Asset, Intellectual Capital and Property issues, Skandia Model for Measuring Intellectual Capital, Applications of Skandia Model, Successful implementation of KM initiative
<b>Unit V: Tools and Technology for KM implementation</b> (6 Lecture Hours)
ICT and UCT techniques, working of WiMAX Technology, use of Groupware Technology, Data warehouse and Data mining for Knowledge Search, Search Engines and Intelligent Agents, Knowledge Portal and knowledge Products, Research paper on Data mining for Knowledge discovery
<b>Unit VI: Latest trends in Knowledge Management</b> (5 Lecture Hours)
Search Engine Optimization techniques, Advanced search indexing, Content Management and other emerging techniques, Research paper on Data mining for Knowledge discovery, Use of AI in Expert systems

**Suggested Reading**

1. Knowledge Management: Tata Mc Graw Hill Education Private Ltd. By Waman S Jawadekar
2. Coping with Continuous Change in the Business Environment: Knowledge Management and Knowledge Management Technology by Derrick Kourie, Retha Snyman, and Antonie Botha
3. ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage by Jagannathan Vamanan, 2007, TMH

<b>Name of The Course</b>	E-Commerce			
<b>Course Code</b>	MBIT 6010			
<b>Prerequisite</b>	Basic knowledge of computer fundamentals and business processes			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To understand the basic concepts and benefits of E-Commerce
2. To understand the working of various E-Business models and the design issues of any E-Business architecture.
3. To analyze the use of certain E-Business tools like – CRM and SCM.
4. To analyze the effect of using latest IT technologies in various business applications.

**Course Outcomes**

<b>CO1</b>	Have the knowledge about basic concepts of E-commerce and various business models for decision making.
<b>CO2</b>	Analyzing E-Commerce business pattern and use them for market analysis.
<b>CO3</b>	Analyzing and applying various strategies of E-Commerce for real time business problems.
<b>CO4</b>	Applying technical concepts of E-Commerce and use of various business communicative applications in E-Commerce.
<b>CO5</b>	Analyzing the practical knowledge of various technical and customer applications of E-Commerce projects.
<b>CO6</b>	Developing understanding and awareness among students about the latest trends and issues of E-Commerce

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to E-Business and spotting E-Business trends</b> (8 Lecture Hours)
Defining need of E-Commerce and brief history, shifting to E-Business from E-Commerce Framework, Types of business model, Case Discussion: Pepperfry, AliBaba, Trends Driving e-business, Customer oriented trends,

Organizational trends, Employee Megatrends, Case Discussion: Amazon India
<b>Unit II: Digitizing the E-Business Design (8 Lecture Hours)</b>
E-business patterns: the structural foundation, Click and brick pattern, portal pattern, e-market maker pattern, Case Discussion: Intuit, IRCTC, Interlocking layers of e-business, Operational, Service and continuous, innovation excellence models, Research paper on Ecommerce market pattern
<b>Unit III: Strategy formulation for E-Business Design (7 Lecture Hours)</b>
Constructing the E-Business architecture, The new era of cross functional integrated applications, Problems caused by lack of integration, Case Discussion: Flipkart, Yebhi, Strategy formulation for E-business design, Roadmap to move a company into E-business
<b>Unit IV: E-CRM, SCM and various business applications (7 Lecture Hours)</b>
Implementing Supply chain and CRM, E- Supply chain architecture, E - CRM architecture, Tactical e-Project management, Tactical e-Development process, Adoption management, E-government initiatives, measuring effectiveness of E-Governance, Use of Cloud computing in business
<b>Unit V: Use of IT technologies in various business applications (6 Lecture Hours)</b>
Use of Green computing in business, Benefits of cloud computing, Use of SAP in business, a demonstration of application of Google analytics, a demonstration of Sales force cloud Application to understand effective CRM, IT infrastructure issues
<b>Unit VI: Latest Trends and issues in E-Commerc (4 Lecture Hours)</b>
E-Commerce after COVID-19, latest developments in SAP, sales force cloud Application on cloud based CRM application instance, mobile shopping latest strategies

**Suggested Reading**

1. E-Business 2.0, Roadmap for Success by Dr. Ravi Kalakota & Marcia Robinson, Pearson Education. 2nd Edition

2. E-Business: A Management Perspective by Jonathan Reynolds, Oxford

3. E-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Edition

**IB ELECTIVES**

<b>Name of The Course</b>	GLOBAL BUSINESS STRATEGY			
<b>Course Code</b>	MBIB 6001			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

- 1.To acquaint students with basic concepts and theories of international business and their applications to managerial decision-making to sustain the business in long-run.
- 2.To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analysing alternatives properly, and making the best choices
3. To critically analyse situations for forward thinking through innovation n a given condition.
4. To recognize and analyse the potential of different market structure and their pricing strategies.

**Course Outcomes**

CO1	Use basic concepts in strategy like five forces and three strategies to understand the foundations of global business strategy
CO2	Demonstrate importance of VRIO framework and the strategic role of culture and ethics
CO3	Examine entrepreneurial strategies from industry, resource and institution based views.
CO4	Differentiate between the various modes of foreign entry by business firms and understand their advantages and disadvantages

CO5	Relate diversifications, ownership and conflict and analyze the stakeholder view of firm.
CO6	Strategizing for emerging markets

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	100	100

Course Content:

<p><b>Unit I: Foundations of Global Business Strategy Lecture Hours: 7</b></p> <p>Meaning and importance of global strategy, Fundamental questions in strategy Globalization and global strategy Defining industry competition, Five forces framework, Three generic strategy</p>
<p><b>Unit II: Resources and Capabilities</b> Lecture Hours: 8</p> <p>Understanding resources and capabilities, Resources, capabilities and value chain, Value, Rarity, Imitability and Action framework, Understanding institutions, Institution based view of global strategy, Strategic role of culture, Strategic role of ethics, Marginal Costing &amp; Tactical Decisions; Make or Buy Decision Outsourcing Decision; Relevant Costing: Absorption &amp; Contribution; Target costing and Cost plus Pricing</p>
<p><b>Unit III: The Entrepreneurial Firm</b> Lecture Hours: 8</p> <p>Entrepreneurship and entrepreneurial firms, Case Study: Comprehensive model of entrepreneurship- industry based, resource based and institution based Five entrepreneurial strategies- growth, innovation, network, finance and governance, harvest and exit. Overcoming the liability of foreignness, Understanding the propensity to internationalize</p>
<p><b>Unit IV: Foreign Market Entry</b> Lecture Hours: 7</p> <p>A comprehensive model of foreign market entries- industry based, resource based and institution based, Where to enter-location specific advantages, cultural/ institutional distances How to enter- Scale of entry and modes of entry, Defining strategic alliances and network</p>

<p>A comprehensive model of strategic alliances and network, Formation of strategic alliances, Evolution and performance of strategic alliances</p>
<p><b>Unit V: Corporate Level Strategies</b> Lecture Hours:10</p> <p>Product diversification, Geographic diversification, Combining product and geographic diversification, acquisitions and restructuring, Multinational strategies and structures Worldwide learning, innovation and knowledge management, Concentrated vs diffused ownership, Family ownership and state ownership, Principal- agent conflict, Principal-principal conflict, Board of directors- Key features and role</p> <p>Stakeholder view of firm, Case study : Argana from a local supplier to a global player</p> <p>Case study: Mattel and the toy recalls, Case study: Unilever’s Fair and Lovely whitening cream- doing well but not doing good</p>
<p><b>Unit VI: Strategies for Emerging Markets:</b> Lecture Hours: 2</p> <p>Need for different strategies for Emerging Markets and experience of successful companies</p> <p>Difference in Product, Labour and Capital Markets in Emerging Markets</p>

**Suggested Reading**

Global Strategy Mike Peng, Third edition, Cengage learning, 2014

Global strategic management Philippe Lasserre, Palgrave Macmillan

Global & transitional business: strategy and management Stonehouse, Campbell, Hamill, Purdie, Wiley India

Redefining global strategy Pankaj Ghemawat, Harvard Business Review Press

<https://hbr.org/2005/06/strategies-that-fit-emerging-markets>

<b>Name of The Course</b>	<b>Trade Documentation and Procedure</b>
<b>Course Code</b>	<b>MBIB6003</b>
<b>Prerequisite</b>	-
<b>Co-requisite</b>	-
<b>Anti-requisite</b>	-

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives

1. To have exposure of international trade and business in the globalized world and benefits of trade
2. To acquaint students with the foreign policy, institutional framework of India for export import Business
3. To equip the students with formalities, documentation and procedures of export-import business
4. To understand the International transport system, financial payment mechanism etc.
5. To develop and analyze the business environment for doing business with specific country.
6. To gauge the international scenario of business and predict

Course Outcomes

The students will be able to

CO1	Correlate the trade theories and the role of government and semi-government organizations in the country for doing international business. (K4)
CO2	Utilize a sound technical understanding of the step by step procedures for doing export and import (K3)
CO3	Identify the export and import cargo clearance mechanism and duties and incentives and the rationale behind the same. (K4)
CO4	Differentiate the different international transport system and handle include the international trade operations and logistics efficiently. (K4)
CO5	Measure and gauge the international business in a specific region in terms of trade scenario and opportunities and threats of carrying out business with them. (K5)
CO6	Predict the direction and volume of International trade after pandemic

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
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30	20	50	100
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Course Content:

Unit I: Introduction 8-Hours
Basics of trade, Foreign Trade & International Business, Benefits of Trade, Trade Theories Modes of International Business, Institutional framework, The role of Government and Semi-Government organizations, India's Trade Policy , Foreign Trade Policy (2015- 2020), General Provisions Regarding Imports and Exports, World Bodies, WB, IMF, WTO and Trade liberalization, Case Study: Analysis of trade before and after the WTO: A case study of India
Unit II: Setting up Business and Export Documentation- 9 Hours
Setting up Export Business, Selecting the right name, Registration, Opening a bank account Registration with different authorities, Obtaining IEC code no., Export License, Procedures and Processing of an Export order, Selection of product/market, Identifying and making initial contact with customer, Export quotation and finalizing terms of payment, Obtaining finance, buying export guarantee schemes, Processing/ Buying of export products, Packaging, marking, labeling, Compulsory inspection, Clearance from excise etc., Marine Insurance, Custom Clearance of Export Cargo Shipment, Export-Import documentation and practices, Commercial and Regulatory Documents, Proforma Invoice, Packing List, Commercial Invoice Certificate of Origin (GSP), Inspection certificate, Insurance Certificate, Shipping Bill/Bill of Entry, Exchange Declaration Form, Bills of Exchange, Bill of Lading, Introduction to Import Documents, Case Study: A study on export procedure and documentation in Needle Industries Pvt. Ltd.: Nilgiris
Unit III: Payments Duties and Incentives 6 hours
Custom Clearance of Export Cargo, Customs valuation, The harmonized system, Receiving Payment, Document presentation and negotiation with banks, Claiming benefits under incentive



schemes, Duty Exemption & Remission Schemes, Capital Goods Scheme, Export Promotion Measures, Special Economic Zones
Unit IV: International Transport System and Logistics 7 Hours
The critical elements of a logistics system, Planning, physical distribution for imports and exports, International transport system, Selecting the right mode of transportation, Characteristics of Shipping Industry and world shipping, Registration of ships, Role of intermediaries in shipping industry, Shipping conferences, Different types of shipping vessels, Containerization
Unit V: Doing Business with countries 6 Hours
Country specific Study: Doing business with Middle East Countries, Doing business with China, Doing business with Australia, Case Study: Doing Business in China- A risk analysis
Unit VI Advance researches in International Trade- 2 Hours
1. The Potential Impact of COVID-19 on GDP and Trade 2. The Covid-19 Pandemic and International Trade: Temporary Turbulences or Paradigm Shift?"

<b>Name of The Course</b>	International business law			
<b>Course Code</b>	MBIB 6004			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To provide students with an understanding of several important legal principles encountered in international business
2. It helps the student to understand the practical aspects of laws relating to trademark and copyright and its infringement taking place in business world.

3. Understand the concept of traditional knowledge and IPR as well as to gain knowledge about the rights of plant breeders.
4. This course introduces the legal regulation of businesses in the global context.

**Course Outcomes**

<b>CO1</b>	Illustrate the contract between different countries related to international trade, formation of contracts and different aspects of sale like letter of credit, special trade terms in international sale contract.(K3)
<b>CO2</b>	Apply the rules of insurance and custom laws pertaining to the imports and exports of goods between various countries.(K3)
<b>CO3</b>	Relate the concept of patent, infringement and remedies available to the patentee provided under the law.(K3)
<b>CO4</b>	Distinguish the laws relating to Trademark and copyright as well as understand the cases of infringement in business.(K4)
<b>CO5</b>	Illustrate the rights of plant breeder and farmers and to understand the concept of traditional knowledge and IPR implications.(K3)
<b>CO6</b>	To evaluate the impact of dumping on the countries as well as understand the measures taken by importing country.(K5)

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: International Contracts of Sale of Goods Transactions</b> <b>6 hours</b>
Overview of International Sale-Types of International Sale of Contracts-Essentials of Sales Contracts-Performance of the Contract-Uniform

Law on Formation of Sales Contracts- Incoterms- Interpretation of Commercial Terms- Documents of Title-BillofLading-Letter of Credit- Essential Features of Letter of Credit-Types of letter of credits.
<b>Unit II:International Trade Insurance</b> <b>5 hours</b>
Cargo Insurance for Land-Air and Marine Movement of Goods- General Rules of Liability- Marine Insurance-Exports, Imports Customs- Valuation and Rules of Origin.
<b>Unit III: Patents</b> <b>10 hours</b>
The Patent Law-Object and Value of Patent System-International Framework On Patents-Paris Convention-Patent Cooperation Treaty and WTO-TRIPS- Subject Matter of A Patent- Patentability Criteria-Inventions not Patentable, Procedure for Grant of a Patent,-Patent Opposition: Rights and Obligations Of Patentee- Transfer of Patent Rights-Revocation-Patent Infringement And Remedies-Compulsory Licensing under International Norms-Filing of International Patent Applications-Bio Patents- Software Patents-Patent & Public Health Issues- Patent & Public Health Issues-Patent Law and Competition Rules.
<b>Unit IV: Trademarks, Copy right and neighboring rights</b> <b>12 hours</b>
Nature And Justification of Trademarks-International Legal Instruments on Trademarks- Trademark and Domain Name- Subject matter of Trademark-Classification of Trademarks- Registration of Trademark-Revocation of Trademark-Infringement of Trademark and Passing Off -Trademark Defences-Assignment and Licensing-Domain Names and Cyber Squatting Copyrights- Conceptual Foundation, Theories of Protection Author's rights – Economic and Moral, Neighbouring Rights -International Convention / Treaties on Copyright and Neighbouring Treaties-Infringement of Trademark and Passing Off, Trademark Defences- Assignment and Licensing-Domain Names and Cyber Squatting.

<b>Unit V:Plant Variety Protection, Traditional Knowledge</b> <b>5 hours</b>
Plants breeder'srights and farmers rights-Patents on Life Forms and Agriculture-Goals of Sui Generis Protection- Flexibility under the TRIPS Agreement.-Concept of Traditional Knowledge- Medicines of Indigenous Peoples through Intellectual Property Rights: Issues, Challenges and Strategies-Impacts of IPR claims on Traditional Knowledge-Existing International Protection and Proposed Initiatives Concerning Traditional Knowledge.
<b>Unit VI : Anti-dumping measures 2 credits</b>
Meaning of Dumping- Objectives of dumping- Types of Dumping- Effects of dumping- Anti dumping measures Anti-Dumping on Shrimp Exports – A Case Study

**Suggested Reading**

1. International Trade Law: Myneni S.K, Second Edition, Allahabad Law Agency.
2. Cornish W R, Intellectual property- Patents, Copyrights, Trademarks, and allied rights, fourth edition, University of Cambridge.
3. Jeffery F. Beatty, Susan S. Samuelson: Introduction of Business Law, South- Western College.
4. Intellectual Property Rights, Trade and Biodiversity: Seeds and Plant Varieties, Graham Duffield, 2000 Edition
5. B L Wadhera, Patents, Copyrights, Trademarks, and design, Fifth edition, Universal law publishing company.

**FINANCE ELECTIVES**

<b>Name of The Course</b>	<b>Investment analysis and portfolio management</b>
<b>Course Code</b>	MBFI6012
<b>Prerequisite</b>	Basic knowledge of stock market and its securities.
<b>Co-requisite</b>	
<b>Anti-requisite</b>	

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives

The primary objective of this course is to familiarize the student with basic concepts of Investment Analysis and Portfolio Management and its various tools and techniques to facilitate the

managers in managing their portfolio.

The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the

risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management

### Course Outcomes

CO1	Explain basic concepts of investment management and identify various investment alternatives to diversify risk
CO2	Discuss the concepts of risk and return which will help the students to apply various techniques of measuring risk and return for individual securities and portfolio.
CO3	Identify various sections of fundamental analysis: economic, industry and company analysis to utilize the information for investment decision making.
CO4	Identify various sections of fundamental analysis: economic, industry and company analysis to utilize the information for investment decision making.
CO5	Analyze the theory and empirical evidence relevant for investing, particularly in the context of portfolio construction and management.
CO6	Analyse the stock market, various knowledge of shares, right strategies about different shares.

### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

### Course Content:

Unit 1	The Investment Environment	Number of Lecture Hours	6
	The investment decision process, Savings, Investment and Speculation. Types of Investments Commodities, Real Estate and Financial Assets, The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk: Calculation, Tradeoff between return and risk, Impact of taxes and inflation on return		
Unit 2	Fixed Income Securities	Number of Lecture Hours	8
	Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks.		
Unit 3	Approaches to Equity Analysis	Number of Lecture Hours	10
	Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, Valuation of Equity Shares.		
Unit 4	Portfolio Analysis and Financial Derivatives	Number of Lecture Hours	10
	(a) Portfolio and Diversification, Portfolio Risk and Return (b) Mutual Funds (c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India.		
Unit 5	Investor Protection	Number of Lecture Hours	4
	Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading.		
UNIT 6	Pandemic effects on Stock market	Number of Lecture Hours	2
	Perception of Investors in stock market towards stock market by analyzing before and after COVID-19		

**Suggested Reading**

RECOMMENDED TEXT BOOK	AUTHOR & PUBLICATION
Investment & Portfolio Management	Prasanna Chandra, Tata McGraw Hill
Investment Analysis and Management,	Jones, C.P. Wiley
<b>SUPPLEMENTARY READINGS</b>	
<b>Investment Analysis and Portfolio Management</b>	Frank K. Reilly, Keith C. Brown, Cengage Learning
Security Analysis & portfolio Management	S Kevin, PHI
Security Analysis and Portfolio Management	Punithavathy Pandian, Vikas Publishing
Security Analysis and Portfolio Management	Fischer & Jordan, PHI
Fundamentals of Investments	Alexander, Gordon, Jeffery, and Sharpe Williams
Fundamentals of Investment Management	Hirt and Block, Tata McGraw Hill
Financial Management	Khan & Jain, Tata McGraw Hill
Investments and Portfolio Management	Bodie, Kane, and Marcus, McGraw-Hill

<b>Name of The Course</b>	Wealth Management & Taxation			
<b>Course Code</b>	MBFI 6014			
<b>Prerequisite</b>	Knowledge of Basic Finance			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To analyze fundamentals of wealth management and to comprehend the process of financial planning.
2. To understand taxation policies and their implication on wealth management process.

3. To understand the process of wealth management and evaluation of wealth planning process.
4. To analyze the need of insurance, will and other planning tools.

**Course Outcomes**

<b>CO1</b>	Illustrate the fundamentals of wealth management including the need for and process of wealth management and financial planning.
<b>CO2</b>	Debate the importance of tax liability and planning along with the practical implementation of taking loan and filing of tax returns of the individuals.
<b>CO3</b>	Evaluate the fundamentals of financial health evaluation using various techniques like ratio analysis and preparation of budgets
<b>CO4</b>	Analyze the need, importance and types of insurance in order to have a practical knowledge of the same
<b>CO5</b>	Apply the concepts of wealth management and financial planning to plan for the retirement, writing and execution of a will
<b>CO6</b>	Understand the impact of technology of wealth management

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<b>Unit I: Wealth Management Basics</b> 7 hours
Meaning of Wealth Management, Need of Wealth Management and Financial Planning, Wealth Management Process, Developing personal financial goals, Developing personal financial goals, Financial planning Lifecycle, Application of concepts of Time Value of Money in financial planning and decision making, Case study on Financial Planning in case of Uneven Inflows
<b>Unit II: Financial Health Evaluation</b> 8 hours

Taxes and financial planning, Income tax fundamentals, Filing income tax return, Tax planning strategies, Meaning of consumer credit and Cost involved in obtaining credit, Information creditors look for providing credit Consumer loan, Home loan, Auto loan and Credit cards etc, Role of Loans in maximization of personal wealth, Case study on Defining an Appropriate Asset Allocation
<b>Unit III: Budgeting</b> 8 hours
Preparation of Personal Income Statement and Personal Balance Sheet, Ratio Analysis, Preparation of Budgets, Financial Goals Decisions, CASE STUDY : How to Restructure Your Liabilities Wisely?, Application of concepts of Time Value of Money in financial planning and decision making
<b>Unit IV: Insurance Planning</b> 8 hours
Develop a risk management plan using insurance, disability insurance, Case study: Planning for your Golden Years, Importance of property, liability insurance, automobile insurance, disability insurance, Cost of health Insurance, various types of health care coverage, Purpose and principle of life insurance, Creation of a plan for insurance, Importance of Nomination in Insurance
<b>Unit V: Retirement Planning</b> 7 hours
Overview and need for retirement planning, Retirement living expenses, Planning your retirement income, Need and Objective of estate planning, Writing a will, Common features and requirement of valid will, Changing and revoking Will. Administration of estate, Trusts, selecting a trustee, Case study – Retirement Planning Made Easy
<b>Unit VI: Impact of Fintech 2 Hours</b>
Use of Robo advisors for portfolio management, investment in cryptocurrencies

**Suggested Reading**

1. Personal Finance by Jack R Kapoor, Les R Dlabay and \*Robert J Hughes (2015)
2. Wealth Engine: Indian Financial Planning and Wealth Management by S Sankaran, Vision Books (2012)

3. Wealth Management by Dun & Bradstreet, McGraw Hill Education (2017)
4. Personal Financial Planning by Lawrence J. Gitman , Michael D. Joehnk & Randy Billingsley

<b>Name of The Course</b>	Financial Markets and Services			
<b>Course Code</b>	MBFI6011			
<b>Prerequisite</b>	Basic knowledge of finance			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To know about financial markets and services which constitute hard core of the financial system. The course aims develop the understanding of the complex nature of financial services.
2. To study about intense competition in the financial service industry requires every provider of financial services to be more efficient and effective.
3. To overcome challenges which arise due to many new kinds of financial products and services developed with new delivery mechanism.
4. Demonstrate progressive cognitive domain development of knowledge, comprehension, and application of rational business decision making

**Course Outcomes**

CO1	To demonstrate the concept, emergence and development of financial markets and services.
CO2	To apply students with an understanding of the mechanics, operations and procedures in performing the financial services.
CO3	To employ students for opportunities in the financial markets and service industry.
CO4	To identify among the students for the Banking services and products.
CO5	To determine investment strategies in analysing a fund and its management and credit rating procedure of business.
	To know about the recent developments in the field of Financial markets and services.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

**Course Content:**

Unit I: Financial markets, Services and Issue Management 8 hours	
Nature of financial services in an economy, Scope and meaning of financial services in an economy. Significance of financial services in an economy. Meaning of Financial Markets, History of Financial Markets in India, Nature, Role and Structure of Financial system, Scope of Financial Markets. An introduction, nature, and role of money market, Constituents of money markets and its various instruments, Role of Merchant Bankers in maintaining health and credibility of the Capital Market. Role of underwriters in issue management and computation of underwriter's liability.	
Unit II: lease financing, Reserve Bank of India & Commercial Banks, Role of Mutual Funds 9 hours	
Types of Leasing. Fixation of Lease Rentals, Factors influencing Lease Vs Buy Decision, Accounting treatment for Leasing. Growth and Prospects of Leasing Industry in India. Credit creation and credit control: Concept and Techniques. An overview of Indian monetary policy, Meaning, functions, managements and investment policies of commercial banks, Concepts and Role of Mutual Funds. Types of Mutual Funds.	
Unit III: Credit Rating and Mutual Fund 8 hours	
Objectives of Credit Rating, Institutions engaged in Credit Rating, Purpose and Procedure of Rating for Debentures, Fixed Deposits, and Short-term Instruments. Role of CRISIL and ICRA, concept of mutual fund, types and functions of Mutual Fund. SEBI regulation, Investment strategies of Mutual Funds, Benefits for the investors, Growth of Mutual Funds in India & NAV Computation,	

Safety, Liquidity and Profitability of Mutual Funds.	
Unit IV: Venture Capital and Banking 9 hours	
Concept and Characteristics of Venture Capital, Origin and Growth of Venture Capital, Difference between Venture Capital Financing and Conventional funding. Venture Capital Schemes, Agencies involved in providing Venture Capital, Finance Ministry Guidelines, Introduction to Banking Services, Commercial Credit, Retail Credit, Deposit & Fees-based Products.	
Unit V: Insurance services and Depository Services 9 hours	
Life, Non-Life & Other types of Insurance Health Insurance, Group Insurance, Computation on the basis of Human Life Value Index Pension Schemes Insurance Intermediaries Agents & Brokers, Conversion of Physical Securities to Electronic form, Pan card requirement - Advantages of Demat A/c. Service Charges – Know Your Customer -Norms stipulated by SEBI.	
UNIT:VI. Recent developments in the field of financial markets and services 5 Lectures	
Rural spread of financial services, latest researches done in the field of financial services, latest researches done in the field of financial markets, how to avoid the risks when using financial services	

**Suggested Reading**

- 1.Bhole, M.K Financial markets and Institutions, Tata McGraw Hill, Delhi, (2014).
- 2.Khan, M.Y. Indian Financial System, Tata McGraw Hill, Delhi, (2013).
- 3.Avdhani: Investment and securities Markets in India, Himalaya publications, Delhi, (2014).
- 4.Ghosh, D: Banking Policy in India, Edition (2012), Allied Publications, New Delhi.
- 5.Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi, (2014).

<b>Name of The Course</b>	Behavioural Finance			
<b>Course Code</b>	MBFI 6013			
<b>Prerequisite</b>	Knowledge of Capital Market			
<b>Co-requisite</b>	Student must have basic understanding of Security Analysis and Portfolio Management			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives

1. To introduce the student to the new field of behavioural finance.
2. How investors interpret and act on available, fallible information.
3. The notion that investors behave in a rational, predictable and an unbiased manner.
4. To identify persistent or systematic behavioural factors that influence investment behaviour.

### Course Outcomes

<b>CO1</b>	Examines how the insights of behavioural finance complement the traditional finance paradigm.
<b>CO2</b>	Explore the existence of psychological biases in financial decision-making and examine the impacts of these biases in financial markets and other financial settings.
<b>CO3</b>	Gain an understanding of financial market anomalies and Behavioural theories
<b>CO4</b>	Explain and analyze how psychological factors influence both investor and capital markets.
<b>CO5</b>	Describes how individuals and firms make financial decisions affected by Corporate news and Personality Traits.
<b>CO6</b>	Identify and apply new trends in Behavioral Finance

### Continuous Assessment Pattern

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20-	50	100

### Course Content:

<b>Unit I: Introduction: Behavioural Finance 6 hours</b>
Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.
<b>Unit II: Building block of Behavioral Finance 8 hours</b>
Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.
<b>Unit III: Behavioural Theories 10 hours</b>
Endowment – effect and availability heuristic myopic loss, Aversion and mental accounting – naïve diversification – overconfidence and optimism, Accounting anomalies calendar anomalies – attention anomalies, Celestial’s anomalies – meteorological anomalies. Over reaction – under reaction – fairness – ethics – mutual fund scandal – advertising to investors – saving behavior, Overconfidence and individual investors, Overconfidence and professional investors, Risk perceptions, Decision frames, Familiarity and representativeness
<b>Unit IV: Investment Decision and its related perceptions 10 lecture hours</b>
External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns Elsberg’s paradoxes, Rationality from an economics and evolutionary prospective.

Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization. Case Study: Investors' Behavior and Preference: A Case Study of Indian Stock Market
<b>Unit V: Behavioral corporate finance 6 hours</b>
Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains, Case Study: Corporate behavioural finance – the case of Lithuania
Unit VI: Demonstrating behavioral biases in action: Empirical evidence from emerging markets. <b>2hours</b>
<ol style="list-style-type: none"> <li>1. The phenomena from a behavioral finance lens and discuss some cognitive errors and biases relevant during and after the crisis.</li> <li>2. Market efficiency in times of extreme crisis</li> <li>3. Incorporation of virus-related news into market prices</li> <li>4. Lessons from previous financial crisis</li> </ol>

**Suggested Reading**

1. Thaler RH. Advances in Behavioral finance. New York. Russell Sage Foundation.
2. Pompian MM. Behavioral Finance and Wealth Management. How to Build Optimal Portfolios That Account for Investor Biases. New Jersey. John Wiley & Sons, Inc., Hoboken.
3. Shuchhita Singh & Shilpa Bahl "Behavioural Finance", Vikas Publishing House (P) Ltd.
4. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
5. Bisen, pandey-Learning Behavioural Finance(Excel Books)
6. A History of Financial Speculation: Edward Chancellor

**MSME ELECTIVES**

<b>Name of The Course</b>	Planning, Structuring and Financing MSMEs			
<b>Course Code</b>	MSB21T5001			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

- 1.To guide students in understanding the basic concepts of planning, structuring and financing in natural settings
- 2.To help students in understanding the policy environment under which MSMEs work
- 3.To enable students in integrating and applying their prior learning to strategic decision making in organisations.

**Course Outcomes**

<b>CO1</b>	To apply the understanding of business components, 4P's, PEST, strategic planning in marketing programs for Small business enterprise. (K3)
<b>CO2</b>	To identify the concepts of different forms of business organisations, institutions by gaining an understanding of their role and functions for the smooth conduct of the business enterprise. K2
<b>CO3</b>	To analyse the various financing framework and financing strategies and how it is helpful in maintaining the business structure. (K4)
<b>CO4</b>	To examine the financing options and funding agencies for Small, Medium Enterprises and the procedure for such financing. K4
<b>CO5</b>	To appreciate different policies applicable to MSMEs and their implications K5



<b>CO6</b>	To enable clear grasp of challenges and prospects for MSMEs in India K5
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**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	100	100

**Course Content:**

<p><b>Unit I: Planning (6 hours)</b></p> <p>Strategic Planning, 4 P's, Business Plan Components, The Executive Summary, Company Description, Industry Analysis and Trends, Target Market, Competition, Strategic Position and Risk Assessment, Marketing Plan and Sales Strategy, Putting the Plan to Work, Preparing &amp; Presenting and Sending Out Your Play, Environment assessment: political, legal, economic, social, Technological, global environment, Developing effective Business Plan.</p>
<p><b>Unit II: Structuring (12 Hours)</b></p> <p>Management and Organization, Assessment of different forms of business organizations: Sole Proprietorship.</p> <p>Partnership, LLP, Joint Stock Companies, Determination of the nature of the business unit: Micro, Small and Medium enterprise, Comparative evaluation of feasibility of buying an existing enterprise, setting up a new venture or starting the business through franchising, Location strategy, Small and Tiny Business : Definition, Role in the economy and Significance</p>
<p><b>Unit III: Institutional Framework and MSMEs Financing (08 hours)</b></p> <p>Institutions, Central Government, SSI Board, SIDO, SISI, PPDCs, RTCs, CFTI, NISIET, NIESBUD, NSIC, State Government: Directorate of Industries, DICs, SFCs, SIDC / SIIC, SSIDC - Financial Institutions &amp; Banks; SIDBI,</p>

Commercial Banks, RRBs and Co-op. Banks, Enterprise Perspective - Banker's Perspective
<b>Unit IV: Financing Options and Modes(6Hours)</b>
.Sources of finance and methods of financing SMEs, relevance of quasi-capital and own money in business - Venture Capital, Hybrid Capital, special financial products for SMEs, Assessment of Term Finance / Working Capital for SMEs - Credit Risk Management of SMEs - Appraisal, assessment, collaterals, documentation, inspection, follow-up and monitoring and review, Credit Scoring models, Standing and liquidity assessment, Credit pricing of SMEs
<b>Unit V: MSMEs Policy Framework (8Hours)</b>
Policy Environment for Small Scale Sector, Pre and Post 1991 Industrial Policy, New Policy Measures, Reports of various Working Groups on SSIs: Kothari Committee 2,000, Ganguly Committee 2004. Policy of Priority Credit, Equity Participation, Equity issues by small enterprises through OCTEI, Policy of Technology Up gradation in small enterprises, Technology Bureau for Small Enterprises
<b>UNIT VI: Challenges, Implications and Vision for MSMEs (2 Hours)</b>
Current state of MSMEs in India; Key challenges and prospects for MSMEs

**Suggested Reading**

- 1. Micro, Small and Medium Enterprises in India, INDIAN INSTITUTE OF BANKING & FINANCE, Edition : 2017 Edition, January 2017**
- 2. MICRO, SMALL AND MEDIUM ENTERPRISES IN INDIA, Taxmann publication, 2017**
- 3. Sahay A., V. Sharma (2008), Entrepreneurship and New Venture Creation, Excel Books, New Delhi.**
- 4. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad**

5. <http://ficci.in/spdocument/20143/Grant-Thornton-FICCI%20MSME.pdf>

<b>Name of The Course</b>	<b>Business Plan Preparation for SMEs</b>			
<b>Course Code</b>	<b>MSB21T5002</b>			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

Upon completion of this course students will:

1. Learn what is a business plan, its elements, and how do they fit together.
2. Know why and when you need to write a business plan.
3. Experience the difficult, but essential, process that all entrepreneurs go through when they plan their new venture.

**Course Outcomes**

<b>CO1</b>	Identify suitable paths to small business ownership in dynamic environment. K2
<b>CO2</b>	Demonstrate the ability to design & produce a detailed written business plan. K3
<b>CO3</b>	Explain the various schemes, Initiative provided by the government for SMEs. K2
<b>CO4</b>	Develop a feasibility study of strengths & weaknesses of proposed business opportunity. K6
<b>CO5</b>	Demonstrate the ability to create & deliver an effective presentation of the new venture business plan. K3
<b>CO6</b>	Evaluate the impact of Legal issues on working of MSMEs. K5

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Course overview and introduction to entrepreneurial management.</b>	<b>7</b>
<b>Hours</b>	

Meaning-importance and relevance of entrepreneurship- role of entrepreneurship in economic development- impact of entrepreneurial firm's on society-Nature and characteristics of entrepreneurship and entrepreneur, why become an entrepreneur-Characteristics of successful entrepreneurs, myths about entrepreneurs/ entrepreneurship-Understanding details of entrepreneurship process, approaches to entrepreneurship-Macro vs. micro view of entrepreneurial school of thoughts-Developing entrepreneurial mindset and motivation, models of entrepreneurial motivation-Scope of entrepreneurship and entrepreneurial career.

**Unit II:Evaluating new venture opportunities**

**10 Hours**

**Opportunity analysis & building business models 6 hours**

Growing with opportunities: concept of business model and its importance, components of an effective business model-The business plan and its components, writing an effective business plan.

**Unit IV: Starting and Managing Growth of a new business venture**

**9 hours**

The new venture team, qualities of founder/founders, recruiting and selecting employees-Different types of business ownership structures, choosing a right form of business organization-Why most new ventures need funding, sources of personal financing-Preparation for debt or equity financing, sources of equity and debt financing-Key marketing issues for new ventures: marketing mix for a new venture, segmentation, targeting and positioning for a new venture firm-, the entrepreneurial culture vs. administrative culture to manage growth-Basic model of firm growth, attributes of a successful growing firm, a venture's typical life cycle -Understanding Internal vs. External growth strategies, Internal growth strategies: new product development, international expansion-External growth strategies: mergers and acquisitions, licensing-Strategic alliances & Joint Ventures and Franchising.

**Unit V:SMEs Support System and Regulatory Framework/Mechanisms for Entrepreneurs. 4**

**Hours**

Government Policies & Programs for entrepreneurs, Incentives, Schemes and other support system available to entrepreneurs in India, Role of various national, state, and district level agencies/organizations assisting entrepreneurs in India.

**Unit VI**  
**Legal issues in new venture creation 4 hours**  
 Dealing with the legal issues of a new venture creation, IPR and related issues, Preparing for the dealing with these issues.

**Suggested Reading**

**Text Books**

Barringer, Entrepreneurship: Successfully Launching New Ventures (2008), Pearson Education Publishing.

**Reference Books**

Hisrich & Peters, Entrepreneurship in the New Millennium (2010), TMH Publication.

Morris Michael H. Kuratko, Donald F. & Covin Jeffrey G. Entrepreneurship and Innovation in Corporations (2008), Cengage Learning.

Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, (2009), Himalaya Publishing House

**BUSINESS ANALYTICS ELECTIVES**

<b>Name of The Course</b>	Advance Statistics and Econometrics			
<b>Course Code</b>	MBBA6003			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To provide basic knowledge of statistical techniques used in data analysis
2. To develop an understanding of the regression models and apply them

3. To develop awareness about the limitations of regression models and problems associated with data
4. To develop a framework for analysing different types of data
5. To use the statistical software SPSS

**Course Outcomes**

<b>CO1</b>	Apply MANOVA and Factor Analysis and interpret the results.
<b>CO2</b>	Illustrate the use of cluster analysis and discriminant analysis.
<b>CO3</b>	Estimate the regression equation and predict the dependent variable.
<b>CO4</b>	Recognize the violations of classical assumptions.
<b>CO5</b>	Analyze limited dependent variable models
<b>CO6</b>	Evaluate the time series model by using suitable techniques.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: MANOVA and Factor Analysis 7 Hours</b>
MANOVA- How is it different from ANOVA, Requirements and uses of MANOVA, Assumptions and Issues in MANOVA design, Eigenvalues and Eigenvectors, Model estimation & Overall fit of MANOVA, Case Study: HBAT_200 dataset, Factor Analysis
<b>Unit II: Discriminant Analysis and Cluster Analysis 7 Hours</b>
Concepts, Design for Discriminant analysis, Assumptions and Uses of Discriminant Analysis, Model estimation & overall fit, Interpretation of the result, Cluster Analysis- Meaning and Purpose, Hierarchical clustering, K-means clustering, Case Study: HBAT dataset

<p><b>Unit III: Regression Analysis and Assumptions</b> <b>8 Hours</b></p> <p>Meaning of regression models, Classical Assumptions of Linear Regression Model, OLS, R-Square, Case Study: Emergence of no frill airlines to increase the tourists- An empirical study of eastern India, Gauss-Markov Theorem, Multiple Regression Model, Adjusted R-Square, Endogeneity, Omitted Variable, Measurement error, Dummy Variable, Missing data, Outliers, Method of moments, Maximum likelihood estimator</p>
<p><b>Unit IV: Violations of Classical Assumptions</b> <b>7 Hours</b></p> <p>Heteroskedasticity- Meaning and Consequences, Heteroskedasticity- Tests and solutions, Autocorrelation- Meaning and Consequences, Autocorrelation- Tests and solutions, Multicollinearity- Meaning and Consequences, Multicollinearity- Tests and solutions, Case Study: Housing Prices- Multiple Regression, Multicollinearity and Model Building, <a href="http://www.jmp.com/content/dam/jmp/documents/en/academic/case-study-library/case-study-library-12/business-case-studies/12-housingprices.pdf">www.jmp.com/content/dam/jmp/documents/en/academic/case-study-library/case-study-library-12/business-case-studies/12-housingprices.pdf</a>, Instrumental variables, Two stage least square, ILS</p>
<p><b>Unit V: Limited Dependent Variables and Stationarity in Time Series</b> <b>5 Hours</b></p> <p>Limited Dependent Variables, Logit, Probit, Tobit Models, Estimation of the models and Interpretation of the results, Time Series Analysis- Meaning and applications, Concept of stationarity, types of stationarity, Problem of non-stationarity, Auto covariance function, Partial auto covariance function,</p>
<p><b>Unit VI: Time Series Models</b> <b>6 Hours</b></p> <p>AR, MA, ARMA, ARIMA, ARCH, GARCH, Case Study: Truck forecasting with time series analysis, a case study of Blue Water Bridge <a href="http://www.wistrans.org/cfire/documents/Paper11-5_TruckTimeSeriesForecasting.pdf">http://www.wistrans.org/cfire/documents/Paper11-5_TruckTimeSeriesForecasting.pdf</a></p>

**Suggested Reading**

1. Multivariate Analysis: Hair, Black, Babin, Anderson, Cengage, Eighth edition

2. Basic Econometrics: Damodar Gujarati, Porter. Gunasekar, McGraw Hill, Fifth edition

3. Introductory Econometrics: Jeffery Wooldridge, Cengage, Seventh edition

4. Introduction to Econometrics: Christopher Dougherty, OUP, Fifth edition

5. Methods of Multivariate Analysis: Alvin Rencher, Wiley, Second edition

Name of The Course	Marketing Analytics			
Course Code	MBBA6008			
Prerequisite				
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

**Course Objectives**

1. To develop student understanding of the underlying concepts of Marketing Analytics.
2. To familiarize the students with the theoretical aspects of various Marketing Analytics tools.
3. Knowing how to interpret data is the challenge -- and marketers in particular are increasingly expected to use analytics to inform and justify their decisions.
4. To encourage students to start thinking as marketers by asking questions of their data, setting their own direction for the analysis in the project and thinking about how a company could utilise the results in practice.

**Course Outcomes**

CO1	Analyze the role of analytics in making marketing strategies and decision-making pertaining to Business problems/ Issues/ Opportunities.
CO2	Apply various data analytics techniques to predict the appropriate market for launch and sale of products.
CO3	Predict the behaviour of the customers to know the potential customers.
CO4	Illustrate the use of analytics to know appropriate channel to market the product.

CO5	Analyse the challenges of implementing marketing analytics.
CO6	Identify and apply new trends in Marketing Analytics.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to Marketing Analytics</b> <b>9 hours</b>
Introduction to Marketing Analytics – Meaning, Components and applications, Marketing Analytics landscape. Marketing Analytics process, Marketing Analytics as an enabler of Marketing Strategy, Statistical Foundations of Marketing, Descriptive Statistics, Distributions, General Linear Models, Optimization
<b>Unit II: Product Analytics</b> <b>8 hours</b>
Pricing and Revenue Management, Point-of-sale Data, Deciding on the “Right” Pricing Approach, Strategic pricing, Assortment Optimization, Panel data, and Point-of-Sale data, Shelf-space optimization,
<b>Unit III: Customer analytics</b> <b>8 hours</b>
Loyalty Data, What is a customer’s lifetime value?, How can we predict it?, Market Basket Analysis, Market-Basket Data, Product Affinities
<b>Unit IV: Channel analytics</b> <b>7 hours</b>
Web Analytics, Social Media Analytics, Online Data, Marketing Budget Optimization Across Channels., Search Engine Marketing versus Search Engine Optimization
<b>Unit V: Challenges Marketing Analytics</b> <b>6 hours</b>
Marketing and Cloud computing, Impact of marketing analytics, Marketing Analytics Challenges, Analytics credibility, ROI Measurement challenges

<b>Unit VI: New Trends and Development in Marketing Analytics</b> <b>2 hours</b>
Text mining, Sentiment analysis, The future of Marketing Analytics, Latest software in marketing analytics

**Suggested Reading**

1. Grigsby, Michael. Marketing Analytics: A practical guide to real marketing science. Kogan page. 2015.
2. Jerry Rackley. Marketing Analytics Roadmap: Methods, Metrics, and Tools. Apress, 2015.
3. Winston, Wayne L. Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Hohn Wiley & Sons, 1st Edition, 2014.
4. Hemann, Chuck and Ken, Burbary. Digital Marketing Analytics: Making Sense Of Consumer Data In A Digital World. Que Publishing, 2013

<b>Name of The Course</b>	Business Intelligence			
<b>Course Code</b>	MBBA6006			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. Identify the major frameworks of computerized decision support: decision support systems (DSS), data analytics and business intelligence (BI)
2. Explain the foundations, definitions, and capabilities of DSS, data analytics and BI
3. List the definitions, concepts, and architectures of data warehousing
4. Demonstrate the impact of business reporting, information visualization, and dashboards
5. Outline the definitions, concepts, and enabling technologies of big data analytics

**Course Outcomes**

<b>CO1</b>	Understand the concepts of Business Intelligence, Information development and Decision Support (K2)
<b>CO2</b>	Understand and design the technological architecture of BI environment (K3)
<b>CO3</b>	Understand the Basics of Data Warehousing & Data Integration (K2)
<b>CO4</b>	Explain the Concept of Multidimensional Data Modeling (K4)
<b>CO5</b>	Understand the concepts Business Reporting, Visual Analytics, and Business Performance Management (K3)
<b>CO6</b>	Describe the technology for the future of Business Intelligence (K4)

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Business Intelligence, Information development and Decision Support</b> 7 hours
Opening Case: Magpie Sensing Employs Analytics to Manage a Vaccine Supply Chain Effectively and Safely Support Value of Business Intelligence-Bridging the Gaps Between Information Technology and the Business Users Case: Sabre Helps Its Clients Through Dashboards and Analytics ( <a href="http://www.youtube.com/watch?v=NXEL5F4_aKA">www.youtube.com/watch?v=NXEL5F4_aKA</a> .) Business Intelligence Success Factors Changing Business Environments and Computerized Decision
<b>Unit II: BI Environment</b> 7 hours
A Framework for Business Intelligence (BI) Data Processing-OLAP versus OLTP, OLTP-Advantages, challenges, Shortcomings OLAP Architectures, MOLAP, ROLAP, HOLAP, OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through Case: Smart Business Reporting Helps Healthcare Providers Deliver Better Care
<b>Unit-3 Basics of Data Warehousing &amp; Data Integration</b> 7 hours
Opening Case: Isle of Capri Casinos Is Winning with Enterprise Data Warehouse Need for

Warehouse, Data Mart, Operational Data Stores(ODS) Kimball’s approach versus Inman’s approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse Case: Things Go Better with Coke’s Data Warehouse ETL, Data mapping, data staging Approaches to Data integration, needs and advantages. Data Quality and maintaining data quality Data Profiling. Case: EDW Helps Connect State Agencies in Michigan
<b>Unit-4 Multidimensional Data Modeling</b> 7 hours
Data Modeling Basics: Entity, Attribute, Cardinality Types of Data Models: Conceptual data model, Logical data model, Physical model Dimensional modeling, Fact Table and Dimensional Table Star and Snowflake Schema Group Activity: Designing a Dimensional Model using Excel 2010
<b>Unit-5 Business Reporting, Visual Analytics, and Business Performance Management</b> 7 hours
Opening Case: Self-Service Reporting Environment Saves Millions For Corporate Customers Business Reporting Definitions and Concepts – Case: Flood of Paper Ends at FEMA The Emergence of Data Visualization and Visual Analytics - Performance Dashboards -Types of Charts and Maps Case: Tableau Saves Blastrac Thousands of Dollars with Simplified Information Sharing Business Performance: Management and Measurement-Balance Score Card Method Case: IBM Cognos Express Helps Mace for Faster and Better Business Reporting Reporting with Cognos 10.1(or above) Introduce Cognos BI, Highlight key capabilities of Cognos BI, Understand Cognos multi layered architecture Introduction to Framework Manager, Identify the different data sources within the studios Report, Query, Analysis, Job, Agent and Page Properties. Introduction to Report Studio, Report Studio User Interface- Create, Save and Run Reports.
<b>Unit-6 Future of Business Intelligence</b> 7 hours
Future of business intelligence – Emerging Technologies, Machine Learning, Predicting the Future, BI Search & Text Analytics – Advanced Visualization – Rich Report, Future beyond Technology.

<b>Name of The Course</b>	<b>Decision Modelling Using Spreadsheet</b>
<b>Course Code</b>	<b>MBBA6007</b>

<b>Prerequisite</b>	Excel			
<b>Co-requisite</b>	Decision Modelling			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. To develop student understanding of the underlying concepts of Decision Modelling.
2. To familiarize the students with the use of spreadsheet to do modelling
3. To help students apply the concepts of Decision modelling to make optimum decisions
4. To develop students understanding of different kind of problems of decision modelling such as LPP, transportation, assignment, queuing theory, simulation etc.

**Course Outcomes**

CO1	Explain decision modelling terminology and managerial overview of data driven decision making pertaining to Business problems/ Issues/ Opportunities.
CO2	Interpret the real-world problems involving optimal resource allocation and risk analysis for decisions involving uncertainty through Linear Programming Modelling.
CO3	Infer the importance of report generation of the data analysis and visualization through NLP, transportation and Network modelling.
CO4	Illustrate decision modelling using MS-Excel 2010 to set up, analyse and solve business decision problems.
CO5	Use the management skills with emphasis on systematic, logical thinking for forecasting using spreadsheets.
CO6	Evaluate the real life data in Excel by using suitable techniques.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I Introduction to Managerial Decision Modeling (7 lecture hours)</b>
Opening Case: Patrick’s Paradox Overview of Decision Modelling, Types of Decision Modelling, Steps in Decision Modelling, Demonstration Exercises
<b>Unit II: Linear Programming Modelling (LPM) (7 lecture hours)</b>
Introduction, Developing a Linear Case Study: Golding Landscaping and Plants, Inc Programming Model Graphical versus Excel Based Modelling. Graphical versus Excel Based Modelling. part 2 Lab assignment of the above Case Study: Mexicana Wire Winding, Inc.
<b>Unit III: Transportation, Assignment and Network Models (10 lecture hours)</b>
Introduction to Transportation and their characteristics Introduction to Network Models and their characteristics Case Study: Old Oregon Wood Store Modelling the Transportation Problems Interpretations of results Modelling the Network Problems Case Study: Custom Vans Inc Interpretations of results Modelling the Assignment Problems Interpretations of results Lab assignment of the above: Case Study: Chase Manhattan Bank Maximum Flow, Shortest Path Minimum Spanning Tree Model Applications Introduction to Decision Analysis under uncertainty Case Study: Binder’s Beverage
<b>Unit IV: Nonlinear programming models and decision models (6 lecture hours)</b>
Integer, goal and nonlinear programming models Decision analysis, Decision making under uncertainty Case Study: Easley Shopping Center Decision making under risk Decision trees Case Study: Ski Right
<b>Unit V: Queuing and Simulation (6 lecture hours)</b>
Queuing models, system costs single server and multiple server queuing systems Simulation models Case Study: Abjar Transport Company Monte Carlo simulation Case Study: Alabama Airlines Types of forecasts, Qualitative forecasting Qualitative forecasting Case Study: Forecasting Football Game Attendance at

Southwestern University Forecast error Trend and Seasonality
<b>Unit VI: Application of Spreadsheet on real time data (4 lecture hours)</b>
The advances and the latest trends in the course as well as the latest applications of the areas covered in the course. Assignments on- Transportation, Assignment and Network Models, Nonlinear programming models and decision models, Queuing and Simulation on real time data using Spreadsheet

**Suggested Reading**

1. Managerial Decision Modelling With Spreadsheets, Balakrishnan Nagraj, Render Barry and M.Stain Jr. Ralph, Third Edition, Pearson (ISBN 978-81-317-1485-0)
2. “Excel 2010, Data Analysis and Business Modelling” Winston L. Wayne, 2011, PHI Learning (ISBN 978-81-203-4359-0)
3. “Microsoft Excel 2016-Bible” Walkenbach John, Wiley Publishing Inc. (ISBN 978-0-470-04403-2)
4. “Operations Research: Principles and Practice” Ravindran, Phillips and Solberg, Second Edition, Wiley India Pvt. Ltd.

**Hospital & Healthcare Management**

<b>Name of The Course</b>	<b>Health Communication and Planning Management</b>			
<b>Course Code</b>	<b>MBHC6007</b>			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. This course aims at developing skills in planning and managing communication in healthcare. The main emphasis is on Planning, Implementation and Evaluation of Communication in Healthcare Organizations and Health Programs.
2. It shall focus on Community and Hospital Based Communication covering preventive, promotion, curative and rehabilitative care. It shall cover

principles, purpose, importance, scope, fundamental factors, methods and media of Communication.

3. It shall cover social psychology, group process, theories of learning, community, mass communication, media of communication, education methods, training, community participation, etc.

**Course Outcomes**

CO1	Understand the fundamentals, types and levels of communication in healthcare.
CO2	Understand the process of communication planning in healthcare
CO3	Identify and apply different methods and media of communication in the hospital and community as part of their job responsibility as well as develop appropriate media to use.
CO4	Understand the strategies of implementing communication programmes
CO5	Develop the skills to evaluate communication and campaign programmes
CO6	Analysing and creating understanding on recent trends in health communication

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

**Course Content:**

Unit I: Communication: Fundamentals and Process
10 hours
Meaning and Process of Communication, Barriers to Communication, Key to overcome Barriers to communication, Leadership and Motivation, Learning and Change Process, Types of change, Levels of communication: Intra-Personal, Interpersonal, Public and Mass; Process of Communication Planning - Analysis of Audience and Situation, Setting Objectives, Designing strategy: Message, Methods and Media, Planning Activities: Scheduling, Budgeting and, Implementation and Evaluation Phase.



Unit-II Strategies of Implementation of Communication Program 6 hours
Building Commitment, Training Manpower, Community Participation, Utilizing Resources.
Unit-III Evaluation of Health Communication/Campaign Program 5 hours
Stages of evaluation, Criteria of evaluation and Methods of evaluation.
Unit-IV Methods of Communication 9 hours
Individual Methods (Individual teaching) Interview : Meaning, types and techniques of taking interview Counselling : Meaning and techniques of counseling; Group Methods (Group teaching) Group discussion : Meaning, categories of members and their functions, factors affecting good discussion and decision making, Role play : Meaning, techniques of conducting role play; Symposium : Meaning, procedures of conducting the symposium; Methods (Mass teaching) Lecture : Meaning, types, techniques of delivering lecture effectively.
Unit-V: Media of Communication 9 hours
Audio Aids, Cassette player: Meaning, advantage of using cassette player in teaching; Visual Aids, Pamphlet: Meaning and Advantages, Poster: Meaning and Techniques; Chart: Meaning, Types, Sources and Advantages; Flip Chart: Meaning and Techniques, Flannel Graph: Meaning and Techniques; Bulletin Board: Meaning and Procedure; Audio-visual Aids: Television (TV): Meaning and Advantages; Video Show: Meaning and Advantages Computer Networks, Websites, E-mails, etc.
Unit-VI: Communication Trends in Health Sector 2 hours
Recent trends in health communication, Intersection between technology and health communication.

## Suggested Reading

1. L. Ramachandran and et al., "A Textbook of Health Education", Vikas Publishing House Pvt. Ltd., New Delhi.
  2. "WHO, Health Education: Comprehensive Guidelines of Planning, Implementation and Evaluation", WHO Regional Office for South Asia, New Delhi.
  3. Marry Munter, "Guide to Managerial Communication", Prentice Hall, New Jersey, ISBN 0130462152.
1. Robert J. Bensley and Jodi Brookins Fisher, "Community Health Education Methods: A Practical Guide", Jones and Bartlett Publishers, Boston, ISBN 0763718017.

<b>Name of The Course</b>	<b>Quality Management In Healthcare</b>			
<b>Course Code</b>	<b>MBHC6002</b>			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## Course Objectives

1. To understand and apply the quality management tools in healthcare.
2. To understand various quality indicators, quality audits and patient satisfaction.
3. To analyze the importance of various national and international accreditation bodies like (NABH & JCI).

## Course Outcomes

CO1	Illustrate Concept of Fundamentals of Quality
CO2	Analyze the quality tools & techniques
CO3	Summarize the concept of quality in patient care service
CO4	Develop understanding for role of quality in organizational efficiency
CO5	Outline the importance of medical audit
CO6	Understand the process of accreditation

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

**Course Content:**

Unit I: Fundamentals of Quality hours	10
History, Need and Importance of Quality Management; Core Values, Concepts and Model; Quality Gurus and their views; Dimensions of Quality; Principles of Quality; Management Structure; Process and Outcome Quality Vs Productivity Vs Profitability; Cost of conformance and non-conformance to Quality; Major Components in Quality; Corporate Framework on Quality; Learning by Practice and Teaching; Benchmarking	
UnitII: Quality Tools & Techniques hours	4
Leadership; Team Work; Communication; Problem Solving; Managing Time; Tools and Techniques of quality: Flow Chart; Cause and Effect Diagram; Pareto Diagram; Statistical Process Control (SPC).	
Unit III: Quality of Customer Service hours	9
Quality of Customer Service; Define Customer and Identify Customers; Customer Experience: Core Services & Delivery of Service Excellent, Customer Service; Caring Service Individual Behavior: Stress, Communication and Interpersonal Relationship; Patient Satisfaction; Rights and Responsibilities of Patients; Satisfaction and Delight Quality Indicators of Patient Satisfaction; Clinical Quality Complication and Infection Rate Admission; Quality Audit and Review Techniques.	
Unit IV: Organization and Roles in Quality 11 lecture hours	
Quality Policy: Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Quality Council; Quality Teams: Task Force, Quality Circle; Obstacles to Practice Quality.	

Unit V: Medical Audit	6 hours
Introduction – Definition, Origins & Development in Medical Audit; Policy & Concept of Medical Audit – Medical Records; Medical Audit related to Diagnosis, Investigations and therapy; Use of Computers in Audit Process.	
Unit VI: Introduction to Accreditation bodies 6 hours	
Introduction – Definition, Origins & Development in Accreditation Bodies; Concept & Policy of NABH – Importance & benefits of NABH; Concept & Policy of JCI-Importance & benefits of JCI.	

**Suggested Reading**

1. Introduction to Health Care Management Sharon B., Buchbinder *Navigate Resources & Packages, Third Edition* [2015].
2. Hospital and Health Services Administration: Principles and Practice

Name of The Course	Hospital Operation Management			
Course Code	MBHC 6006			
Prerequisite				
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

**Course Objectives**

1. To understand and apply the concepts of hospital planning process .
2. To understand the planning and designing aspects of clinical and non-clinical departments.
3. To understand and acquire knowledge about hospital support services and energy efficient hospital.

**Course Outcomes**

CO1	Illustrate Concept of principles of planning
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CO2	Analyze the organizational structure of the hospital
CO3	Summarize the concept of operation management
CO4	Develop understanding for Outpatient & Inpatient Services
CO5	Outline the importance of support services
CO6	Understand the concept of energy efficient & green hospital.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: Hospital Planning	8 hours
Guiding principles in planning hospital facilities & services; Planning the hospital building; Stages in planning, Finance, Location, Need assessment survey of community; Factors determining site, legal requirements, design consideration, Project management & implementation.	
Unit II: Organization of the hospital	5 hours
Management structure; Types of hospitals, Governing body, Hospital committee and hospital functionaries, Duties and responsibilities of various positions	
Unit III: Hospital Operational Management	6 lecture hours
Hospital Management Function, location, flow chart of operation, design based on flow chart and organization; Auxiliary requirements, Work load estimation, Documentation, Equipment & supplies, Emergency services.	
Unit IV: Basic Knowledge of Outpatient & Inpatient services	11 lecture hours
Radiotherapy, Nuclear medicine, Surgical Units and OT, Medical units G & OBs units & LR Pediatric, neonatal units, Critical care units Physical medicine & Rehabilitation, Skin Eye ENT, Neurology Dental, Gastroenterology, Endoscopy Pulmonology Cardiology, Cath lab,	

Nephrology& Dialysis Urology, Orthopedics, Transplant units Burn Unit.
Unit V: Hospital Support Services 10 hours
Planning, operation and evaluation of different utility services in hospitals: Methods of Sterilization CSSD; Nosocomial infection and hospital acquired infection control committee; Ambulatory Care; House Keeping; Maintenance.
Unit VI: Basic knowledge of Energy efficient & Green Hospital 4 hours
Introduction-Concept of Energy Efficient-Implementation of Energy efficiency in Hospitals-Concept of Green Hospital- Importance & benefits- Challenges in constructing Green Hospitals

**Suggested Reading**

1. Handbook of Healthcare Operations Management- Methods and Application. Brian T. Denton. *Springer-Verlag New York Inc.*
2. Principles of Hospital Administration & Planning. B. M. Sakharkar *Paperback publisher*
3. Park's textbook of Preventive & Social medicine. K. Park *Banarsidas Bhanot Publishers.*

<b>Name of The Course</b>	<b>Public Health Administration</b>			
<b>Course Code</b>	<b>MBHC 6003</b>			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. Public health administration is the component of the field of public health that concentrates on management of people and programs
2. On a day-to-day basis, administration is needed to ensure that organizations operate efficiently and with success.
3. The students will be having a knowledge of National health policies and apply bio-statistics.

Course Outcomes

CO1	Summarize Public Healthcare and overview of National Health Policy
CO2	Make use of general anatomy of human body, Human life cycle and brief description of medical terminology
CO3	Apply health bio - statistics
CO4	Classify the health of venerable population and brief various legal aspects
CO5	Develop the concept of health system development and management.
CO6	Managing Public Health during COVID-19

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

Course Content:

Unit I: : Evolution of Public Health and Community Health	6 Hours
Introduction- Definition, Significance, Evolution of Public & Community Health. Approaches to Public Health and determinants of Health – . Concept of Primary Health Care. Community Diagnosis & Needs Assessment. Ecology of health, Right to health. Disease profiles & Epidemiological transition, Public Health delivery system in India, Introduction to National Health Policy	
Unit II: Human Biology & Public Health Chemistry	6Hours
Public Health Biology – Introduction, Scope and Applications, Human Life Cycle, Medical Terminology- Introduction to	

bacteriology/virology/Mycology/parasitology/. Genetic diseases/Paediatric diseases/problems/Neoplasia/Inflammation & healing Human. Human Anatomy - General Anatomy of Human body, Structure; Human Immunology-Basic Principles & concepts of Immunology & Role of Nutrition, immunity to infection and role of vaccination, Human Pathology - General Pathology, Disease pathogenesis, diagnosis, diagnostic techniques – its role, importance and applications in public health Human Physiology Human Microbiology - Introduction, Sterilization, Anatomy of Bacteria, Medical Biochemistry – Biochemistry of human body and biochemical laboratory investigations – its role, importance and applications in public health-

Unit III: Medical & Health Statistics

8 Hours

Introduction, Scope & applications of Biostatistics in Medical & Public Health Sciences, Concept & applications of descriptive statistics – collection, measurement, presentation and analysis of medical & public health data–Measures of Central Tendency, Measures of Variability, Coefficient of Variation, Survey methods, Sampling methods and techniques, Concept, significance of theory and computations of probability in medical and health sciences, Estimation of Population Parameters – Standard Errors, Confidence Intervals, Testing of Hypothesis and Significance – Introduction & Concept, Hospital Statistics- Hospital Management Information Systems & Medical Records, Classification of Diseases, Procedures (ICPD), and Deaths, Parametric Tests, Non-parametric Tests, Health Statistics.

Unit IV: : Health of Vulnerable Populations

6 Hours

Definition and Concept of Vulnerable Populations, Vulnerable groups their health and human rights, Vulnerable Groups facing Structural Discrimination in India–health, Gender in the context of development, Violence against women, Girl trafficking, Global issues related to

gender, Legal aspects and acts related to gender, MTP, PNDT. Public health preparedness of vulnerable populations, Assessment & addressing the needs of vulnerable populations, Special schemes, projects, programs for vulnerable populations International aid agencies supporting vulnerable populations.
Unit V: : Health Systems Development & Management 6 Hours
Health Management: Strategic management in Public Health Organization, Management Information System, Health resources & Management, Total Quality Management & ISO certification of health systems. Introduction to various Health System Models, Health services, philosophies, Levels of health care.- Decentralized health care delivery system, Sustainable, Grassroots & Comprehensive Health Models, Appropriate technology in health system research
Unit VI :- Managing Public Health during COVID- 19 6 hours
Central Public Health strategies, policy and guidelines. Role of Ministry of Health and <b>Family Welfare</b> (MoHFW), Decentralized Government Implementation and response. Role Of Arogya Setu and quarantine and social distancing in Combating Covid

**Suggested Reading**

1. Introduction to Public Health
2. Public Health Administration: Principles for Population-Based Management

<b>Name of The Course</b>	<b>Hospital Hazards and Waste Management</b>			
<b>Course Code</b>	<b>MBHC6004</b>			
<b>Prerequisite</b>				
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

1. The course would cover-general introduction including definition of solid wastes–municipal waste, biomedical waste, hazardous waste.
2. To understand legal issues and requirements for solid waste management; sampling and characterization of solid waste
3. To understand QA/QC issues; health and environmental issues related to solid waste management.

Course Outcomes

CO1	Outline the various types of hospital hazards and preventive measures.
CO2	Apply the guidelines of hospital hazard management
CO3	Utilize the role of CSSD/Housekeeping in prevention of hospital acquired infection (HAI)
CO4	Categorize the methods of bio-waste
CO5	List out the aims of sewage and methods of disposal
CO6	Segregations of Health care waste

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

Course Content:

Unit I: Basics of Hospital Hazards 6 Hours	6
Meaning;Type; physical/Biological/Mechanical/Psychological, Impact on Employees; Preventive measures.	
Unit II: : Hospital Hazards Management 8 Hours	8
Meaning, need, objectives, principles, Hazards Management- infrastructural, physical, psychological; Guidelines for management of various hazards and control.	
Unit III: : Hospital Acquired Infection 12 Hours	12

Course Objectives

Types of Infection – Common Nosocomial Infection and their causative Agents – Prevention of Hospital Acquired Infection – Role of Central Sterile Supply Department (CSSD), housekeeping; dietary Services; linen and laundry; security, hospital Infection Control committee, composition; role and functions ; surveillance; processing of information collected, housekeeping; dietary Services; linen and laundry; security, hospital Infection Control Committee, composition; role and functions ; surveillance; processing of information collected, mode of transmission; interruption of transmission, high risk procedures; training and education, universal precautions for health care workers.

Unit IV: Biomedical Waste Management  
8 Hours

Meaning; categories of bio wastes, disposal of biomedical waste products, Incineration and its importance, standards for waste; Autoclaving, Micro Waving and Deep Burial, Segregation; Packaging, Transportation; Storage

Unit V: : Human Waste Disposal and Sewage Disposal  
8 Hours

Diseases carried from excreta, Sanitation barrier, Methods of Excreta disposal - Sewage wastes: Meaning, Composition , Aims of sewage, Disposal, Decomposition of organic matter, Modern Sewage Treatment , drawbacks of improper disposal of wastes - Solid and liquid.

Unit VI :- Segregations of Health care waste 4 hours

Health care waste Includes public and environmental Injuries, the transmission of infections, environmental pollution, fire hazards, and public nuisances (offensive smells, unsightly debris, etc.) are the major risks and hazards of poorly managed HCW and it includes all activates of waste generation, segregation, transportation, storage, treatment and disposal. With the case Study Of any Hospital mentoring Segregation Methods.

1. Hospital Waste Management: A Guide for Self Assessment and Review
2. Hazardous Waste Management
3. Hospital Waste Management: Principles and Guidelines

SEMESTER IV

MARKETING ELECTIVES

Name of The Course	Sales and Distribution Management			
Course Code	MBMK 6001			
Prerequisite	Marketing Management			
Corequisite	Supply Chain Management			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

Sales & distribution management, as a composite function of marketing, continues to play an important role in organizations in today's challenging business environment by focusing on the development of a sound sales and distribution strategy, the management of marketing channels, sales force management. Sales management is undergoing rapid changes due to changing orientation of companies from just product delivery to service based delivery models. Today the marketer faces the challenge of formulating strategies and methods for improving the selling approach, which includes sales force downsizing, the application of information technology, the enhanced use of telemarketing, key account management, use of independent sales organizations and sales representatives, electronic data interchange, and cross-functional team selling.

Course Outcomes

CO1	Explain the concepts, attitudes, techniques, communication skills and approaches required for effective decision making in the areas of Sales and Distribution.
CO2	Outline the ways for the sales force effectiveness, personal selling, designing the sales organization, implementing Sales Force Automation and come up with innovative ways to implement sales strategies in the business environment.
CO3	Examine and select sales territories , quota in real time situations and evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating,

	managing and leading sales team to tackle ethical selling dilemmas
CO4	Construct strategies to effectively control the company's sales force, sales force compensation and demonstrate sales analytics and performance appraisal of sales force
CO5	Discusses the strategies for managing brand overtime. It deals with the strategies for reinforcing and revitalizing the brand over a period of time.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

1. Sales and Distribution Management  
Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri ,Sixth Edition, Pearson
2. Fundamentals of Sales and Distribution Management Bholanath Dutta
3. RII. Marketing Channels Anne T. Coughlan; Pearson Education.

Unit-1 Introduction	9 hours
Introduction to sales management, evolution, nature and role of sales mgmt, Importance of sales mgmt., types of personal selling, types of selling, Difference between sales & marketing, role of sales mgmt in mktg., Sales mgmt process, Emerging trends in sales mgmt, Selling skills – skills, Selling skills – Listening, Conflict skills, Selling skills – Negotiation, problem solving skills	
Unit-2	9 hours
The selling process stages, Sales Force Automation, Organization design – Line orgn., Orgn. design by territory, Organization design – Orgn. design by product, Orgn. design by customer, Organization design – Combined orgn. design, No. of sales people - Incremental method	
Unit-3	8 hours
Sales territory Management of sales territory, Management of sales quota – Sales Volume quota, Management of sales quota – Sales budget quota,	

Sales activity quota, Combined quota. Preparing of sales budget Sales force compensation – Factors, Financial compensation, Sales force compensation – Non financial compensation, trends, Sales Force Control, Performance Appraisal of the sales force.	
Unit-4 <i>Distribution Management</i>	8 hours
Distribution Channel mgmt. – Activities, Need for distribution channels: value addition, Channel strategy, Rural distribution channels, Channel Levels, Channel Systems	
Unit-5	6 hours
Designing channel & planning process, Selecting channel partners, Managing channel behavior (power & conflict), Market Logistics & SCM - definition & scope of logistics and its extension into SCM, logistics & other functions Interface Market Logistics & SCM - Inventory Management, Warehousing, Transportation, Channel Conflicts.	

**Text Book (s)**

1. Sales and Distribution Management, Dr Ramendra Singh, Vikas Publications, 1<sup>st</sup> Edition, Vikas Publications
2. Sales and Distribution Management, Krishna Havaladar & V.M Cavale, TMH, Second Edition.
3. Sales and Distribution Management Tapan Panda & Sunil Sahadev, Oxford, 2nd Edition.

**Reference Book (s)**

4. Marketing Channels Anne T. Coughlan; Pearson Education.
5. Sales and Distribution Management: An Indian Perspective Pingali Venugopal, SAGE

<b>Name of The Course</b>	<b>International Marketing</b>			
<b>Course Code</b>	<b>MBMK6006</b>			
<b>Prerequisite</b>	<b>Marketing Management</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>	<b>None</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives:

The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations.

Course Outcomes:

CO1	Explain the key terms and concepts used in international marketing theories to understand the international environment
CO2	Outline the nuances and challenges of doing business and marketing in different cultural environments with consideration of ethical conduct
CO3	Examine the impact of global and legal influences on products and services for consumers and businesses and can apply basic internationally oriented marketing strategies
CO4	Summarize the development of sustainable competitive advantage and implement international marketing strategies that are designed to increase the chances for the firm to be successful in a foreign market and to become an entrepreneur
CO5	Display teamwork skills in researching and analysing trends in global markets and in modern marketing practice, design and implement the global marketing mix strategies

**Course Contents**

Unit-1 An Overview 7 hours
Introduction and scope of international marketing, The International Marketing Task; SRC and Ethnocentrism, Stages of International Marketing Involvement, Trade Barriers, WTO and IMF and World Bank, Competition in International Business, Geography and Global markets; Dynamics of Global population trends; World Trade Routes.
Unit-2 The Cultural Environment Global Market 6 hours
Origins of culture; Elements of Culture, Cultural Environment of Global markets, Cultural Dynamics in Assessing Global markets; Cultural Change, Cultures influence on strategic thinking, Political Environment: Global perspective; Stability of Government policies, Political Risks



of Global Business; Assessing political vulnerability; Lessening political vulnerability,
Unit-3 Assessing Global Market Opportunities 6 hours
The International legal Environment; Bases for Legal systems, International Dispute resolution, Assessing Global Market Opportunities: Multicultural Research, Assessing Global Market Opportunities: Marketing and Economic Development, Assessing Global Market Opportunities: Developing countries and Emerging markets, Multi National Market regions and Market Groups: Global perspective
Unit-4 Developing Global Marketing Strategies 11 hours
Global Marketing Management: Planning and Organization, Alternative Market Entry Strategies, Developing Products and Services for Consumers : Quality; Product Adaptation, Product standardisation, Products and Services for Businesses: Branding Strategies-Delivering the value proposition, International Marketing Channels: Designing the channel, Managing the channel, Exporting and Logistics: Physical distribution, Distribution Strategies for International marketing, Integrated marketing communications and International Advertising and promotion: planning, Execution, IMC in International Context-Emerging Markets
Unit-5 Implementing Global Marketing Strategies 10 hours
Personal selling and sales management: Recruiting Marketing and Sales Personnel, Designing compensation systems, Pricing for International Markets: Approaches, Pricing for International Markets: Strategy and Tactics, Global Services-International, Pricing Strategies in International Trade-Channels, Negotiating with International Customers, Partners and Regulators: Impact of culture on negotiation behaviour

- Global Marketing Management Albaum, G., Strandkov, J., Duerr, E., Dowd, L..Addison-Wesley: Reading, Massachusetts. ISBN 0-201- 542803, 1995
- International Marketing Strategy. Analysis, development and Implementation Doole, I., & Lowe R., 6th Edition, Thomson Publishing (ISBN 978-1-4080-4407-0), 2012
- International Marketing Strategy: Environmental Assessment and Entry Strategies Czinkota, M., Ronkainen, I., The Dreyden Press: New York. ISBN 0-03-098373-8, 1994

Name of The Course	<b>Business to Business Marketing (B2B Marketing)</b>			
Course Code	<b>MBMK 6007</b>			
Prerequisite	<b>None</b>			
Corequisite	<b>None</b>			
Antirequisite	<b>None</b>			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

To provide student’s insight into the unique features of understanding, creating and delivering value in business-to-business markets.

To enable students are to use frameworks and conceptual tools when analyzing business market opportunities and organizational buying behavior as well as formulating business marketing strategy.

To enable students to analyze and solve practical management problems in business-to-business environment

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

**Text Book:**

- International Marketing, Cateora, P.R, Graham, J.L and Salwan, P., (13th ed.), Tata McGraw Hill Company

**Reference Book (s):**

Course Outcomes

CO1	After studying this subject, the students will be able to understand business marketing, know differences in the characteristics between B2B and B2C marketing.
CO2	This section will help students to understand organizational buying objectives, buying process, identify the members of decision-making units and

	choose suppliers.
CO3	After studying this section students will be able to understand the distinctive nature of business marketing channel, know channel design process, learn the role of supply chain management in business marketing.
CO4	The section familiarizes the students with the pricing and promotion strategies of B2B marketing. It discusses different pricing policies used in business to business marketing and also the communication strategies.
CO5	The section deals with defining the marketing strategies for B2B marketing. It discusses the assessment of marketing opportunities, market segmentation and targeting strategies.

Text Book

- Business Marketing- Havaladar, Publisher Paperback, 3<sup>rd</sup> Edition 2010

Reference Book

- Business Marketing Management- Michael D. Hutt, 10<sup>th</sup> Edition, Cengage Learning India; (2012)
- Principles of Marketing- Kotler, Armstrong Agnihotri and Haque, 13<sup>th</sup> Edition, Pearson Education, 2011
- Marketing Management-A South Asian perspective- Kotler, Keller, Koshy & Jha, 13<sup>th</sup> Edition, Pearson Education, 2011
- Marketing Management- Saxena, Tata McGraw Hill Publication, 4<sup>th</sup> Edition , 2009

Unit-1 Introduction <i>Overview of B2B Marketing:</i>	9 hours
Introduction to B2B, – B2C- C2C marketing, Type of business customers : Classification of industrial products and Industrial services. Marketing implications for different customers and Product Types. Business Customers Purchasing Orientation. Environment Analysis in Business Market- Market Opportunity Identification–Analysis & Evaluation. Product Management: New Product Dev and Business Services. Changes in product strategy. Branding in business market. Product Development Management and Product Life Cycle Management	

Unit-2 <i>Organizational Buying Behaviour:</i>	9 hours
Understand organizational buying objectives. The organizational buying process. Identify key members of buying center. Model of organizational buyer behavior. Learn of the major factors that influence buyer seller relationships. Customer Relationship Management Strategies for Business Markets.	
Unit-3 8 hours <i>Formulating Channel Strategy :</i>	
Understand the importance of customer and supplier involvement in the development of new offerings. Distribution Channel characteristics. Conditions Influencing channel decisions. E-Distribution and its impact on existing structures. Supply Chain & Logistic Integration for Competitive Advantage.	
Unit-4 <i>Business Marketing Strategies:</i>	8 hours
Pricing, Factor influencing the pricing decision. Pricing Strategies and Pricing policies. Need and Effectiveness of Communication; Usefulness of Promotions for Business Products or Services. Developing business communication program. Positioning: Process of Developing Positioning Strategy. B2B form of E-Commerce, Marketing Strategy for E-Market Place. Integrated Multi-channel, Models.	
Unit-5 <i>Planning , Implementation and Control in Business Marketing:</i>	6 hours
Assessing Market Opportunities through Strategic perspectives Market segmentation Identify bases used for segmenting business markets. Target Marketing. Role of marketing in strategic planning. Implementing and controlling marketing plan. Student’s Presentation.	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Bottom of the Pyramid Marketing			
Course Code	MBMK6012			
Prerequisite	Marketing Management			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

This course will focus on understanding the commercially and socially innovative practices at subsistence marketplaces. It is expected that the course would help to enhance the understanding about innovative marketing approaches to be used for the BOP consumers, and/or producers. The pedagogy for this course would comprise of case studies (including video cases), research articles, presentations and class discussion.

**Course Outcomes:**

CO1	Comprehend and apply characteristics of BOP markets and subsistence consumers
CO2	Assess external environment to convert local innovations to global opportunities
CO3	Assess the importance of various components to ecosystem to create wealth at the bottom of the pyramid.
CO4	Identify measures to strengthen governance system to reduce corruption to reduce poverty.
CO5	Identify market ecosystem oriented measures to bring social transformation among people at the bottom of the pyramid.

**Text Book:**

1. The Fortune at the Bottom of the Pyramid Eradicating poverty through profits by C.K. Prahalad, Wharton School Publishing, 2005. (CKP): Textbook for the course.

**Reference Book (s):**

1. Poor Economics by Abhijit Banerjee, and Esther Duflo; Random House India.
2. Rural Marketing, Pradeep Kshyap, Pearson Education, 3rd Edition, 2017
3. Rural Marketing, Krishnamacharyulu, Lalitha Ramakrishnan, Pearson Education, 2nd Edition, 2016

Unit-1 Introduction to BoP hours	9
The Power of Dominant Logic, The Nature of the BOP Market, The Market Development Imperative, Benefits to the Private Sector, A Philosophy for Developing Products and Services for the BOP, Twelve Principles of Innovation for BOP Markets, Making It Happen	
Unit-2 BoP: A Global Opportunity hours	8
Engaging the BOP, Local Growth Opportunities, Local Innovations and Global Opportunity, BOP Solutions for Developed Markets, Lessons for MNCs from BOP Markets, The Cost of Managing, Learning to Live in a Network of Relationships	
Unit-3 The Ecosystem of Wealth Creation 6 hours	
Market-Oriented Ecosystem, Ecosystems for a Developing Country, Learning the Sanctity of Contracts, Reducing Inequities in Contracts, Building Governance Capabilities Among the Poor	
Unit-4 Reducing Corruption: Transaction Governance Capacity 9 hours	
Are the Poor Poor? TGC, Building TGC, The Andhra Pradesh e-Governance Story, eSeva, Center for Good Governance, Impediments, Lessons from the Andhra Pradesh Experiment	
Unit-5 Development as Social Transformation 9 hours	
Development as Social Transformation, Breaking Down Barriers to Communication, BOP Consumers Upgrade, Gaining Access to Knowledge, Identity for the Individual, Women Are Critical for Development, Evolving Checks and Balances, The Real Test: From the Pyramid to the Diamond	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Rural Marketing
Course Code	MBMK6009
Prerequisite	Marketing Management

Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

Indian rural economy contributes nearly 50% of the country's GDP and size of rural market in consumer durables and FMCG is significantly higher than its urban counterparts. Recently, rural marketing has emerged as an important internal sub-division within marketing discipline particularly in context of a large rural economy like India. But questions like "Is there any difference between rural marketing and mainstream marketing?" have not been answered satisfactorily. Through this course, the participants will be introduced to a more holistic perspective of rural marketing which includes not only urban-to-rural marketing, but also touches issues of intra-rural marketing and rural-to-urban marketing.

Course Outcomes:

CO1	Identify the characteristics of the evolving rural consumer and describe the rural consumer behaviour in terms of cultural, social, personal and psychological factors
CO2	Discuss the rural marketing environment in terms of demographic, social, cultural, political, economic and technological aspects.
CO3	Explain the major bases for segmenting rural consumers and apply the concepts of segmentation, target marketing and positioning, stressing the need to recognize heterogeneity amongst rural consumers.
CO4	Develop ability to take decisions relating to the rural marketing mix, in terms of product, pricing, distribution and communication strategy.
CO5	Predict the challenges for rural marketers in future and develop action plan for continuously changing scenarios in rural India.

Text Book:

1. Rural Marketing, Pradeep Kashyap, 2<sup>nd</sup> Edition, Pearson India, 2012.

Reference Book (s):

1. Rural Marketing Concepts and Practices, Balram Dogra & Karminder Ghuman, McGraw Hill Education, 1<sup>st</sup> edition, 2011.
2. Rural Marketing - Environment, Problems And Strategies, T P Gopalaswamy , Vikas Publishing, 3<sup>rd</sup> edition 2009.
3. Rural Marketing in India, K.S. Habibur Rahman, Himalaya Publishing House

Course Contents

Unit-1 Introduction to Rural Market and Rural Consumer Behaviour	9 hours
Explanation of rural markets. Live examples and application of marketing in rural sector, Rural Myths and Challenges of Rural Marketing Mix, penetration of product categories in rural India and evolution of rural marketing in India, Characteristics of Rural Consumers, Consumer Buying Behaviour model, Factors Affecting Consumer Behaviour, Consumer Buying Process and Brand Loyalty.	
Unit-2 The Rural Marketing Environment	6 hours
Nature and Size of Rural Markets, Points of difference and Similarity between urban & rural markets, Evolution of Rural Marketing, Rural marketing environment factors, opportunities and challenges due to the environment, Rural Economic Structure and Rural Infrastructure.	
Unit-3 Segmenting and Targeting Rural Market	5 hours
Heterogeneity in Rural Markets, Pre-requisites for Effectiveness Segmentation, Degrees of Segmentation, Bases for Segmenting Rural Consumer Markets, Evaluation, Selection, Coverage of segments and Choosing a Coverage Strategy, Identifying, selecting, developing and communicating the Positioning concept	
Unit-4 Rural Marketing Mix	12 hours
The Product Concept, Classification of Rural Products, Product Decisions and Strategies, Product Branding in Rural Markets, Packaging for Rural Markets, New Product Development, Pricing in Rural India, Setting the prices for Rural Products and Services, Price Setting Strategies, Distribution Channels, Rural Retail Environment, Channel Behaviour in Rural Areas, Distribution Models in Rural Markets, Rural Centric Distribution Models, Rural Logistics, Syndicated Distribution for Rural Dominance, Communication Process, Developing Effective	

Rural Communication, Creating Advertisement for Rural Audiences, Sales Promotion and Events and Experiences
Unit-5 Future of Rural Marketing & Emerging / Current Trends 7 hours
Rural Services Marketing, Information and Communication Technology in Rural Areas, Marketing in Small Towns, The Rural Rich, Rural Dividend, The Urban Poor: Fortune at the base of pyramid, Ethics & the rural consumer.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Consumer Behaviour			
Course Code	MBMK6008			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Course Outcomes

CO1	Introduction to consumer behaviour
CO2	Consumer and psychological aspects
CO3	Psychological aspects in consumer behaviour
CO4	Consumer in their social and cultural settings and consumer decision making
CO5	Consumer Research

Text Book (s)

1	Consumer Behaviour Schiffman & Kanuk, Prentice-Hall 9th Edition, 2007
2	Solomon, Michael R. (2009), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
3	Consumer Behavior, Rajneesh Krishna, Oxford, 1st Edition, 2014
4	Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2007) Consumer Behaviour-

Building Marketing Strategy. Tata McGraw Hill, New Delhi.

Reference Book (s)

1	Consumer-Behavior 10th Edition, Michael R. Solomon
2	Loudon, David L. and Della Bitta, J. (2002) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.
3	Assel Henry, (2005), Consumer Behaviour, Cengage Learning, New Delhi.
4	Majumdar,R.(2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi

Unit-1 Introduction

8 hours

To explain the basic concepts and techniques of psychological processes that drive consumer behaviour so that effective marketing programmes can be developed. Introduction to Consumer Behaviour, Consumer Behaviour and marketing Strategy-Levels of Consumer Decisions -Models of Consumer Decision -Consumer Buying Decision process and decision rules-Mapping attributes, comparison of brands, positioning options, product and promotions related strategies-Involvement theory and its applications

Unit-2 Consumer and Psychological aspects

To make them understand the psychological processes that explain the effectiveness of marketing strategy in terms of impact on consumer behaviour in cross cultural context both local and global. Perceptual mapping methods, multidimensional scaling. Consumer imagery; Perceived value components, Generating attribute lists, mapping methods., Perceptual Mapping & Positioning: Value perception; mapping perceptions and value perceptions of consumers, Consumer Motivation, Maslow's Hierarchy of need, Consumer Motivation: Need identification; Needs & Brand Choice, Theories of Consumer Personality and Self Concept, Self and Self Image ; Image Congruence assumptions

Unit-3 Psychological aspects in consumer behaviour

To develop their concept and knowledge on how attitude of an individual affects their consumption behavior. Case Study: NOKIA, Attitude: Consumer Attitude theory; Concept of attitude ;

Structural Models of Attitude, Consumer Attitude Formation; Measurement and Modification of Consumer Attitudes, Learning: Elements of consumer learning, Learning theories, and Different learning methods used by consumers and marketers' use of same., Learning: Learning strength, generalization and discrimination, schema formation and change, positioning and repositioning.

Unit-4 Consumer In their social and cultural settings  
 To understand the influence of Family and other referent groups in shaping consumer behaviour. Family Influences on Buyer Behaviour; Consumer Socialization., Joint Decision making process, influences, Consumption related roles of different members, needs perceived and evaluation rules, Factors affecting the need of the family, family life cycle stage and size, Social Class & Social Stratification, Selected Consumer Behavior applications of Social Class; Reference Groups, Opinion Leaders and Social Influences, Research Paper: Influence of children on family decisions, In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process., Culture, the concept meaning and; Values and beliefs, Rituals, Customs, Tradition., Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system., Cross Cultural Consumer Behaviour; Cross Cultural Consumer Analysis, Consumers and Diffusion of Innovations; The Diffusion Process; The Adoption Process: Profiling the Consumer Innovator

Unit-5 Consumer Research  
 To discuss the advances in consumer research in order to examine buyer motivation, and behavior, impact of social and cultural variables on consumption decisions. Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Diversity of consumers and their behaviors ,CASE STUDY: Mcdonalds, Profiling the consumer and understanding their needs. Segmentation; Research Process, CASE STUDY: Nike- Associating Athletes, Performance, and the Brand, Ethics in Consumer Research ,RESEARCH PAPER ON CONSUMER ETHICS, Group Presentation, Group Presentation

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**HR ELECTIVES**

Name of The Course	Organizational Change and development			
Course Code	MBHR6006			
Prerequisite	Organisational Behaviour			
Corequisite	Human Resource Management			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

The course aims to equip students to develop themselves into a critically reflective and capable scholar, practitioner, or a manager who can facilitate the change process in their organizations and can act as change leaders. The major objective of the course is to help students to understand why organizations need to change, how to scan the environment and find out the need for change, what are the various types of change taking place in organizations, and one can diagnose the kind of change organizations require? The course will offer students tools and framework for the diagnosis for organizational change & development which would enable them to understand the change process in order to process organisational development. The course will also discuss various approaches to change management, issues faced by managers like barriers to change & development and role of OD, Organisational Diagnosis, Intervention & strategies and how to ensure that sustainability of organisation.

Course Outcomes

CO1	Illustrate the basic concepts and models of organizational change and analyze their applicability in different context.
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CO2	Illustrate the strategic role of change in an organization and describe the application of key concepts of organizational effectiveness and excellence in change management.
CO3	Interpret organizational development and organizational diagnosis concepts in order to develop their skills in developing realistic change management strategy.
CO4	Determine and relate the organizational development intervention strategies for effective change management.
CO5	Infer the role of knowledge management and the essentials of ethics for the organizational change and development.

Litwin Model of Organizational Change, Article: Leading Change: Why Transformation Efforts Fail (Handout)
Unit-2
6 hours Organizational Effectiveness & Excellence– Meaning & Importance; Excellence Model of Peter and Waterman ,Malcolm Bridge Model for Organizational Excellence,Change through Six Sigma; Change Management- The Skill Requirements;Change Management Iceberg,Culture and Change; Effective Change Management, Employee Attitudes in Organizational Change Process,Case Study: Bosch Group in India: Transitional to a Transnational Organization, Abhay K. Ojha, IIM Bangalore, HBR. (Handout),Qualities of Change Agent; Approaches to Change Management

Text Book (s)

Organizational Development: Behavioral Science Interventions for organizational Improvement	W.L. French, C.H. Bell and V.Vohra, 6e, Pearson, 2013
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Reference Book (s)

Organizational Change and Development	Kavita Singh, 2013, Excel Books
Organization Change & Developments	Dipak Kumar Bhattacharya, Oxford University Press, 2011
Organizational Development and Change	Thomas G. Cummings and Christopher G. Worley, 2002, 7e, Thompson Learning, India
Organization Development: Interventions & Strategies	S. Ramnarayana, T.V. Rao, K. Singh, 2011, 2e, Response Books, Sage Publications

Unit-3
10 hours Definition & Concept of OD; OD as Action Research Process, Evolution of OD, Characteristics of OD, Steps in OD; OD in different organizations; Important Triggers for OD, OD & Leadership Development; Role of External Consulting in OD Process; OD & Process Re-engineering; Organizational Life Cycle Analysis, Case Study: Ford: Peterson’s Turnaround, Objective of Organizational Diagnosis; The Diagnostic Cycle,Different forms of Organizational Diagnosis; Use of Interviews as a diagnostic Tools,Observational Methods of Diagnosis, Questionnaire Development for Organizational Diagnosis,Research Article and Case: Scooters India Ltd: The Case of an Extraordinary Turnaround by Krishna Kumar, IIM Lucknow

Unit-1 Introduction 8 hours Meaning and Importance of Organizational Change, Need for Organizational Change, Types of Change – Planned vs. Emergent, Developmental, Transitional & Transformational, Key elements for Success in Organizational Change; Challenges in Implementing Organizational Change, Case Study: Implementation of the e-HR initiative at Hughes Software System, Kavita Singh Pg. 110., System View of an Organization; Types of Organizational Structure and Systems , Open System Approach to an Organization; Socio-Technical System Thinking, Business Process Re-engineering and Change, Process of Change; Features of Organizational Change, Kurt Lewin’s Force Field Analysis - Resistance to Change, Overcoming Resistance to Change , Kurt Lewin’s Three Stage Process of Change, Burke-
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Unit-4
6 hours Introduction to OD Intervention and Strategies; Nature of OD Interventions,Planning & Design of Interventions; McKinsey’s 7-S Framework,Harrison’s Model of Diagnosing; Confrontation Meetings Survey Feedback; System 4 Management,Grid OD Program; Organizational Mirroring,Team Building

Intervention; T-Group Training; Case Study: The Farm Bank. Kavita Singh.
Unit-5 Knowledge Management - Meaning, Assumptions and Benefits, Knowledge Spiral of Nonaka & Takeuchi, Knowledge management and Change; Learning Organizations and Benefits, Senge's Approach; Learning Organizations & Organizational Change, Ethics in OD; Managing Workplace Diversity, Case Study: Leading Change at Simmons, Cross-Cultural Diversity Issues; Globalization and Organizational Change

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Cross Cultural Management			
Course Code	MBHR6008			
Prerequisite	HRM			
Corequisite	OB			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: Cross cultural management is a concept of finding out how to assess the impact of culture-whether national or organizational or institutional on the performance of the firm. The ability to manage cross-cultural interactions, multinational teams, and global alliances has become fundamental to managing in today's globalised world. Managing diverse workforce competently is considered by some people as a means of gaining competitive advantage over other firms. Culture can be defined as a patterned way of thinking, feeling and reacting that exists within a group whether it is a profession or a society. The tangible aspects of culture are food, dress, music, dance etc while the intangible aspects include beliefs, norms, values etc. At the institutional level the size of the organization, the type of industry, corporate culture, and function play an important role.

Course Outcomes:

CO1	Interpret the complexity associated with managing human resources in a global context and to compare how cultural differences impact management of people in MNC's.
CO2	Illustrate different HR functions and staffing approaches used at international level with the knowledge of expatriate system.
CO3	Analyse the competencies required for a global manager to be effective in a culturally dynamic world and to determine the challenges of motivating and leading employees across different cultures and nations in international organizations.
CO4	Interpret business ethics norms and corporate social responsibility across different cultures and nations.
CO5	Compare the differences in communication that exists across cultures and analyse the cultural differences affecting negotiation process.

Text Book (s)

Cross Cultural Management - Shobhna Madhavan, 2<sup>nd</sup> edition, Oxford University Press

Reference Book (s)

1. International Management: Managing across borders and cultures - H Deresky, 5<sup>th</sup> edition, Pearson Education
2. International Human Resource Management: K Ashwathappa, 2<sup>nd</sup> edition, Tata Mc Graw Hill
3. International HRM: A Cross-Cultural approach, Terence Jackson, SAGE Publication
4. International Management: Culture, Strategy and Behaviour - R M Hodgets, 6<sup>th</sup> edition, TMH Publication

Module I: Introduction to Cross –Culture 10 Sessions  Culture- Meaning and concept; Organizational, Corporate and Professional Culture; Corporate and Professional Culture; Determinants of Culture, Importance of cross-cultural Management, Dimensions of culture, the interacting spheres of Culture; Edward Hall Model, Geert Hofstede Model, Trompenaars 7 dimensions of Culture, Culture and Management Styles in Selected Countries; Similarities and differences - Doing Business in China, Russia, India, France, Arab Countries;  Presentation on research paper
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[https://www.researchgate.net/.../49400587\\_Cultural\\_Dimensions\\_And\\_CRM\\_Systems](https://www.researchgate.net/.../49400587_Cultural_Dimensions_And_CRM_Systems)  
[www.academicpub.org/downloadpaper.aspx?paperid=13323](http://www.academicpub.org/downloadpaper.aspx?paperid=13323)

**Module II: International Assignments and Expatriate Management 9 Sessions**

HRM in Globalized world; factors influencing IHRM, Staffing policies- approaches to IHRM; Selection criteria and procedure for International assignment, Influence of culture on Compensation packages, Guidelines for Training in across cultures, Women as international Managers, IHRM and managing diverse Cultural workforce; Reasons for using Expats, Factors influencing the success of foreign assignment, Reasons for declining foreign assignment, Challenges faced by Expats, Expat failure & Repatriation

**Opening Case:**

Sabyasachi Chatterjee's Move to London, Page no: 351,352 Cross Cultural Management Shobhna Madhavan, 2<sup>nd</sup> edition, Oxford University Press

**You tube Video:**

<https://www.youtube.com/watch?v=OxPHIS96iH0>

[https://www.youtube.com/watch?v=h-HZINQ\\_I9E](https://www.youtube.com/watch?v=h-HZINQ_I9E)

**You tube Video:**

[https://www.youtube.com/watch?v=INH6\\_15IrX0](https://www.youtube.com/watch?v=INH6_15IrX0)

**Module III Motivating and Leading global teams in International Context 8 Sessions**

Global Business Teams-meaning, purpose and diversity, Impact of culture on group development, Team strategies and the influence of culture, Challenges faced by global teams, Global Manager, Developing competencies for global managers; Cultural influences on motivation, Leadership and culture, Current Theories of Motivation, Indian motivation theories, Theories of Leadership and their Global relevance, Japanese Leadership studies, Leadership styles in Europe, South-east Asia and Middle East.

**Case Study:**

ERP implementation at Maya Steering Wheels Ltd, Page no: 341-343 Cross Cultural Management Shobhna Madhavan, 2<sup>nd</sup> edition, Oxford University Press

**Research Paper Discussion:**

<https://www.scirp.org/Journal/PaperInformation.aspx?PaperID=80524>

[www.diva-portal.org/smash/get/diva2:866578/FULLTEXT01.pdf](http://www.diva-portal.org/smash/get/diva2:866578/FULLTEXT01.pdf)

**Module IV Social Responsibility and Ethics across Cultures 4 Sessions**

The social responsibility of MNC's, Ethics in Global Management, Ethics Across Cultures, Ethics and Social responsibility in India, Japan, Europe and China

**Research Paper Discussion:**

[https://www.researchgate.net/.../257804102\\_A\\_case\\_study\\_of\\_ethical\\_issue\\_at\\_Gucci](https://www.researchgate.net/.../257804102_A_case_study_of_ethical_issue_at_Gucci)

**Module V Cross Cultural Communication and Negotiation 9 Sessions**

Managing Cross-Cultural Communication-Business communication across cultures; Barriers to intercultural communication; Language and culture; Non-verbal communication and culture; Negotiation process; Cultural differences affecting negotiation; Negotiation styles in different countries; Negotiation strategies across cultures

**Case Study**

Miscommunication can cause an international business failure Page no: 88-89 Cross Cultural Management Shobhna Madhavan, 2<sup>nd</sup> edition, Oxford University Press

**Research Paper Discussion:**

[iiste.org/Journals/index.php/JLLL/article/download/28827/29590](http://iiste.org/Journals/index.php/JLLL/article/download/28827/29590)

**Research Paper Discussion**

<http://www.mic.usi.ch/case-studies-intercultural-communication>

**You tube Video:**

<https://www.youtube.com/watch?v=Y20ASqFLKjE>

**You tube Video:**

<https://www.youtube.com/watch?v=rSDntIn6ekE>

**Continuous Assessment Pattern:**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Performance Management Systems
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Course Code	MBHR6014			
Prerequisite	HRM			
Corequisite	NA			
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:**

The course aims to enhance the knowledge and skill of students in understanding the different dimensions of performance management systems and its effective implementation in an organization. At the end of this course, students will be able to analyse the performance management process and procedures to design performance appraisal systems for organizations.

**Course Outcomes**

CO1	Discuss the purposes and various models of performance management and cycle to identify right Performance evaluation metric
CO2	Identify and explore the component of performance planning for establishing linkage between strategic and performance planning.
CO3	Select performance dimensions, standards and methods for designing appraisal forms.
CO4	Examine various techniques of monitoring performance management systems.
CO5	Identify the role of performance counselling and discuss contemporary issues in Performance management.

**Text Book (s)**

1. Aguinis, H. (2013). Performance Management. Pearson Education, India.
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University

**Reference Book (s)**

1. Nelson L. Debra, Quick, J. C. and Khandelwal, P. (2011). Organizational Behavior -. Cengage Learning.
2. Luthans, Fred (2008). Organizational Behavior. Tata Mc.Graw Hill, India.
3. Steven McShane; Mary Von Glinow (2014). Organizational Behavior, 7th Edition, Tata Mc Graw Hill, India.

**Course Content**

Unit-1 Introduction to Performance Management 8 hours	Objectives and principles of Performance Management – Strategic, administrative, informational, developmental; Characteristics and elements of effective of PM; Performance appraisal to performance management, Imperatives and challenges of Performance Management; Integration of PM with other HR and development activities; Theoretical framework of performance management – Goal Theory and Organizational Justice theory and its application in Performance management
Unit-2 Performance Management System and Process 7 hours	Objectives & functions of Performance Management Systems, Models of PMS – Competency based, Electronic Performance Management; Prerequisites of Performance management process; Objectives and characteristics of Performance Planning; Process of Performance Planning – Setting performance criteria, principles of setting performance criteria; Barriers to performance planning, evaluating the performance planning process, linkage of competency mapping to performance planning; strategic planning and performance management
Unit-3 Defining and Measuring Performance 12 hours	Determinants of Performance, Approaches to measuring performance – Trait, Behaviour, and result; Measuring Results; Measuring Behaviours; Gathering Performance Information – Appraisal Forms, Characteristics and Principles of appraisal Forms; Designing Performance appraisal form; Methods of Performance Appraisal – Traditional and Modern; Alternative models for Assessing Performance – Balance Scorecard, EFQM Model, Outcome Metrics – Economic Value Added (EVA); Common rating errors, model for rater motivation
Unit-4 Performance Monitoring and Employee Development 7 hours	Importance and Process of performance monitoring, Ongoing mentoring and protégé development, Personal development plans, Method and process of 360-Degree Feedback Systems; Managing Team Performance – types of teams and implications of performance

management; Building and leading High-performance teams; Learning Organization and performance management
Unit-5 Performance Counselling and Contemporary Issues 6 hours
Process of Performance review and counselling, Guidelines on performance counselling, Performance counselling skills, Contemporary issues in Performance Management – Reward for performance, challenges of linking performance and rewards, Ethics in performance management, Future role of HR professionals in Performance management in Knowledge millennium.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Negotiation and Counseling Skills			
Course Code	MBHR 6007			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:**

1. Students will grow personally and professionally to be successful in dynamic business environment globally.
2. Students will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage

**Course Outcomes**

CO1	Examine the process of negotiation and to demonstrate how to negotiate effectively in professional and personal situations.
CO2	Demonstrate the tactics used for distributive bargaining in real world and how managers can effectively make use of it.
CO3	Compare and contrast distributive and integrative situations and illustrate

	appropriate resolution strategies thereby emphasizing on Integrative bargaining for better conflict resolution.
CO4	Determine the role of power in negotiation and how can one gain leverage through power and persuasion in a negotiated agreement.
CO5	Illustrate the role of counseling for the employees’ physical, mental, and emotional well being which go together and recognize counseling as a source of organizational change through understanding processes and approaches related to counseling.

Text Book (s)

Negotiation essentials: Theory, skills and practices  
Carrell R. Michael & Heavrin Christina J.D.

Reference Book (s)

3. <https://www.pdfdrive.com/introduction-to-basic-counselling-and-communication-skills-iom-e6472200.html>

Unit-1 Introduction 8 hours
An Introduction to Negotiation; Five elements of Negotiation: Parties and their interests, interdependencies, common goals, flexibility, decision making ability; Multi-party negotiation: coalitions, trade-offs, majority rules, finding consensus, communication; Negotiation process and four steps: Stage 1: preparation: identify all the issues, set priorities, develop support arguments; International negotiations: difference between domestic and international negotiations; culture: definition, outcomes and processes ; International negotiations: difference between domestic and international negotiations; culture: definition, outcomes and processes; Individual differences :essence ; gender differences and their origins; personality; negotiation styles; Emotional-addressing underlying concerns and emotional intelligence; Negotiation process and four steps: Stage 1: preparation: identify all the issues, set priorities, develop support arguments; Stage 2: Opening session: ground rules, framework of success, initial offers, posturing; Stage 3: Bargaining: single issue negotiation, multiple issue negotiation; Stage 4: Settlement: Impasse, third party intervention, the closing
Unit-2 8 hours

Distributive Bargaining: Classic distributive bargaining situation; Opening Offer: anchoring and bracketing; Role of norms: relational norms, fairness norms, reciprocity norms; Counteroffer; Framing positions; Final negotiated price	
Unit-3	8 hours
Integrative Bargaining: Integrative Vs Distributive Bargaining; Keys to successful integrative bargaining; The categorization method; interest based bargaining(IBB)	
Unit-4	8 hours
Gaining Leverage through power and persuasion: leveraging power from your BATNA; Believing you have a strong BATNA, convincing others of the strength of your BATNA, change in BATNA during negotiations; Leveraging the sources of Power: Reward power, coercive power-controlling resources, legitimate power- position and authority, expert power-controlling information, reference power-personal attributes; Tools for persuasive communication: verbal communication, non-verbal communication, stereotyping and prejudicing, understanding emotions.; Tools for persuasive communication: verbal communication, non-verbal communication, stereotyping and prejudicing, understanding emotions.; Ethics: definition; essence of ethics in workplace: causes of unethical practices;;tactics that commonly raise ethical questions: consequences of unethical behaviour; Persuasion through process: who to influence and how, shape perceptions of interests and goals, use a negotiating; Closing the Deal: Agreement Template: put it in writing; The closing stage, moving past the stalemate: cognitive, emotional and process issues; Other barriers to agreement, building relationships, renegotiating an agreement	
Unit-5	8 hours
Introduction to Counseling; Essential Elements of Counseling; Need for Counselling at Workplace; Psychoanalytic approach; Behaviorist Approach; Humanistic/Person Centric Approach ; Process of Counseling; Developing a Relationship Defining Problems; Determining Goal; Deciding Plan of Action; Doing the Follow up	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Leadership and Team Building			
Course Code	MBHR6005			
Prerequisite	OB			
Corequisite	HRM			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The success of an organization depends on the competent leadership at all organizational levels. Leadership competence helps a person undertake challenging assignments, encourages and energizes the people, builds effective networks, and ultimately takes the organization to greater heights. Further, effectiveness in organizations also depends on teamwork. This course explores the various facets of leadership and teamwork and helps the students in acquiring an understanding of the skills needed for the development of effective teams in organizations.

Beginning with a conceptual background on Leadership with Perspectives of Effective Leadership Behaviour, this course discusses the Theories of Effective Leadership and Contemporary Leadership Styles. Further, it goes on to explain the concepts of Motivation, Satisfaction, and Performance. This is followed by modules on Leadership Behaviour discussing their dimensions and assessments and Leadership Development. Secondly, this course deals with Team Building and Activities on Essentials of Building and Managing Teams and Team Effectiveness.

Course Outcomes

CO1	Generalize the basic essence of organizational leadership and identify the main characteristics of global leaders.
CO2	Determine the various theories and styles of leadership including their traits to

	critically analyze its implications at the work place.
CO3	Analyze the leadership developmental mechanism along with the changing environmental demands in order to cultivate their skills to become effective leaders.
CO4	Apply creative thinking for leadership and analyze how followers can be more productive.
CO5	Assess and appraise the essentials of building and managing teams to actualize team effectiveness.

Text Book (s)

1. Leadership and Team Building Uday Haldar Kumar, Pearson Education, 2013.

Reference Books

1. Leadership: Research Findings, Practice & Skills J. Andrew DuBrin, 7<sup>th</sup> Edition, South-Western, Cengage Learning, 2013.
2. Leadership in Organizations Gary Yukl, 8<sup>th</sup> Edition, Pearson, 2014.
3. Leadership: Theory and Practice Peter G. Northouse, 6<sup>th</sup> edition, SAGE Publication, 2013.

Course Contents

Module I	Introduction to Leadership 6 Sessions
	Understanding Leaders and Leadership, Need for leadership; Leaders vs. Managers Leadership: The Changing Paradigm, Leadership Effectiveness; Leadership Pipeline, Leadership Skills; Leadership Traits; Intelligence and Leadership, Concepts of power and authority, Influencing Tactics of a leader, Tactics to becoming an empowering leader
Module II	Leadership theories and styles 12 Sessions
	Trait Theories – Ohio State Studies and Michigan State Studies, Contingencies Theories – Path Goal Theory, Fielder’s Contingency Theory, Contingency Theories - Vroom-Jago-Yetton Decision Making Model of Leadership, Transformational Theories - Leadership Participation Inventory, Burns Transformational Leadership Theory, Blake and Mouton Managerial Grid, Leader Member Exchange,

Hershey Blanchard Situational Theory, Types of Leadership-Transactional, Transformational and Charismatic, Value-based leadership, Authentic leadership, Ethical Leadership, Situational Leadership, Spiritual and Servant Leadership, Level 5 Leadership, Cross-cultural leadership, Entrepreneurial Leader			
Module III Developing Leaders for tomorrow Sessions 9			
Leadership and Motivation: Leadership and Equity Leadership and Employee Engagement, Leader as a Coach, Leader Succession and its process; Leadership Developmental Mechanisms, Paradigm shift in Leadership, Process of Leadership Development: Role of Crucibles, Challenges for a new Leader.			
Module IV Creativity, Innovation and Leadership 4 Sessions			
Steps in creative process; Characteristics of creative leaders, Overcoming traditional thinking as a creativity strategy, Organizational methods to enhance creativity; Establishing a climate for creative thinking, Recent trends in the domain of leadership Case study Determinants of Team Performance; Interpersonal Competence; Team Effectiveness, Case Study: Team Collapse at Richard, Wood and Hulme LLP – Case Study adapted from HBS premier Case collection			
Module V Essentials of Building and Managing Teams 9 Sessions			
Individual Vs Group Vs Team; Group Development Stages, Understanding Team, Differentiating Groups and Teams, Making Teams Effective; Fostering Team Creativity-Collective Wisdom, Skills for Team leaders; Facilitating Team Building, Team Building for Work Teams, Determinants of Group Processes; Building High Performance Teams Research Paper: A Human Factors Approach to Building High-Performance Multi-Professional, Determinants of Team Performance; Interpersonal Competence; Team Effectiveness			
Simulation Exercise Team Building exercises			

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**FINANCE ELECTIVES**

Name of The Course	Project appraisal and finance			
Course Code	MBFI6018			
Prerequisite	Financial management			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: During the course, the participants will:

- gain knowledge of principles and concepts used in financial decision making;
- be able to find out the best course of action among several financial options;
- learn to value different financial products; and
- gain the understanding to apply financial concepts and principles in overall management of an employee.

Course Outcomes

CO1	Generalize the concepts of financial management, various tools and techniques, time value of money and risk and return
CO2	Capital budgeting techniques and its principle and analysis of risk and uncertainty in capital budgeting and tools such as Net Return Value; Internal Rate of Return; Profitability Index Methods – A Comparison; Project Selection Under Capital Rationing; and Inflation and Capital Budgeting.
CO3	To determine Concept and Measurement of Cost of Capital and Operating, Financial and Combined Leverage
CO4	Determine the dividend policies and its valuation
CO5	Presentations and live projects.

Text Book (s) Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005  
Reference Book (s)

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.
4. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
5. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.
6. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
7. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
8. Kishore Ravi, M: Financial Management; Taxman, 2006.

Unit-1 Financial Management – An Overview 8 hours
Finance and Related Disciplines; Scope of Financial Management; Objectives of Financial Management; Primary Objective of Corporate Management; Agency Problem; Organization of Finance Function; and Emerging role of Finance Managers in India. Time Value of Money Rationale; Techniques; Practical Applications of Compounding; and Present Value Techniques. Risk and Return Conceptual Framework of Risk and Return: Type of Risks; Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio); Portfolio Selection; and Capital Asset Pricing Model (CAPM)
Unit-2 Capital Budgeting
Capital Budgeting – Principles and Techniques Nature of Capital Budgeting; Data Requirement; identifying Relevant Cash Flows; Evaluation Techniques; and Capital Budgeting Practices in India Capital Budgeting – Additional Aspects Net Return Value; Internal Rate of Return; Profitability Index Methods – A Comparison; Project Selection Under Capital Rationing; and Inflation and Capital Budgeting. Analysis of Risk and Uncertainty in Capital Budgeting Description and Measurement of Risk; and Risk Evaluation Approaches.
Unit-3 cost of capital
Concept and Measurement of Cost of Capital Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital;

and Cost of Capital Practices in India Operating, Financial and Combined Leverage Operating Leverage; Financial Leverage; and Combined Leverage. Capital Structure Cost of Capital and Valuation Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach
Unit-4 Dividend policy
Dividend and Valuation Irrelevance of Dividends; and Relevance of Dividends. Determinants of Dividends Policy Factors; Dividend Policy in India; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision.
Unit-5 Presentations and live projects.
Presentations and live projects.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Managing Banks and Financial Institutions			
Course Code	MBFI 6015			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: This course is designed to develop an understanding of financial institutions and financial markets and their relationship to public policies and management policies. It includes studies of market structure, profit strategies, relationship of commercial banks and other financial institutions, problems of asset and liability management, and theory of interest and asset prices.

Course Outcomes

CO1	Examine the workings of banks and other financial institutions with regards to the profitability, liquidity and solvency.
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CO2	interpret and delve into bank financial statements and how those statements are used by managers in determining bank performance.
CO3	Analyze the workings of banking institutions and other financial intermediaries that are equipped with honesty and integrity
CO4	Evaluate the monetary policy and its effects on the financial system with various tools
CO5	Analyze the workings of NBFCs and SEBI regarding financial institutions

Text Book (s)

1. Text Book, Chapters 1 ,2: Elements of Banking;Sethi, Jyotsha, and Nishwan Bhatia,PHI Learning, New
2. Bhole, L.M. , Financial Institutions and Markets,Tata McGraw-Hill, 3rd Edition, 2003
3. Gomez, Clifford , Banking and Finance: Theory, Law and Practice,PHI Learning Private Limited, New Delhi, India

Reference Book(s)

1. Munaleed Harwn, D. , Modern Banking: Theory and Practice, PHI Learning Private Limited, New Delhi, India
2. Rose, Peter S. and Sylvia C. Hudgins, Bank Management and Financial Service,McGraw –Hill Education

Unit I: Introduction 5 lecture hours
Overview of Changing Financial Institutions ,Bank Regulations and Policies, BASEL III Norms, Impact of Government Policies and Regulations, Organization and Structure of Banking/Financial Industry, Financial Statements of Banks and their Competitors, Measuring & Evaluating the Performance of Banks
Unit II: Establishing new banks & its management 12 lecture hours
Establishing New Banks, Managing and Pricing Deposit Services, Managing Non-deposit Liabilities, Management of Capital, Global Banking and the Future,Liquidity of Reserves Management, Risk Management for Changing Interest Rates, Risk Management: Futures, Options, Swaps, & Hedging,Relationships of

Banks with Various Clients,Lending Operation, Kinds of Credit, Types of Loans, Importance of Credit/Loans ,Bases of Credit,Credit Investigation & Appraisal,Student Presentation on Lending Operation
Unit III: Central Banking and Regulatory framework 8 lecture hours
The RBI as a Central Bank: Structure, Functions and Working,Reforms and the Current Regulatory Structure ,Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output,Rational Expectations and Modern Theories of Money and Income,Conduct of Monetary Policy and Interlinkages,Objectives and Targets of Monetary Policy,Policy Lags and Intermediate Targets,Rules Vs. Discretion in Monetary Policy & Interlinkages
Unit IV: Money and Capital Market Institutions, Development Banks and their regulations 9lecture hours
Money market institutions: Meaning, Role of the Central Bank (RBI) in money markets. Commercial banks: Meaning and Functions ,Indigenous Financial Agencies: Bankers, Moneylenders, Discount houses, Accepting houses(only meaning and features),Capital Market institutions:(Meaning and functions) Merchant Banks, Investment companies, Management Investment companies, Development banks, Mutual Funds. Special Financial Institutions: Factors for their growth (need) ,Objectives and their functions in general IDBI,IFCI ,SFCs,ICICI ,EXIM Bank of India ,Cooperative Banking Institutions:Meaning, definition, principles, Features and Structure. Case study on working of a development bank
Unit V: NBFCs and its regulatory framework 6lecture hours
Non-Banking Finance Companies: Meaning, Role and Functioning,Types of NBFC services,Reclassification of NBFCs. SEBI: Introduction to SEBI ACT 1992,Main Functions of the SEBI,Case study on credit policy of NBFC

Continuous Assessment Pattern



Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Mergers, Acquisition, Corporate Restructuring and valuation			
Course Code	MBFI 6015			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: This course will present the theories and empirical evidence on corporate control transactions, the process of evaluating acquisition targets and its application in practice. Findings on the reaction of stock prices to information on control transactions will be used to analyze the effects of various policy options in such transactions. Strategies of acquisition will be studied as well as defensive measures against them, their purpose and their consequences. The class will combine lecture material, case discussion, quantitative and qualitative analyses and discussions of relevant news. There will be an emphasis on fundamental concepts of valuation and other areas of corporate finance related to M&A as corporate restructurings. This course is designed to provide students with an understanding of the elements of the process by which mergers, acquisitions and other corporate restructuring transactions take place. A major focus will be the linkage between corporate strategy and investment decisions in the transaction process with the objective of increasing shareholder value.

Course Outcomes

CO1	Discuss the basic concepts and techniques of corporate restructuring
CO2	Identify different legal issues of corporate restructuring to take managerial decision-making
CO3	Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.
CO4	Critically compare the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
CO5	Identify various alternatives to corporate restructuring in the contemporary corporate world.

Text Book (s)

1. Merger, Acquisitions and Corporate Restructuring Prasad G. Godbole, Vikas Publishing House Pvt. Ltd.
2. Mergers and Acquisitions Rajinder S. Aurora, Kavita Shetty, Sharad R. Kale Oxford Higher education. (2013)
3. Mergers Restructuring and Corporate Control Weston, Chung and Hoag, Prentice Hall. (2014)

Reference Book(s)

1. Merger, Acquisitions and Corporate Restructuring Patrick A. Gaughan, Wiley India Pvt. Ltd
2. Creating Value from Mergers and Acquisitions , Sudi Sudarsanam ,FT Prentice Hall. (2013)
3. Takeovers, Restructuring, and Corporate Governance J Fred Weston, Mark L Mitchell and J Harold Mulherin, Pearson. (2014)

Unit I: An Introduction 5 lecture hours Corporate Restructuring defined in terms of: Merger Consolidation, Acquisition, divestiture, Demerger, Joint venture, Capital Reduction, Buy-back securities, Delisting, Reasons of Restructuring, Barriers of restructuring , Implication of corporate restructuring. Case Study: India Yamaha Motors and Tata –JLR acquisitions
Unit II: Theories & legal issues of corporate restructuring 11 lecture hours

<p>Frederic Trautwein Merger Motive Model :Monopoly theory, Efficiency theory, Valuation theory and their Practical questions, Raider theory and practical questions                  Empire Building theory and practical questions                  Major guidelines on Corporate Restructuring – Companies Act 1956                  SEBI Regulations, 1998 on buy back, listing and delisting of shares                  SEBI Regulations, 1997 on Substantial Acquisition of Shares and Takeovers                  Provisions of Competition Act 2002 on M&amp;A</p> <p>Unit III: Accounting for Amalgamation                  10 lecture hours                  Friendly Vs Hostile takeover, Takeover tactics, Defences against takeover, Bid resistance motives and strategies                  Accounting for Amalgamation, Amalgamation in the nature of purchase, Amalgamation in the nature of mergers, Taxation planning, Set off and carry forward of gains and losses                  Case Study: Imperial chemical Industries’ failed attempt to takeover asian paints</p>
<p>Unit IV: Sources of Finance 9 hours                  Cost of defense and its impact, Paying for the acquisitions, Deal structuring and negotiation, Sources of Funds, Modes of payment, Leveraged Buy Outs, Cost of Capital revisited, Valuation of Companies, Methods of enterprise and equity Valuation                  DDM and DCF Model, Issues in Valuation of Companies                  Case study: RIL and RPL</p>
<p>Unit V: Strategic alliances &amp; Divestiture                  5 lecture hours                  Strategic alliances, Reverse mergers and de-mergers; Buy-back of shares, Divestiture Spin-off and split-up, Disinvestment, Debt restructuring,                  Case Study: Strategic alliance –Kingfisher and Jet airways</p>

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	International finance			
Course Code	MBFI 6017			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:**

International finance (also referred to as international monetary economics or international macroeconomics) is the branch of financial economics broadly concerned with monetary and macroeconomic interrelations between two or more countries. International finance examines the dynamics of the global financial system, international monetary systems, balance of payments, exchange rates, foreign direct investment, and how these topics relate to international trade. The course provides an analytic framework for understanding how cross-border financing, valuation, risk management, and investment decisions are influenced by a variety of factors including exchange rates, legal & tax considerations and country risk. The course aims to equip students with tools and techniques to understand how firms can create, measure and sustain value across borders.

**Course Outcomes**

CO1	Explain the role of multinational corporation in an international business scenario, goals of MNC and motives and risks of international business
CO2	Describe the background and corporate use of international financial markets and factors influencing exchange rates
CO3	Discuss the developments in international monetary system
CO4	Explain the various functions involved in managing foreign exchange exposures
CO5	Apply the currency derivatives concepts to hedge against exchange rate movements and determine the importance of FDI.

Text Book (s)

1. Madura, Jeff.(2014). A Textbook of International Financial Management, New Delhi
2. Apte, P.G. (2010). A Textbook of International Financial Management.
3. Bhalla, V. K. (2014). A Textbook of International Financial Management (Text and Cases), New Delhi.

Reference Book(s)

4. Verma, Sumati. (2013). Book on International Finance.
5. Hill, W.L. Charles. (2011). International Business, Competing in the Global Marketplace

<p>Unit I: Introduction to International Financial Management 8 lecture hours</p> <p>Meaning, nature and scope of International financial management, International Financial Markets &amp; Institutions, Balance of Payments and recent developments, Foreign Trade: Meaning, International Financial Environment: Balance of Trade &amp; Balance of Payments, Less Developed countries &amp; the third world Debt.</p> <p>Introduction of foreign exchange market in India, Role of RBI. Exchange rates.</p> <p>Case Study: Hindustan Unilever and Working Capital Challenges(Amit Kumar Arora)</p> <p>What are the challenges faced by Hindustan Unilever in order to solve its negative working capital problem?</p>
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<p>Unit II: Foreign Exchange Markets &amp; FERA and FEMA 8 lecture hours</p> <p>Foreign Exchange Markets: Exchange positions, trading in foreign exchange, Offshore banking operations, Lending &amp; borrowing, Euro currencies. Foreign Exchange Rates Determination: Exchange rate mechanism, Direct rates &amp; Indirect rates, Bid &amp; offered rates, Spot &amp; forward rates, Inter-bank rates, Foreign Exchange Rate Exposures and Measurement: Trade Finance, Export credits, FCNR &amp; EFC a/Cs, International leasing, Forfeiting, Counter-trade, External Finance, ODA, Multilateral agencies, Equity as a source, Offshore market. FERA, FEMA</p> <p>Presentation cum Activity: Make a list of any credit offered by you or any of your family member. Calculate the average collection period and interest rate charged along with any delinquency cost.</p> <p>Case Study: A Comparative Analysis of Management of Working Capital in Fertiliser Industry (MansaviGumber and Dr. Surender Kumar)</p>
<p>Unit III: Exchange Control Regulations &amp; Foreign Exchange Regulations 11 lecture hours</p> <p>Exchange control regulations in India. Risk Management &amp; Interest rates, Types of exposures &amp; risks</p> <p>Objectives of Risk Management, Corporate philosophy of exposure, Foreign Exchange regulations and role of regulatory authorities: Drafts , Mail Transfers &amp; TTs , Collection of Bills of exchange both clean and documentary, Documentary credit as a method of payment</p> <p>Case Study: Analyzing the Working Capital Management on Company's Performance a Case Study of Chemical Sector Listed in KSE (Nisar Ahmad Bazmi, Muhammad Ilyas)</p>
<p>Unit IV: Mathematics of Exchange rate 9 lecture hours</p> <p>Exchange rates &amp; world liquidity, World Bank, European union, Mathematics of exchange rates i.e. TT rates – buying rates &amp; selling rates, spot rates, Hedging, swap, cross currency rates etc., Mathematics of forward contracts &amp; derivatives, Case studies on FEMA regulations, Accounting</p>

for Foreign Operations, A Survey of International Taxation, Tax Implications of Foreign Activities of an Indian Enterprise, Tax implications of Foreign Activities of Foreign Enterprises in India, Accounting and Disclosure Norms for Foreign Currency Transactions: Double Taxation Relief's, Tax Havens and Multi-national Corporations  
What would you suggest to cytec management to deal with the working capital (cash) crisis

Unit V: Accounting and Disclosure Norms for Foreign Currency Transactions 4 lecture hours

Meaning of Foreign Financial Statement Analysis, Pre requisites of Foreign Financial Statements, Analysis of Foreign Financial Statements , Issues in performance evaluation, Factoring and Lending: Meaning, Importance, its implication in the international market.

Case Study and Discussion: Working Capital Management: A Case Study of OCM ( Rohit Kanda)

- To understand various legal and ethical issues related to the implementation of the web development.

Course Outcomes:

CO1	Understand the application of Web Analytics in online business.
CO2	Examine the application of web analytics and the process of using the insights (online data) to make strategic and operational decisions.
CO3	The usage of the website and to be able to suggest improvements in the design of a website and knowledge of Search Engine Optimization techniques.
CO4	Have the knowledge of starting a new successful website.
CO5	Apply the concept and usage of Google Analytics tools to apply concepts of web analytics.

Text Book (s)

- Avinash Kaushik, "Web Analytics-An Hour a day ". Wiley Publishing Inc.
- Brian Clifton. "Advanced Web Metrics with Google Analytics ".Wiley Publishing Inc

Reference Book (s)

Web Analytics 2.0-The Art of online Accountability and Science of Customer, Avinash Kaushik, Wiley Publishing, Inc.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

IT ELECTIVES

Name of The Course	Web Analytics			
Course Code	MBIT 6005			
Prerequisite	Basic understanding of computer networks and Database			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

- To understand basic concepts and applications of web analytics.
- To examine the working of various methods of performing SEO.

Course Contents

Unit-1 Introduction and Fundamentals of Web Analytics	6 Hours
Evolution of Web Analytics, Collecting online data, Web analytics driven decision making, Capturing data, Selection of optimal Web Analytics tool, Understanding the quality of data, Foundational metrics and standard reports	
Unit-2 Web data analysis and Search analytics	10 Hours
Designing and implementing foundational reports - Top Referring URLs and Top Key Phrases, Designing and implementing foundational reports - Top Referring URLs and Top Key Phrases, Click Density, Site Overlay, Site Bounce Rate, Performing internal site search analytics, Search Engine Optimization, Measuring SEO efforts, Analyzing Pay Per Click (PPC) and click through	

effectiveness, Learning PPC reporting best practices, Industrial project discussion on SEO activity (Off page)
Unit-3 Website Experimentation and Testing 5 Hours
Rationale for website testing, what to test, Designing and executing a good experimentation and testing program, Implementing the key ingredients for every testing program
Unit-4 Web Intelligence and Web 2.0 Analytics 9 Hours
Competitive traffic Reports - Share of visits by industry segment, Upstream and downstream traffic against competition, Competitor traffic by media mix, Search engine reports- Share of search and search keywords, Share of brand and category keywords, Search keyword funnels and keyword forecasts, Keyword expansion tool, Demographic and Psychographic reports, Web 2.0 Analytics, Measuring the success of Rich Interactive Applications (RIAs), Measuring the success of RSS
Unit-5 Advanced Web Analytics concepts 10 Hours
Introduction to Advance Web Analytics, Introduction to Digital Analytics, web analytics strategy, Measuring the site abandonment rate metric, impact of campaigns, metric, of impact of campaigns, Managing Analytics, Conversion Rate, Real Time Data, Standard KPIs, path analysis and Challenges, Making your analysis and reports connectable

- To understand basic concepts and applications of cloud computing.
- To examine the working of various cloud computing service models.
- To understand various legal and ethical issues related to the implementation of the cloud computing.

Course Outcomes:

CO1	Analyzing the fundamentals and essentials of cloud computing to solve business problems.
CO2	Apply, creating the concepts of cloud for using and adopting cloud computing services and tools in their real time scenario.
CO3	Analyzing and evaluate different cloud models as per business need and projects.
CO4	Apply and evaluate knowledge of important cloud computing driven commercial systems such as Google Apps for decision making.
CO5	Apply and evaluate impact of cloud on legal, ethical, security and societal issues involved.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Text Book (s)

1. Cloud Computing Implementation, Management and Security, John W. Rittinghouse and James F. Ransome, 13th Edition
2. Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York

Reference Book (s)

Cloud Computing – Insights into new era infrastructure, Kumar Saurabh, Wiley India, 2nd Edition, 2012

Course Contents

Unit-1 Introduction to Cloud Computing 8 Hours
Introduction to cloud computing, Evolution-cloud computing, hardware, Internet, software, virtualization, Web services of cloud, Infrastructure as a service, Platform as a service PaaS and SaaS, Designing of cloud network, case discussion – Amazon EC2

Course Objectives:

<b>Name of The Course</b>	<b>Application of cloud in Management</b>			
<b>Course Code</b>	<b>MBIT 6006</b>			
<b>Prerequisite</b>	<b>Basic understanding of computer networks and Database</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>	<b>None</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Unit-2 Implementation and control in cloud 9 Hours
Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Research paper on security and Privacy in cloud computing, Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and ethical dimensions, legal issues with cloud implementation, case discussion
Unit-3 Cloud computing for managers 9 Hours
use of cloud for managers, centralizing Email Communications – Collaborating on Schedules, To-Do Lists, managing contact lists, online Community development, online collaboration tools for projects, Cloud computing for business, Case study on Healthcare business of Net magic through cloud computing
Unit-4 Application of cloud services 7 Hours
Applications – Online Planning and Task Management, Event Management, CRM- Cloud service development tools, word processing, databases and storing and file sharing on cloud, Case Study on Google Maps-Google Cloud
Unit-5 Virtual Office Management 7 Hours
Web-based communication tools, Web Mail Services –Web Conference, Tools –Social Networks and Groupware – collaborating via blogs and Wikis, IBM, Amazon EC2, Google Apps for Business, Salesforce.com discussed through Research paper on Salesforce.com

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Software Management Project</b>
<b>Course Code</b>	<b>MBIT 6007</b>
<b>Prerequisite</b>	<b>Basic understanding of computer networks and Database</b>
<b>Corequisite</b>	<b>None</b>
<b>Antirequisite</b>	<b>None</b>
	<b>L T P C</b>
	<b>3 0 0 3</b>

Course Objectives:

- To understand basic concepts and applications of project planning.
- To examine the working of phases of project life cycle.
- To understand various legal and ethical issues related to the implementation of the project development.

Course Outcomes:

CO1	Apply concepts of project management to software development process.
CO2	Apply concepts of project life cycle and effort estimation
CO3	Apply concepts of project activity planning and risk management.
CO4	Apply concepts of controlling project management to solve business complex problems.
CO5	Apply concepts of staffing in software projects to solve complex problems.

Text Book (s)

1. Software Project Management by Bob Hughes, Mike Cotterell and Rajib Mall – Fifth Edition, Tata McGraw Hill, New Delhi, 2012.
2. Effective Software Project Management by Robert K. Wysocki– Wiley Publication 2018

Reference Book (s)

Software Project Management by Walker Royce: - Addison-Wesley, 2015

Course Contents

Unit-1 Project evaluation and project planning 7 Hours
Importance of Software Project Management, Activities Methodologies – Categorization of Software Projects, Setting objectives – Management Principles – Management Control – Project portfolio Management, Cost-benefit evaluation technology – Risk evaluation – Strategic program Management, Stepwise Project Planning
Unit-2 Project life cycle and effort estimation 7 Hours
Software process and Process Models – Choice of Process models – mental delivery–, Rapid Application development – Agile methods – Extreme Programming – SCRUM, Managing interactive processes – Basics of Software

estimation, Effort and Cost estimation techniques – COSMIC Full function points – COCOMO II A Parametric Productivity Model – Staffing, A CASE STUDY ON SOFTWARE PROJECT MANAGEMENT IN INDUSTRY – EXPERIENCES AND CONCLUSIONS			
Unit-3 Activity planning and risk management 9 Hours			
Objectives of Activity planning, Project schedules, Activities, Sequencing and scheduling, Network Planning models, Forward Pass & Backward Pass techniques, Critical path (CRM) method, Risk identification, Assessment, Monitoring, PERT technique, Research paper: Handout, Monte Carlo simulation – Resource Allocation –, Creation of critical patterns – Cost schedules			
Unit-4 Project management and control 8 Hours			
Framework for Management and control, Collection of data Project termination, Visualizing progress – Cost monitoring, Earned Value Analysis, Project tracking – Change control, Software Configuration Management, Managing contracts, Contract Management			
Unit-5 Staffing in software projects 9 Hours			
Managing people – Ethical and Programmed concerns, Organizational behaviour, Best methods of staff selection, Motivation, The Oldham-Hackman job characteristic model, Working in teams – Decision making, Team structures – Virtual teams, Communications genres – Communication plans, Recent development SPM: Through research paper, Project Presentation			

Course Objectives:

- To understand basic concepts and applications of Knowledge Management systems.
- To examine and create knowledge frameworks for different organizations.
- To analyze various tools of knowledge management in the assistance of business problem solving.

Course Outcomes:

CO1	Understand role played by information system and knowledge economy in organization
CO2	Apply basic concepts of Knowledge Economy of to understand and create knowledge management Model for various software projects
CO3	Create and Understand knowledge framework of various business strategies of decision making.
CO4	Understand the concept of knowledge mapping and its models.
CO5	Understand and apply tools of knowledge management to solve complex problems.

Text Book (s)

Knowledge Management: Tata Mc Graw Hill Education Private Ltd. By Waman S Jawadekar

Reference Book (s)

1. ERP Demystified by Alexis Leon, 2007, TMHE-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Ed
2. Coping With Continuous Change in the Business Environment: Knowledge Management and Knowledge Management Technology by Derrick Kourie, Retha Snyman, and Antonie Botha

Course Contents

Unit-1 Introduction to data, Information and knowledge 8 Hours
Context and Relevance of Knowledge Economy, Changing Landscape of business and Paradigm

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Knowledge Management and Information System</b>			
<b>Course Code</b>	<b>MBIT 6008</b>			
<b>Prerequisite</b>	<b>Basic understanding of computers and DBMS</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>	<b>None</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

shift, Emergence of knowledge Economy demanding knowledge driven strategic approach to business, Management and need of becoming a learning organization, • Data, information , knowledge , Business Intelligence, Types of knowledge , Tacit and Explicit knowledge , Knowledge : A driver for creativity and Innovation, Knowledge a Strategic Resource and Business benefits of knowledge, Case study on KM strategy of IBM and carrier operation.
Unit-2 Knowledge Management- introduction, design and Architecture 10 Hours
Knowledge Management and Management cycle, Thematic Analysis of knowledge Management, Knowledge Transformation and its dynamics, SECI Model and DKCU system, Business case for knowledge Management and Alber’s Framework, Generic Model of Knowledge Management System, Challenges in developing KMS, Case Study on ICT for Human Capital Development, KM system Design and Architecture, Knowledge Construction Architecture, Implementation of KMS
Unit-3 Knowledge Management for business Strategy 7 Hours
KM, Business strategy and Knowledge Link, A Knowledge Strategy Framework, Validation of knowledge through Knowledge Models, Creation and Acquisition of knowledge, Knowledge Acquisition Techniques(KAT), Case study on Daimler Chrysler : Engineering Book of Knowledge
Unit-4 Knowledge management to transfer, Measure, Capitalize and Control 6 Hours
Knowledge Transfer and Sharing, Knowledge Mapping, Knowledge Asset, Intellectual Capital and Property, Skandia Model for Measuring Intellectual Capital, Successful implementation of KM initiative
Unit-5 Tools and Technology for KM implementation 9 Hours
ICT,UCT, WiMAX Technology, Groupware Technology, Data warehouse and Data mining for Knowledge Search, Search Engines and Intelligent Agents, Knowledge Portal ,knowledge Products, Research paper on Data mining for Knowledge discovery

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term	End Term	Total Marks
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	Test (MTE)	Test (ETE)	
30	20	50	100

<b>Name of The Course</b>	<b>E-Commerce</b>			
<b>Course Code</b>	<b>MBIT 6010</b>			
<b>Prerequisite</b>	<b>Basic understanding of computers and business processes</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>	<b>None</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives:

- To understand the basic concepts and benefits of E-Commerce.
- To understand the working of various E-Business models and the design issues of any E-Business architecture.
- To analyze the use of certain E-Business tools like – CRM and SCM.

Course Outcomes:

CO1	Have the knowledge about basic concepts of E-commerce and various business models for decision making.
CO2	Analyzing Ecommerce business pattern and use them for market analysis.
CO3	Analyzing and applying various strategies of ecommerce for real time business problems.
CO4	Applying technical concepts of Ecommerce and use of various business communicative applications in Ecommerce.
CO5	Analyzing the practical knowledge of various technical and customer applications of Ecommerce projects.

Text Book (s)

E-Business 2.0, Roadmap for Success by Dr. Ravi Kalakota & Marcia Robinson, Pearson Education. 2nd Edition

Reference Book (s)

1. ERP Demystified by Alexis Leon, 2007, TMHE-Business and E-Commerce



Management by Dave Chaffey, Pearson, 3rd Ed

2. Coping With Continuous Change in the Business Environment: Knowledge Management and Knowledge Management Technology by Derrick Kourie, Retha Snyman, and Antonie Botha

Course Contents

Unit-1 Introduction to E-Business and Spotting E-Business Trends 9 Hours
Defining need of E-commerce and brief history, shifting to E-business from E-commerce, types of business model, Case Discussion: Pepperfry, Aramshop, trends Driving E-business, Customer oriented trends, organizational trends, Employee Megatrends, Case Discussion: Facebook, Amazon
Unit-2 Digitizing the E-Business Design 9 Hours
E-business patterns: the structural foundation, Click and brick pattern, portal pattern, e-market maker pattern, Case Discussion: Intuit, IRCTC, Interlocking layers of e-business, Operational, Service and continuous, innovation excellence models, Research paper on Ecommerce market pattern
Unit-3 Strategy formulation for E-Business design 6 Hours
Constructing the E-Business architecture, The new era of cross functional integrated applications, Problems caused by lack of integration, Case Discussion: Flipkart, Yebhi, Strategy formulation for E-business design, Roadmap to move a company into E-business
Unit-4 E-CRM, SCM and various business applications 9 Hours
Implementing Supply chain and CRM, E- Supply chain architecture, E - CRM architecture, Tactical e-Project management, Tactical e-Development process, Adoption management, E-government initiatives, Measuring effectiveness of e-governance, Use of Cloud computing in business, Use of Green computing in business, Use of SAP in business
Unit-5 Use of IT technologies in various business applications 7 Hours
A demonstration of application of Google analytics, a demonstration of Sales force Sales cloud Application to understand effective CRM, Lab Session1: Sales cloud Application for Hands

on training on cloud based CRM application instance, Lab Session1: Sales cloud Application for Hands on training on cloud based CRM application instance

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

IB Electives

<b>Name of The Course</b>	<b>Global Outsourcing</b>			
<b>Course Code</b>	<b>MBIB6005</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

Course Objectives: Outsourcing has emerged as a major business practice for many big corporations around the world. There are several reasons behind this apart from the cost effectiveness due to low wage rate in many developing countries. It is really important to understand why outsourcing is done in certain ways and not in all other possible manners. This course is designed in order to provide a proper understanding of outsourcing including the different types and levels of outsourcing with cost benefit analysis. The problems and challenges in outsourcing at different stages and starting your own outsourcing business are also an important part of this course. The course provides students insight into the unique features of understanding, creating and delivering value in outsourcing markets. Students are able to use frameworks and conceptual tools when analyzing outsourcing business market opportunities and organizational buying behavior as well as formulating business marketing strategy. Students can apply all this knowledge to analyze and solve practical management problems in business-to-business environment.

Course Outcomes

CO1	After studying this module, the students will be able to understand how to apply the concepts of Global Outsourcing
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CO2	Covers the need for outsourcing and differences in time, culture across the globe and the best possible decision in regard to outsourcing.
CO3	Analyzes the different options available when it comes to outsourcing and cost-benefit analysis of all the decisions.
CO4	Discusses how to manage your outsourcing business including implementing best practices, renegotiation and avoiding common mistakes.
CO5	Discusses the possibility of starting your own outsourcing business and some basic problems associated with it.

RECOMMENDED TEXT BOOK	AUTHOR & PUBLICATION
Black Book of Outsourcing	Wilson & Brown (2005), Wiley India
SUPPLEMENTARY READINGS	
Global outsourcing and offshoring	Kumar, Kundu, Contractor, Pedersen : Cambridge University Press
Handbook of global outsourcing and offshoring	Willcocks, Oshri, Kotlarsky (2009) : Palgrave Macmillan
Global services outsourcing	Ronan Mcivor: Cambridge university press
Global business process outsourcing: Concepts and practices	T.P. Rajmanohar: ICFAI

**Course Contents**

<p>Unit-1 Overview level and phases of outsourcing and the reason behind the emergence of outsourcing as a major business practice: (7 Lecture)</p> <p>Introduction, What is different about outsourcing, Outsourcing terminologies, Levels of outsourcing, Phases of outsourcing process, Monitoring the evolving outsourcing environment, Outsourcing vs Worldwide sourcing, Case Study</p>
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<p>Unit-2 Need for outsourcing and differences in time, culture across the globe and the best possible decision in regard to outsourcing. : (9 Lecture)</p> <p>Identifying your company’s outsourcing needs, Identifying reasons to outsource, Starting on the outsourcing path, Key drivers behind outsourcing decisions, Laying the foundation of outsourcing, Facing geographical, cultural and time differences, Implementing strategic sourcing, Maintaining control, Implementing strategic sourcing, Maintaining control, Case Study</p>
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<p>Unit-3 Outsourcing- cost-benefit analysis and options (10 hours)</p> <p>Conduct the feasibility study, Detailed analysis of requirements, Parameters of vendor relationship, Measuring performance, Cost benefit analysis, Outsourcing options, Emerging outsourcing opportunities, Selecting your suppliers and vendors, Determining all the costs, Case Study</p>
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<p>Unit-4 <i>Outsourcing- Managing and Negotiating</i> (9 hours)</p> <p>Managing your outsourcing vendors, Negotiating contracts, Implementing best practices, Establishing contract measurements, Renegotiating or terminating the contract, Avoiding common outsourcing mistakes, Knowing when to say no to outsourcing, Strategizing for success in the new global economy, Case Study</p>
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<p>Unit-5 <i>Starting the outsourcing business</i> (5 hours)</p> <p>Starting an outsourcing business, Pricing and promotion, Knowing your price floors, Determine your price point Case Study</p>
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Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>International Labour Laws</b>			
<b>Course Code</b>	<b>MBIB6006</b>			
<b>Prerequisite</b>	<b>International Human Rights Law</b>			
<b>Corequisite</b>	<b>Basic Labour Laws</b>			
<b>Antirequisite</b>	<b>Mono-disciplinary Approach</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives: International labour Laws emphasizes on the frame work of International labour organization and International labour standards which have an impact in global economy. Students will study the various conventions and recommendations of International labour organizations and their allied problems. Analysis of relevant cases and current issues will be incorporated for a better understanding of the concepts. The course examines the legal framework/ environment and the problems pertaining to forced labour, International Programme on the Elimination of Child Labour and provides practical insights into the complexities of business regulations.

**Course Outcomes**

CO1	Illustrate the objectives and characteristics of ILO as well as to understand the conventions and recommendations related to it .(K3)
CO2	Apply the fundamentals of European convention on protection of Human Rights and fundamental freedom .(K3)
CO3	Relate the concept International labour standard in relation with various committees of ILO .(K3)
CO4	Apply the rules relating to wage fixation and problems in the application of forced labour.(K4)

Text Book (s)

1. Sandrine Kott, Joëlle Droux (eds.), Globalizing Social Rights. International Labour Organization (ILO) Century Series. Palgrave Macmillan, London, 2013.

2. Werner Sengenberger, The International Labour Organisation: Goals, Functions and Political Impact, Friedrich-Ebert-Stiftung, Global Policy and Development, ISBN3864986761, e-ISBN: 9783864986765, 2013.

Reference Book (s)

1. Barbara J. Fick (ed.), International Labour Law, International Law series, Edward Elgar Publishing, USA, ISBN: 978 1 78347 602 2, 2015.
2. Jean-Michel Servais, International Labour Law, Kluwer, 4th ed., 2014.
3. International Labour Organization, Rules of the Game: A brief introduction to International Labour Standards, International Labour Organization, 3<sup>rd</sup> edition, 2014.

Unit-1: International universal Labor Law 8 hours
Origin, development and organization of international Labor Laws, International Labor organization (ILO) – establishment, activities and objectives; characteristics of ILO, Membership and organs of ILO, I. L. O. - Conventions and Recommendation: Procedure for Ratification, problems in their rectification, I. L. O. & Regional Conferences, Labour Regulations and Labour Standards in India: Decent Work?, Historical merit and recognition.
Unit-2: International European Laws 5 Hours
Concepts and definitions of European Labor Law, Sources and implementation of European Labor Law, Protection of rights in European non communitarian Labor Law, European convention on protection of Human Rights and fundamental freedom, European social charter
Unit-3: International labour standards 8 hours
International labour standards: An Overview, International labour standard and policy, a guide for sustainable development , Aspirations and reality of the ILOs International Labour Policy, Opportunity and obstacles to the realisation of International labour standards, The enforcement of labour standards and the work of the major committees of the ILO with oversight of standards, International Programme on the

Elimination of Child Labour (IPEC), Urgent elimination of the worst forms of child labour, Child Labour in India: Disentangling Essence and Solutions, National initiatives on child labour
Unit-4: Forced labour, Wages and general conditions of work 9 hours
Forced labour Convention 1930, Abolition of Forced labour Convention, 1957, Problems of application of forced labour convention, The ILO special action programme, Meaning of Wages, Minimum wage fixing, and various conventions, Protection of wages and labour clauses in Public contracts, General conditions of work, Hours of works and various conventions of works, Weekly rest and paid leave, Industrial hygiene and safety, Welfare facilities, housing and spare time.
Unit-5: Employment and Discrimination in Employment 10 hours
Employment, The Unemployment convention, 1919, Employment and Labor Conditions, Placement-The Abolition or regulation of fee-charging employment agencies, Ratification and problem of application of Convention no 96.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Operations Electives

<b>Name of The Course</b>	<b>Operations Applications Research</b>
<b>Course Code</b>	<b>MBOP6011</b>
<b>Prerequisite</b>	<b>Operations</b>
<b>Corequisite</b>	<b>None</b>
<b>Antirequisite</b>	
	<b>L T P C</b>
	<b>3 0 0 3</b>

**Course Objectives:**

Operations Research (O.R.) is a problem solving and decision taking technique. It is considered a kit of

scientific and programmable rules which provides the management a “quantitative basis” for decisions concerning the operation under its control. Quantitative basis for decision making is provided to managers by O.R. it enhances a manager’s ability to make long range plans and to solve the routine problems of running a enterprise/concern OR is a systematic and logical approach to provide a rational footing for taking decisions. Operation research, like scientific research is based on scientific methodology which involves following steps. O.R. Applications will enrich the knowledge to think optimal direction so as to take best action in every action performed in business.

Course Outcomes

CO1	Demonstrate the Job Sequencing concepts in business.
CO2	Solve the problems in different industry using Simulation.
CO3	Determine the queuing problems and solve the industry based problems.
CO4	Identify the maintenance and replacement situations and obtain the optimum solution.
CO5	Develop the DEA for different applications in business.

Text Books

1. Operations Research by JK Sharma
2. Quantitative Techniques in Management by ND Vohra

Reference Books

1. Optimization in Operations Research by Ronald L. Rardin; Pearson Publication
2. Introduction to Operations Research by Hiller and Lieberman; McGraw Hill
3. Optimization: Algorithms and Applications by Rajesh Kumar Arora; CRC Press
- 4.

Unit I: Introduction & Job Sequencing 10 lecture hours Introduction to Job sequencing, Notations, Johnson’s Rule for n jobs through 2 machines, n jobs through three machines, applications, Sequencing rules – FCFS (First Come First Serve), SPT (Shortest Processing Time), CR (Critical Ratio).
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<p>Unit II: Simulation Theory 8 lecture hours</p> <p>Introduction to simulation, Types of Simulation, Steps in Simulation Process, Advantage and Disadvantage, Random Numbers, Application on – Inventory problems, queuing problems, investment problems, maintenance problems, PERT problems</p>
<p>Unit III: Queuing Theory 8 1 hours</p> <p>Introduction to queuing theory, structure of queuing system, queue discipline, calling population characteristics, Distribution of Arrival, Distribution of Service (Departure), Distribution of Service Time, Single Server queuing model – M/M/1/∞. Practical Applications</p>
<p>Unit IV: Replacement and Maintenance Model 8 hours</p> <p>Introduction to Replacement theory, Types of failure – gradual failure, sudden failure, replacement of items – efficiency deteriorates with time, replacement of items – completely fail – individual replacement policy, Group replacement policy.</p>
<p>Unit V: Data Envelopment Analysis 6 lecture hours</p> <p>Introduction to DEA (Data Envelopment Analysis), Formulation of the problem, Application in hospital industry, Hotel Industry, Investment, Game Theory, Solution by Solver.</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Operations Strategy
Course Code	MBOP 6012
Prerequisite	Operations Management
Corequisite	None

Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

This course provides a framework to describe and formulate an operations strategy and understand and evaluate the key decisions in operations that have a substantial impact on a firm's competitive position. Thus, the word strategy has two connotations: formulating an operational strategy (long-term plan) and making strategic (important) operational decisions. We will study books, articles, and cases in a variety of settings using a variety of tools to achieve these two goals. The course will also examine today's critical strategic issues such as outsourcing and globalization.

Operations strategy consists of the strategic use of functions such as manufacturing, supply chain, and service provision. Traditionally, these areas have been viewed as narrow functional areas, and management of them was based on some simple criterion such as cost minimization. More recently, managers and business observers have understood that manufacturing and operations have to be managed in the broader context of business strategy. In this sense, decisions on manufacturing and operations capabilities must fit and be consistent with the business strategy. Such decisions need to take into account the competitive environment, including the maturity of the industry on the S-curve and the structure of the value chain. Furthermore, decisions about different areas of manufacturing and operations must be consistent with each other. Strategic choices about facilities, capacity, vertical integration, process technology, control and information systems, sourcing, human resources, organization, and other areas all significantly affect what the business brings to the marketplace. The course will examine how decisions in these areas can be made in a coherent manner.

Course Outcomes

CO1	To describe the basic concepts of the Operations strategy in service and manufacturing..
CO2	To identify the key element and demonstrate the different decision categories..

CO3	To analyze the capabilities of organization.
CO4	To utilize the conceptual understanding of globalization and outsourcing for better service quality
CO5	To develop the understanding and ideology of ERP and MRP techniques in customer relationship management.

Text Book (s)

1. Operations Strategy: Slack, Nigel, and Mike Lewis. *Operations Strategy*. 2nd ed. Prentice Hall, 2007

Reference Book (s)

1. **Manufacturing Strategy: Texts and Cases: Hill, Terry. 2nd ed. Palgrave Macmillian, 2000**
2. **Operations Management: Norman Gaither, Operations Management, Cengage**

<p>Unit-1 Basic Concepts of Operations Strategy 12 lecture hours Introduction, Element of operations Strategy Operations Strategy in Service, Linking Operations and Marketing Strategy, Social Responsibility Issues, Quality, Customer service and Cost Challenges, Lean Operations, Involvement Everyone, Continuous Improvement, Operations Strategy Formulation, Business process Reengineering. Case study: McDonald's Corporation.</p>
<p>Unit-2 Key Elements and Decision Categories in an Operations Strategy 7 lecture hours Operations Performance objectives, Operations Performance objectives changes over time, Trade offs, Capacity strategy: How to make decisions on capacity and capacity expansion, Facilities strategies and globalization; Comparisons of plant productivity, Targeting and operations focus, Information systems and the impacts of the electronic economy.</p>
<p>Unit-3 Capabilities and Different Approaches to Operations Strategy 7 lecture hours Capacity Strategy, Capacity Change, Location of Capacity, Supply Network Strategy, Traditional Market Based Supply, Partnership Supply.</p>

<p>Unit-4 : <i>Globalization, Outsourcing and Other Critical Issues in Operations Strategy</i> 9 lecture hours Network management, Process Technology Strategy, Product process matrix, Evaluation Process Technology, Developing Operations Capabilities, Deploying capabilities in the market, Product and service development as a process, Importance of product and service development process.</p>
<p>Unit-5 <i>MRP and ERP</i> 5 lecture hours Formulation models for alignment, Analysis for formulation, Challenges for strategy formulations, ERP</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Sourcing Management			
Course Code	MBOP6013			
Prerequisite	Procurement Management, Negotiation Strategies			
Corequisite	None			
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives: This course introduces the concept of Sourcing Management. The course mainly focuses on Global sourcing, importance of negotiation in sourcing, supplier performance evaluation and growing trends in sourcing like e-sourcing, Green sourcing, Sustainable sourcing etc.**

Course Outcomes

CO1	Identify the concept of global sourcing, its drivers and strategies adopted by global companies in sourcing management.
CO2	Analyze the negotiation process in global sourcing to yield maximum output at optimum cost.
CO3	Evaluate the various factors considered for supplier selection and supplier performance evaluation the context of global sourcing perceptive.
CO4	Use of analytical tools and methodologies in global sourcing to measure the performance.
CO5	Relate the importance of E- Sourcing, Green sourcing and sustainable sourcing to perform efficient sourcing process in the industry.

Text Book (s)

1. Procurement, Principles and Management Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones, PHI, New Delhi.

Reference Book (s)

1. Purchasing Management Lars bedey, sofia Eklund, Nojan najafi, William wahrén, Karl westerlund: e-book: chalmers, Department of technology management and economics.
2. Trucking Business Management: Case & Concepts. Debjit Roy, G.Raghuram, McGraw Hill Publication
3. Supply Chain Management: Strategy, Planning and Operation. Sunil Chopra and Peter Meindl. Prentice Hall Publication

<p>Unit I: Introduction to global sourcing: Concepts 9 lecture hours</p> <p>Introduction to global sourcing, Trends &amp; types of sourcing, Drivers for global sourcing ,Global sourcing strategies ,Stages of global sourcing, Strategic sourcing principle &amp; methodology, Challenges, advantages &amp; disadvantages of Sourcing, Outsourcing concepts, Volvo case study.</p>
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<p>Unit II: Negotiation in Sourcing Management 8 lecture hours</p> <p>Negotiation concepts, Outcome and stages of negotiation, Price negotiation strategies, Negotiation Mix in Sourcing, Make or Buy decision in Sourcing, Competition &amp; co-operation in negotiation, Risks in Sourcing Management, Case Study: Sony Ericsson Inc.</p>
<p>Unit III: Supplier selection and evaluation in sourcing 9 lecture hours</p> <p>Supply chain Management: Concept, Strategies of supply Chain, Performance matrices in supply chain, Supplier Selection Process, Supplier/vendor management cycle &amp; VMI, Supplier evaluation criteria, Supplier Selection Methods, Performance Measurement &amp; evaluation in sourcing , Metal Craft Case study.</p>
<p>Unit IV: Analytical tools and total cost of ownership in sourcing 7 lecture hours</p> <p>Analytical tool in sourcing, Total Cost of Ownership (Wire harness case study), Pricing Analysis (Plastic Shield case study), Foreign exchange currency management, Learning curve, Quantity discount models, Integrative Pacific system Case study.</p>
<p>Unit V: E-Sourcing, Green sourcing &amp; sustainable sourcing 7 lecture hours</p> <p>E-Sourcing, Advantages &amp; Disadvantages in E Sourcing, Sustainable Sourcing, Triple Bottom Line consideration in Sustainable Sourcing, Benefits &amp; challenges of sustainable sourcing, Green Sourcing, Wal-mart / China Case Study.</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Supply Chain Analytics
Course Code	MBOP 6014

Prerequisite	Operations & Supply chain concepts			
Corequisite	Data analysis			
Antirequisite				
	L	T	P	C
	3	0	0	3

1. Logistics & Supply Chain Management G Raghuram, N Rangaraj, Macmillan Business Books
2. Supply Chain Management, Process, Partnerships, Performance Douglas M. Lambert, Supply Chain Management Inst, 2008
3. Basics of Supply Chain Management Lawrence D, Ed Hill, CRC Press
4. Designing and Managing the supply chain David, Philip, Levi, McGraw Hill Companies.

**Course Objectives:**

This course provides an introduction to the fundamental issues and basic techniques of Supply chain analytics. In present time of intense global competition, customers are demanding more and more variety, with better quality and service at lowest cost. This means that in order to be successful, firms need to develop supply chain strategies and logistical capabilities that serve the needs of their customers whilst maximizing overall profitability. All supply chains, in order to function properly, must focus on the huge opportunity that exists in their analytics.

**Course Outcomes:**

CO1	Discuss the basics of Operations Management, Supply Chain Management and Supply Chain Analytics
CO2	Illustrate the basic concepts and applications of Business Analytics in Supply Chain
CO3	Analyze and identify Prescriptive Analytics in Supply Chain Network Planning Operations techniques for the long term and short-term horizon
CO4	Evaluate Supply Chain Modeling coordination and Performance Management with Supply Chain decisions.
CO5	Design and integrate concepts of the Supply Chain Management and its strategies with ICT

Text Book (s)  
 Supply Chain Management: Chopra, Meindl, Kalra, Pearson Education  
 Reference Book (s)

<p>Module I: Introduction to Supply Chain Analytics with Operations and Supply Chain Management Concepts: (10 Lectures)                  Understanding and defining the supply chain analytics, Context of today’s supply chains (SC) analytics, Revision of Basics in Supply Chain Management, Importance of Analytics in supply chain, Relating Operations Management with Supply chain concepts and SC Analytics, Importance of supply chain analytics in the flows involving material, money, information and ownership, Key issues in supply chain analytics, Conceptual involvement of supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Discussion on a Few Supply Chains Analytics applications in India, Decision Domains in supply chain analytics.</p>
<p>Module II: Foundation of Business Analytics in supply chain (9 Lectures)                  Foundation of Business Analytics (BA), Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain Decisions that requires mathematical or interpretative modeling, Understanding of Data and its role in Analytics, Analytics of a Transportation problem in a Supply Chain, Managerial implication of results of analytics, A CASE STUDY-I OF SUPPLY CHAIN ANALYTICS, A CASE STUDY-II OF SUPPLY CHAIN ANALYTICS</p>
<p>Module III: Foundation of Prescriptive Analytics in Supply Chain Network Planning (8 Lectures)                  Foundation of Prescriptive Analytics, Prescriptive Analytics in Network Planning in a Supply Chain, Network Planning in a Supply Chain, Network Planning in a Supply Chain, Design of Logistics Network using Heuristics/optimization (Exercise</p>



3.4 Levi (2008), Development of Logistics Network using Heuristics/optimization (Exercise 3.4 Levi (2008), Case Study: GATI, Case Study: GATI

Module IV: Foundation of Modelling Coordination and Performance Management Decisions (7 Lectures)  
 Foundation of Modeling, Modeling Coordination Decisions in Supply Chain Management, Foundation of Performance Management, Performance Management Concepts in Supply Chain Management, Integrated Supply Chain Management, Case Study-I on Integrated SCM.

Module V: IT enablement of Supply Chain Management (6 Lectures)  
 Role of ICT in Supply chains, IT enabled purchasing, Supplier selection and procurement process, Integrating Supply Chain with Information Technology, Decision Support Systems for SCM, IT support system for Supply Chain decision making, Relationship between E-Commerce, ERP and SCM

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	<b>Management of services</b>			
<b>Course Code</b>	<b>MBOP6015</b>			
<b>Prerequisite</b>	<b>Operations management, quality management</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

The intent of the service operations management course is to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service Company. Furthermore, the operational decision-making must support the service strategy of the company. Decisions such as location, layout, capacity, inventory, distribution and quality assurance must be in place. We must effectively address the management of technologies and human resources. Borrowing techniques from the manufacturing sector can resolve some issues; others are uniquely service oriented and require special consideration. The course will have a comprehensive and systematic coverage of service operations. Service firms have unique characteristics that challenge managers.

**Course Outcomes**

CO1: To describe the basic concepts of the Quality Management in service.
CO2: To identify and demonstrate quality service design and tools used.
CO3: To analyze the waiting line process with the help of tools and techniques and their impact on customer relationship management.
CO4: To utilize the conceptual understanding of service sectors for better service quality management.
CO5: To develop the understanding and ideology of IT techniques in customer relationship management.

Text Book (s)

1. Service Management –Operations, Strategy /Information Technology, Fitzsimmons and Fitzsimmons – TMH

Reference Book (s)

1. Service Operations Management: Improving Service Delivery, Robert Johnston, Graham Clark, Michael Shulver; Pearson, 4<sup>th</sup> edition
2. Service Management & Operations, Haksever, Render, Rumel, Pearson.
3. Operations Research, N.D Vohra, Mc. Graw Hill

<p>Unit-1 Introduction to Service Operations: Concepts 12 lectures Evolution of Quality Management and basic quality concepts in service operations, The history and importance of quality and quality conventions in service operations management. Quality as management framework and its competitive advantage Three levels of quality and Deming's Philosophy, Difference between manufacturing and service operations, Characteristics of Service Operation management, Various pure service organisations and their peculiarities, The service handling techniques, Quality issues in service operations, Process improvement concept in service operations. Field service and its impact on manufacturing organization.</p>
<p>Unit-2 Service design. 7 lectures The service economy and its impact on market conditions, Characteristics of services and operations management, The service design Process: Tools implemented, The service-process matrix: Tool, Several other tools for designing of services, Service blueprinting and front office and back office activities.</p>
<p>Unit-3 Waiting line analysis. 7 lectures Waiting line analysis for service, Improvement elements of waiting line analysis, The calling population: The arrival Rate and service times, Queue discipline and length: Lead Times, Lag times, Basic waiting line structures and operating characteristics, Traditional cost relationships in waiting line analysis.</p>
<p>Unit-4 Waiting Line models and Customer relationship management 9 lectures The basic-Single server model: Waiting Line model, Improvement analysis solution to Single-server model and advance version of the same., Multiple server model and customer requirement assessments, Customer satisfaction parameters and indices, Service measurement issues: SERVQUAL, Customer feedback collection and analysis, Customer service evaluation, Quality aspect in service operations management.</p>
<p>Unit-5 IT enabled customer services. 5 lectures IT enabled : Tools and techniques, Use of ERP, DSS tools for extracting Information, Data</p>

warehousing and Data mining: Concepts, Call center operations and management, Web enabled services, www, http, etc. ERP enabled field and technical support services, Continuous improvement to determine the capability of a process: Telemarketing and servicing

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

**Hospital & Healthcare Electives**

Name of The Course	<b>HEALTH CARE MARKETING &amp; PUBLIC RELATIONS</b>			
Course Code	<b>MBHC 6017</b>			
Prerequisite	<b>Study of Marketing</b>			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: To enhance and apply the knowledge of Healthcare Marketing & Public Relation

Course Outcomes

CO1	Illustrate Concept of Out Patient Department
CO2	Analyze the study of managing time in OPD.
CO3	Summarize the policies of trauma care
CO4	Develop understanding of department of inpatient services
CO5	Outline the importance of department of O.T

Course Contents

<p>Unit-1 Concept of Marketing 4 hours Concept of marketing, Importance of marketing to healthcare organizations, Challenges in Practicing Marketing in Healthcare Industry. Marketing Intelligence, Information and Research System, Marketing Organization: Chart, Fulltime Staff and Hiring Consultants.</p>
<p>Unit-2 Market (Individual and Organizational) Analysis 6 hours Market Measurement and Forecasting - Defining Market, Measuring Current Market Demand Forecasting Demand; Market Segmentation and Targeting- Steps in Segmentation and Targeting Target Marketing; Consumer Analysis -Consumer Buying Organization Buyer- Behaviour and Consumer Adoption Process.</p>

<p>Unit-3 Marketing Mix Decisions 10 hours Product (Service) Decisions, Nature and Characteristics of Services; Marketing Approaches to New Services Development, Service Mix Decision, Service Item Decision, Service Life Cycle Decision, Demand Generation; Pricing Decisions -Pricing Objectives in Healthcare, Pricing Strategy, Present and Future Situation; Place Decisions --Major Distribution Decisions , Strengthening Referral System; Promotion Decisions.</p>
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<p>Unit-4 Sales Force in Health Care 9 hours Sales Force in Healthcare Organizations, Advertising in Healthcare Industry, Sales Promotion Practices in Healthcare Organizations, Publicity Practices; Marketing Strategies -Service Portfolio Strategy, Market Expansion strategy, Target Market Strategy, Price Quality Strategy, Competitive Positioning Strategy, Marketing Mix Strategy; Social Marketing- Steps in social marketing, cognitive, action, behaviour and value changes.</p>
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<p>Unit-5 Public Relations 11 hours Public Relations- Meaning of Public Relations, Classification of Public from Healthcare Marketing Perspective, Evaluation of Public Relations; Public Relations Process - Identifying the Relevant Publics, Measuring Images and Attitude of the Relevant Public, Establishing Image and Attitude Goals for the Key Publics, Developing Cost Effective Public Relations Strategies, Implementing Actions and Evaluating Results. Public Relations Tools -Materials : Written and Audio visual Media: News, Events, Speeches and Telephone Information Services; Health Service Public Relations Office- Profile of Public Relations Officer, Changing Role and Responsibilities of Health Service PRO.</p>
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Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Text Book (s)

Marketing for Healthcare Organizations	Philip Kotler and Roberta N. Clarke, Prentice Hall Publication
Health Service Public Relations	Radcliffe Medical Press Ltd., Oxford
Healthcare Marketing Sale and Services	John F. O'Malley, An Executive Companion (Health Administration Press)
Healthcare Marketing Sales and Services:	G.D. Kunder
How to Market Your Hospital Without Selling Your Philosophy	Prism Books Pvt. Ltd., Bangalore

CO5	Outline reservation and cancellation procedure for tour related services-hospital in house. Present Business trends and future prospects and problem and issues.
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Text Book (s)

Indian Tourism: Beyond the Millennium	<a href="#">M.P. Bezbaruah</a> , Gyan Publishing House
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dical Tourism and Wellness: Hospitality Bridging Healthcare (H2H)	Frederick J. DeMicco, Apple academic press
Medical Tourism in India (Management and Promotion)	Dr. R. Kumar, Deep and Deep Publications, 2008

Name of The Course	<b>MEDICAL TOURISM MANAGEMENT</b>			
Course Code	<b>MBHC 6013</b>			
Prerequisite	<b>Study of Healthcare Services &amp; Tourism</b>			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Contents

Unit-1 Medical Tour Operation Management. 4 hours Definition, concept, history and growth of medical tour business. Types of tour operates, organizational structure, forms of organization, departments and its functions. Origin and growth of travel agencies. An overview of travel agents in India and local travel agents.
Unit-2 Management of In- House Operations 6 hours Product Knowledge, linkages, itenary preparation, costing a tour package: FIT and GIT tariffs, confidential tariffs. Hospital in-house accommodation provision- hotel voucher reservations and Airline Exchange Order, pack docket, status report, daily sales record, AGT statements, briefing, planning and scheduling, pickup and transfers and feedback assessment.
Unit-3 Managing Field operations 10 hours Inbound and out bond. Developing linkages with principles suppliers. Managing recruitment and trained manpower. Inbound tour operation, outbound tour operations and

Course Objectives: To enhance and apply the knowledge of Medical tourism Management.

Course Outcomes

CO1	Summarize medical tour operation management and outline organizational structure of travel agencies.
CO2	Utilize hospital in-house accommodation provision, FIT (Free Independent Travellers) and GIT (Group Inclusive Tout) tariff plans.
CO3	Outline Inbound and out bound tour operations marketing. Dealing with emergencies and complaint handling
CO4	Display managing and distribution system in tour operations.

marketing. Guides and Escorts: types, roles and responsibilities. Communication and Interpersonal skills. Dealing with emergencies and complaint handling.

Unit-4 Managing Distribution  
10 hours

Role of distribution in Exchange process, selling interim through chains. Logistic in tour operation. Managing distribution system in tour operations. Departmentalization, managerial responsibilities and use of technology. Source of earning: commissions, service charges etc. Itinerary preparation, considerations of preparation of Itinerary, costing, types and components of medical tour package.

Unit-5 Management of Tour Related Services  
10 hours

Reservation and cancellation procedure for tour related services- hospital – in house, hotels, airlines, crucialness, car rentals and rail travel commission structures from suppliers and services, Agency Management, Publicity and promotion, issues related to sales, promotional issues, marketing and communication, public relations. Present Business trends and future prospects and problem and issues.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>



**Program: Bachelor of Business Administration**

**Scheme: 2020-2021**

**Vision** To be recognized globally for nurturing management leaders, enabling entrepreneurial skills and interdisciplinary research.

**Mission**

M1	Equip students with knowledge of various functional areas in Management through Corporate World Interface.
M2	Collaborate with industry for curriculum development and pedagogy.
M3	Develop faculty by equipping them with teaching management techniques and interdisciplinary research.
M4	Develop business leaders with an ethical mind-set capable of creating value for stakeholders and society.

**Program Educational Objectives**

PEO1	Graduate will grow personally and professionally to be successful in dynamic business environment globally.
PEO2	Graduate will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage.
PEO3	Graduate will contribute as socially and ethically responsible citizen or the sustainable development of environment and society at large.

**Program Specific Objectives**

PSO1	Analyze, solve, demonstrate the wide array of problems of Automotive industry through industry exposure.
PSO2	Enhance experiential learning of technical and managerial knowledge, foster responsibility, adaptability, and creativity in the field of automotive service sector.

**Program Outcomes**

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Ability to conduct investigation of complex problems using modern tools and techniques.
PO7	Apply the various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas.
PO8	Apply innovative ideas and knowledge of business project management principles as an entrepreneur/team member/ team leader to

	develop and manage projects in multidisciplinary environments.
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## Curriculum

Semester 1									
Sl. No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBAD1001	Principles of Management	3	0	0	3	30	20	50
2	BBAD1002	Financial Accounting	3	0	0	3	30	20	50
3	BBAD1003	Microeconomics	3	0	0	3	30	20	50
4	BBAD1004	Business Mathematics	3	0	0	3	30	20	50
5	BBAD1005	Business Communication	3	0	0	3	30	20	50
6	BBAD1017	Basic foundation of information technology.	3	0	0	3	30	20	50
7	<b>ENVS1001</b>	<b>Energy and Environment Studies</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	30	20	50
8	<b>SLBB 1001</b>	<b>Basics of English- I</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>			
Semester II									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBAD1008	Business Statistics	3	0	0	3	30	20	50
2	BBAD1009	Cost Accounting	3	0	0	3	30	20	50
3	BBAD1010	Macroeconomics	3	0	0	3	30	20	50
4	BBAD1011	Business Law	3	0	0	3	30	20	50
5	BBAD1012	Information Systems for Management	3	0	0	3	30	20	50
6	BBAD1016	Principles of Marketing	3	0	0	3	30	20	50
7	BBAD1014	Organizational Behavior	3	0	0	3	30	20	50
8	<b>BBAD1018</b>	<b>Office Automation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>100</b>
9	<b>SLBB1002</b>	<b>Basics of English- II</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>			
10	<b>FREN1003 / GERN1003</b>	<b>FRENCH – I /GERMAN – I</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>30</b>	<b>20</b>	<b>50</b>
Semester III									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBAD2001	Human Resource Management	3	0	0	3	30	20	50
2	BBAD2015	Service marketing	3	0	0	3	30	20	50
3	BBAD2003	International Business	3	0	0	3	30	20	50
4	BBAD2004	Business Environment	3	0	0	3	30	20	50
5	BBAD2005	Production and Operations Management	3	0	0	3	30	20	50
6	BBAD2006	E business	3	0	0	3	30	20	50
7	BBAD2007	Financial Management	3	0	0	3	30	20	50
8	FREN2001 / GERN2001	FRENCH-II/GERMAN_II	3	0	0	3	30	20	50
9	SLBB2001	Skills of Communication	0	0	2	1			
Semester IV									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBAD2009	Research Methods	3	0	0	3	30	20	50
2	BBAD2011	Project Planning and Management	3	0	0	3	30	20	50
3	BBAD2012	Spreadsheet Based Decision Making	3	0	0	3	30	20	50
4	BBAD2013	Operations Research	3	0	0	3	30	20	50
5		Elective 1	3	0	0	3	30	20	50
6		Elective 2	3	0	0	3	30	20	50
7		Elective 3	3	0	0	3	30	20	50
8	SLBB2002	Presentation Skills	0	0	2	1			



Semester V									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBAD3001	Business Policy and Strategic Management	3	0	0	3	30	20	50
2	BBAD3002	Entrepreneurship	3	0	0	3	30	20	50
3	BBAD3003	Business Ethics and Corporate Governance	3	0	0	3	30	20	50
4	BBAD3004	Summer Internship Project	0	0	0	9	50		50
5		Elective-3	3	0	0	3	30	20	50
6		Elective-4	3	0	0	3	30	20	50
7		Elective-5	3	0	0	3	30	20	50
8	SLBB3001	Campus to Corporate - Employability Enhancement Skills	0	0	2	1			
9	BBAD3006	Econometrics	3	0	0	3	30	20	50
Semester VI									
Sl No	Course Code	Name of the Course					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBAD9999	Industrial Research Project	0	0	0	9	50		50
2	BBAD9998	Familiarizing with Research Software	0	0	0	6	50		50

List of Electives

**Elective-1**

Sl No	Course Code	Name of the Electives					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBMK2015	Sales and Distribution Management	3	0	0	3	30	20	50
2	BBMK2016	Digital marketing	3	0	0	3	30	20	50
3	BBFI2019	Direct tax	3	0	0	3	30	20	50
4	BBFI2016	Financial Markets and Institutions	3	0	0	3	30	20	50
5	BBHR2015	Performance Management	3	0	0	3	30	20	50
6	BBHR2016	Compensation & Reward Management	3	0	0	3	30	20	50
7	BBFI2018	Banking and Insurance Management	3	0	0	3	30	20	50
8	BBHR2017	Negotiation and Conflict Management	3	0	0	3	30	20	50
9	BBHR2018	Designing Organizations	3	0	0	3	30	20	50

**Elective-2**

Sl No	Course Code	Name of the Elective					Assessment Pattern		
			L	T	P	C	IA	MTE	ETE
1	BBMK3006	Retail Management	3	0	0	3	30	20	50
2	BBMK3007	Brand Management	3	0	0	3	30	20	50
3	BBMK3008	Advertising Management	3	0	0	3	30	20	50
4	BBFI 3006	Financial Services	3	0	0	3	30	20	50
5	BBFI 3007	International Finance	3	0	0	3	30	20	50
6	BBFI 3008	Working Capital Management	3	0	0	3	30	20	50
7	BBHR3006	Organizational change and Development	3	0	0	3	30	20	50
8	BBHR3007	Industrial Relations and Labor Laws	3	0	0	3	30	20	50
9	BBHR3008	Training and Development	3	0	0	3	30	20	50

<b>Name of The Course</b>	Principles of Management			
<b>Course Code</b>	BBAD1001			
<b>Prerequisite</b>	Basic knowledge of general Management			
<b>Co-requisite</b>	Student must have basic understanding of General Management.			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

**Course Outcomes- Students will be able to:**

<b>CO1</b>	Explain the evolution of management & Analyze the principles of management which enables them to gain valuable insights into the working of organization.
<b>CO2</b>	Utilize the appropriate approach and analytical skills to deal with issues that arise when one is employed or in any management situations in the organization.
<b>CO3</b>	Practice the process of management's four functions: planning, organizing, leading, and controlling.
<b>CO4</b>	Determine the importance to motivate employees, also how to reduce communication barriers within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences, & justify the need for directing & controlling across management levels.
<b>CO5</b>	Appraise the importance of and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.

<b>CO6</b>	Evaluate the importance of positive behaviour in the organization.
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**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
30	20	50	100

**Course Content:**

<b>Unit I: Evolution of Management</b>	<b>8 Hours</b>
Management Concepts, definition, nature, importance, Management as Art, Science and Profession; Principles and Functions, Scientific Management by F.W. Taylor, Administrative Management by Henri Fayol, Bureaucratic Management by Webber, Human Relations Approach by Elton Mayo, Systems Approach and Contingency Approach.	
<b>Unit II: Managerial roles</b>	<b>5 Hours</b>
Mintzberg's Managerial Roles, Management Levels and Skills; Challenges of management; Work Life Balance	
<b>Unit III: Management Process, Planning &amp; Organising</b>	<b>9 Hours</b>
Management Process; Planning Concept, Objectives, Types and Steps In Planning, Strategic Planning ; Management by objectives (MBO); Decision Making and Steps in Decision Making. Forecasting meaning, Organizing-definition and characteristics; Principles of Organization, Organizational Structure-Peter Drucker; Types of organizational structure-formal and informal; Authority, responsibility and accountability, span of control; Delegation of Authority	
<b>Unit IV: Directing and Controlling, Motivation &amp; Leadership</b>	<b>9 Hours</b>
Staffing Function- meaning, process and importance, Directing-Definition and Nature; types and barriers, Leadership- definition & styles, Motivation-definition, theories-Maslow's, Herzberg's and McGregor's Theories of	

Motivation, Communication: Types and Barriers, Controlling: Meaning, process & Importance, Process of Control, types of control; Employee Engagement, Employee Management System
<b>Unit V: Ethics &amp; Corporate Social Responsibility 8 Hours</b>
CSR- meaning, definition and importance; Areas of corporate social responsibility; Ethics- definition, meaning and importance; Basic approaches to Ethics; Ethical and Unethical Behaviour, Whistle Blowing, Encouraging ethical Behaviour and Creating an ethical workplace , Current corporate social responsibility and ethics issues
<b>Unit VI: Positive Behavior in organization 2 Hours</b>
Organization Citizenship Behavior (OCB), Organizational Loyalty, Interpersonal helping and skills, Courtesy.

**Suggested Reading**

1. Tripathy, P.C. and P.N. Reddy, Tata McGraw Hill Pub. Co., Ltd.
2. B.P Singh, T N Chabra, Dhanpat Rai Publication, Delhi
3. Koontz, O'Donnell, McGraw Hill, Tokyo

Name of The Course	<b>Financial Accounting</b>			
Course Code	<b>BBAD1002</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The objective of this course is to introduce problems of financial accounting such as measuring and reporting issues related to assets and liabilities and preparing the financial statements. Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the

financial performance, and interpreting the financial structure.

**Course Outcomes**

CO1	Underline the difference among financial, management and cost accounting and explain cost sheet to understand different costs used for production
CO2	Explain and demonstrate the need of material costing, planning and control for decision making in organization.
CO3	Describe and illustrate the requirement of labour costing, planning and control for Productivity and efficiency of labour
CO4	Demonstrate various determinants to allocate overhead to the product cost and service
CO5	Examine management accounting techniques for planning and control to built decision making regarding how to cut cost productively

**Text Book (s)**

5. Tulsian, P.C., (2014). A textbook of Financial Accounting, Pearson Education, 2nd edition, New Delhi.
6. Sofat, R. & Hiro, (2014), Basic Accounting, P. PHI, 2nd edition.

**Reference Book (s)**

1. Ramchandran & Kakani (2013). A Textbook for Financial Accounting for Management, TMH, 2nd Edition.
2. Rajasekran (2012). A Textbook of Financial Accounting, Pearson Education, 1st edition

<b>Unit I: Introduction to Accounting</b> 4 lecture hours
Meaning of Accounting, Accounting as a Source of Information, Objectives of Accounting, Role of Accounting, Basic Terms in Accounting, Accounting: Concepts & Conventions, Accounting Standards, Role of IFRS and GAAP Research Paper: Emerging Dimensions of Accounting Education and Research in India Dr.Gurdip Singh Punjab School of Management Studies Punjabi University, Patiala-147002 Punjab, India
<b>Unit II: Recording of Transactions –I</b> 10 lecture hours

Understanding Accounting Cycle and Accounting Equation, Accounting Equation( Exercise)  
 Types of account, Rules of debit & credit, Journal, Posting from Journal, The Ledger  
**STUDENTS’ PRESENTATION:** Students’ presentation on the use Tally software in maintenance of accounts and handwritten accounts.  
 Subsidiary books (Cash Book, Purchases (Journal) Book, Sales (Journal) Book, Balancing the Accounts, Preparation of Trial Balance, Searching of Errors, Rectification of Errors  
**CASE STUDY:** M/S Hari Ram and Sons, Panipat—Journal Entries

**Unit III: Depreciation-Provisions & reserve**  
**5 lecture hours**

Meaning and Need of Depreciation, Methods for providing Depreciation (Overview), Straight Line Method of Depreciation

**ASSIGNMENTS:** Assignments on the effect of change in depreciation methods of any company.

Diminishing value method of Depreciation

Meaning of Reserves & Provision, Difference between Reserves & Provision

**CASE STUDY:** Heda Computing Systems: Depreciation Method

**Unit IV: Preparation of Financial Statements**  
**11 lecture hours**

Distinction between Capital and Revenue, Types of Financial Statements, Preparation of Financial Statements, Need for Adjustments, Adjustment Entries-Closing Stock, Depreciation, Adjustment Entries- Outstanding Expenses, Prepaid Expenses, Accrued Income, Income Received in Advance  
 Adjustment Entries- Bad Debts, Provision for Bad and Doubtful Debts, Provision for Discount on Debtors, Adjustment Entries- Interest on Capital, Interest on Drawings, Preparation of Financial Statements -Trading and Profit and Loss Account(Exercise), Preparation of Financial Statements - Balance Sheet(Exercise)

**CASE STUDY:** M.N.O. Ltd.—study of Balance Sheet, Profit & Loss Account and Financial Highlights.

Reading of Annual Report-(Company 1)

**CASE STUDY:** Johnson & Johnson

Questions:-

1. What the case is all about? Explain the three key points noticed in the annual report of Johnson and Johnson.

**Unit V: Analysis of Financial Statements**  
**10lecture hours**

Need and Purpose of analysis of Financial Statements, Tools for analysis of Financial Statements

Horizontal and Vertical Statements, Ratio Analysis- Liquidity, Ratio Analysis- Solvency, Ratio Analysis- Profitability, Ratio Analysis- Market Ratios

Comprehensive Case of Ratio Analysis:

Questions:

1. How you will explain these ratios helpful in ascertaining Value of Starbucks Corporation?
2. What the case is all about? Explain the three key features of the case.

**REPORT ANALYSIS:** Annual Report Analysis of some selected companies, to be done by students.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	BBA (Microeconomics)			
Course Code	BBAD1003			
Prerequisite	Consumer Behavior			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Microeconomic is a course, through which students will learn to apply an analytical approach to the study of how individuals and societies deal with the fundamental problem of scarce resources. This approach is applied to everyday decisions faced by individuals as they try to maximize their utility, to businesses that try to maximize profits and to the whole of society as it attempts to use its resources efficiently. Topics covered in class will include: supply and demand; consumer theory; the theory of the firm under perfect competition, monopoly and other market structures and factor markets. The economic principles learnt in microeconomics can be applied in many real life situations, whether the future finds you reading the newspaper, running a business, or sitting in the work place. The purpose of this course is to give students a thorough understanding of the principles of economics that applies to the functions of individual decision makers, both consumers and producers, within the economic system. The successful completion of this course should allow students to take better managerial decisions.

Course Outcomes

CO1	Describe basic concepts and techniques of microeconomic analysis and their applications to managerial decision-making to sustain the business in long-run. (K2)
CO2	Explain how demand and supply analysis helps in clearing markets and understand the concepts and determinants of demand and supply elasticities. (K3)
CO3	Demonstrate how a consumer maximizes his utility subject to constraints and the concept of consumer surplus. (K3)

CO4	Use concepts of production, costs and revenue in determining equilibrium of the producer with the help of iso-quants and iso-cost lines. (K3)
CO5	Differentiate between different kind of market forms and their short run and long run equilibrium positions. (K4)

Text Book (s) and References

RECOMMENDED TEXT BOOK	AUTHOR & PUBLICATION
Microeconomics (Connect for McConnell)	Campbell R. McConnell; Stanley L. Brue; Sean M. Flynn
SUPPLEMENTARY READINGS	
Microeconomics: Theory and Applications,	D. N. Dwivedi, (2012), 2e, Pearson Education.
Microeconomics in context	Neva Goodwin, Nelson 2 <sup>nd</sup> edition.(2009), PHI Learning
Principles of Microeconomics	N. Gregory Mankiw, 4e, Thomson: South-Western.
Modern Microeconomics	Koutsoyiannis, ELBS.
Managerial Economics	Geetika, Piyali Ghosh, 2e McGraw-Hill
Managerial Economics	S. Prusty, PHI.
Economics	Paul A. Samuelson & William D. Nordhaus, 17e, McGraw-Hill.

Unit I: Introduction to Microeconomics	5 Lectures
Introduction to Microeconomics: Economics is a Social Science, Two Major Branches of Economics, Microeconomics As a positive Science, Microeconomics As a normative Science, The Uses of Microeconomic Theories, Limitations of Microeconomic Theories, Case study: Government Intervention	
Unit II: Supply-Demand Analysis	10 Lectures
The Concept of Market, The Demand Side of the Market: Meaning, Law of Demand, The Demand Side of the Market: Factors behind the Law of	

<p>Demand, The Supply Side of the Market: Meaning, Law of Supply, The Supply Side of the Market: Shifts in the Supply Curve, The Market Equilibrium: Market Mechanism, Graphical Illustration of Price Determination, The Elasticity of Demand, Price Elasticity of Demand: Measuring Arc and Point Elasticity of Demand</p> <p>Determinants of Price Elasticity of Demand, Price Elasticity of Supply: Definition and Measurement, Determinants of Price Elasticity of Supply, Mathematical Illustrations on Price Elasticity of Demand &amp; Supply, Case Study.</p>	
Unit III Consumer Behaviour Lectures	6
<p>Theory of Consumer Demand: Utility Approach, Cardinal utility approach, The Law of Diminishing Marginal utility, Consumer Equilibrium, Ordinal utility approach, Properties of Indifference curves, consumer Equilibrium, Marshallian Concept of Consumer Surplus</p>	
Unit IV: Production Analysis, Cost of Production, and Profit Analysis of the Firm	
10 Lectures	
<p>Meaning of Production, Input and output, Theory of production in short-run [relationship among total, average and marginal productivity of labour, law of diminishing returns]</p> <p>Theory of production in long-run [expansion path, and returns to scale], The Isoquant curve, Derivation and properties of Isoquant curve, Isoquant map and economic region of production, Cobb-Douglas production function and returns to scale, Types of costs in short-run [fixed, variable, total, average, marginal, break-even analysis, shut-down point]</p> <p>Types of costs in long-run [total, average, marginal, and inter-relationships], Mathematical Illustrations</p>	
Unit V: <b>Market structure</b> Lectures	9
<p>Perfectly competitive market [characteristics, supply and demand curve] Case study: Outsourcing to India: Way to Fast Track, Perfectly competitive market [profit maximizing price determination in short-run and long-run], Monopoly [characteristics, demand curve], Cost and Revenue curves under monopoly, Price Discrimination under monopoly, Monopolistic</p>	

<p>Competition [characteristics, supply and demand curve, profit maximizing price determination in short-run and long-run, Monopolistic competitive market [product differentiation (advertising and brand names), solve problems], Excess Capacity under Monopolistic competition ( solve problems)]</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

School of Business

<b>Name of The Course</b>	<b>Business Communication</b>			
<b>Course Code</b>	<b>BBAD1005</b>			
<b>Prerequisite</b>	<b>OB, POM , HRM</b>			
<b>Co-requisite</b>	<b>Talent Management, HRP Recruitment &amp; Selection, Compensation and Reward Management</b>			
<b>Anti-requisite</b>	<b>Performance Management and Competency Mapping</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives

1. To provide an overview of Prerequisites to Business Communication.
2. To put in use the basic mechanics of Grammar.
3. To provide an outline to effective Organizational Communication.
4. To underline the nuances of Business communication. e) To impart the correct practices of the strategies of Effective Business writing.

Course Outcomes

CO1	Illustrate the elements, principles and barriers of business communication, and explain its significance for business.
CO2	Apply verbal and non-verbal communication, various

	communication styles and required listening skills subsequently develop their reading and comprehensive skills
CO3	Interpret the notion and purpose of business letters, messages and mails thereby enhance their skills for applying these concepts in drafting clear and concise business letters.
CO4	Analyze the basic essence of business etiquettes and develop them as confident personality by learning and practicing.
CO5	Analyze the essentials of business presentation and evaluate their presentation skills
CO6	Analyze the contemporary issues

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<b>Unit I: Introduction to Business Communication</b> 5 lecture hours
Business Communication, significance of business communication in business organizations, Objective of communication, Communication process, Elements of communication, Dimensions of communication; Channels of communication; Effective communication. Simulation exercise on Channels of Communication, Principles of communication. Barriers of Communication. Over-coming barriers of communication.
<b>Unit II: Interpersonal Communication and listening skills</b> 9 lecture hours
Communication and the self; Communication Styles, Interpersonal influence, Verbal and Non-verbal Communication, Videos/clippings, Discussion on various verbal and non-verbal communications utilised on a daily basis, Types; Strategy of listening, Improving listening skills. Determining the Purpose and

Type of Messages, Choosing a channel and medium for different messages, Different approaches for organizing the business message: Direct, indirect and persuasive approach
<b>Unit III: Business Letters and messages</b> 9 lecture hours
Need, Functions and Kinds of Business Letters, Significance of Layout of Letter Writing, Different layouts, Types of Letter Writing: Preparing Good and Neutral News Messages, Routine Claims, Routine Requests, Procedural Messages- Circulars, Agenda, Notice, Office Orders, Memorandums. E-mail, Guidelines for preparing E-Mail messages, Effective use of E-mail. Exercise on E-mail Writing, Voice and Wireless Communication, Its advantages for business, Cell Phone Calling, Teleconference, Videoconferencing.
<b>Unit IV: Business Etiquettes</b> 5 lecture hours
Concept of Business etiquettes, Personal grooming, Rules of Eye contact, Body language, handshakes, Simulation exercise, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing ,Video Clippings need to be utilised, Norms of Business cards, layout and content , Exercise on designing business cards, Workplace etiquettes: Punctuality, Prioritizing work, staying positive, Business Meals, Table Manners; Norms of business meals.
<b>Unit V: Business Presentation</b> 7 lecture hours
Concept of Business Presentation, essentials of business presentation, Organizing the Content of presentation, Layout of effective business presentation
<b>Module VI: Contemporary issues, the future scope and prospects of Business communication</b> 4 lecture hours
Audience analysis, Methods of Managing stage-fright & anxiety, Strategies for Handling & managing queries & responses

**Suggested Reading**

1. Business Communication Lehman, C.M., DuFrene, D.D., Sinha, M. 16th Edition, Cengage Learning

2. Business Communication for Success McLean, 2016, Flatread

3. Soft Skills for Everyone Butterfield, J. (2012) Cengage Learning

5. Information Technology for Management by Efraim Turban, Linda Volonino, 2010, Wiley

6. Introduction to IT, Pearson

Name of The Course	Basic foundation of Information Technology
Course Code	BBAD1017
Prerequisite	None
Corequisite	None
Antirequisite	None
	L T P C
	3 0 0 3

Unit-1 Introduction to IT and Information systems	8 hours
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Why use IT in Business, Basic computer terminologies, Data Information System, Difference between data and information, Information system activities and resources, Management Information Systems, Information systems, case study (Use of IS in Restaurant)

Unit-2 Components of Computer system: Hardware and Software	3 Hours
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Basic structure of any system, Latest Input and output devices, Types of software: application software and system software, discussion on various system software. Memory Hierarchy: primary memory, secondary memory, Brief discussion on evolution of programming languages

Unit-3 IT in E-Business and E-Commerce	9 Hours
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What is Electronic Business, difference between E-Business and E-Commerce, various E-Commerce models, E-Commerce in India, Internet, WWW, Internet applications; Web based tools for E-commerce, Components of EDI, difference between Internet, Intranet and Extranet in business, case Study: Facebook, Amazon

Unit-4 Role of DBMS and DSS in Business	6 Hours
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Introduction to DBMS: Advantages, Components of DBMS, DSS, Software for Decision Support, Group Decision making, Enterprise Wide computing, Case Study: DSS in Banking Sector

Unit-5 Ethical and Security issues in IT	6 Hours
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Need for security, security techniques in use, Firewalls, encryption of data, cyber terrorism and other measures preventing misuse of IT, discussion on possible bugs in computers, Case Study: (E-Mail frauds, spam), future trends in IT security

<b>Unit VI: Latest Trends in IT (3 Lecture Hours)</b>
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Future trends in IT security, real world cases of E-Mail frauds, spam, Introduction to AI

Course Objectives:

- To understand basic applications of technology and computers systems.
- To understand the concept of various hardware and software terminologies of computers.
- To analyse and understand the possible threats and security issues of computers systems.

Course Outcomes:

CO1	Define applications of computer in real world problems of today.
CO2	Define the role and evolution of computer hardware and software.
CO3	Analyzing the role of IT in E-Business and E-Commerce to benefit the business organizations.
CO4	Identify various technical terms involved in computer skills for better understanding from data manager perspective.
CO5	Analyzing and identifying the threats that could arise while using IT in business organizations.
CO6	Develop the understanding in students about the knowledge of latest trends in IT industry

Text Book (s)

- Introduction to computers by Peter Norton, 2010, TMH Education

Reference Book (s)

Continuous Assessment Pattern



Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	ENERGY AND ENVIRONMENTAL SCIENCES			
Course Code	ENVS1001			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

To identify the scope and importance of environment and analyze the problems associated with it. Analyze the effects of pollution & different social issues affecting the society. Utilize the different tools of Green Chemistry towards generating a zero waste environment.

Course Outcomes

CO1	Identify the scope and importance of studying the environment and analyze the problems associated with various natural resources. (K4)
CO2	Determine the harmful effects of toxic chemicals on living beings and environment. (K2)
CO3	Identify the harmful effects of environmental pollution and apply suitable control methods. (K4)
CO4	Analyze the different social issues affecting the society and environment. (K4)
CO5	Interpret and utilize the different tools of Green Chemistry towards generating a zero waste environment (K3)

Text Book (s)

T1. Environmental Studies, Anubha Kaushik, C P Kaushik, New Age International Publishers, 2008, ISBN:978-81-224-2159-0.

T2. Environmental Studies, Suresh K. Dhameja, S.K. Kataria and Sons , 2008, ISBN: 81-88458-77-5

T3. Text Book of Environmental Studies, Erach Bharucha, University Press (India) Private Limited, 2005, ISBN: 978 81 7371 540 2

T4. Environmental Studies (From Crisis to Cure) Second Edition. , R. Rajagopalan, Oxford University Press, 2012, ISBN 0-19-807208-2.

T5. Environmental Studies, Ranu Gadi, Sunitta Rattan, Sushmita Mohapatra, S.K. Kataria and Sons, 2008, ISBN: 81-89757-98-9.

Reference Book (s)

R1. Environmental Studies , Benny Joseph , Tata McGraw Hill Education Private Limited, 2009, ISBN: 987-0-07-064813-5.

R2. Environmental Studies, Anindita Basak, Pearson Education, 2009, ISBN: 978-81-317-2118-6.

R3. Principles of Environmental Science (Inquiry and Applications), William P. Cunningham & Mary Ann Cunningham, Tata McGraw Hill Education Private Limited, 2007, ISBN: 987-0-07-064772-0.

Unit I: Environment and Natural Resources  
10 Lectures

Definition, scope, importance, need for public awareness, Environmental Management Systems its objectives, components, EIA, Natural Resources – forest resources – use, exploitation, deforestation, construction of multipurpose dams – effect on forests, Water resources – use of surface and subsurface water; effect of floods, drought, water conflicts, Mineral resources –Use and exploitation, environmental effects of extracting and using mineral resources, Food resources – food problems, advantage and disadvantage of fertilizers & pesticides, effect on environment, Energy resources – need to develop renewable energy, land resources – Land degradation, landslides, soil erosion, desertification & case studies.

Unit II: Chemical Toxicology  
7 Lectures

Toxic chemicals in the environment, Impact of toxic chemicals on enzymes, biochemical effects of arsenic, cadmium, lead, chromium, mercury, biochemical effects of pesticides

Unit III: Environmental Pollution  
10 Lectures

Definition – Causes, pollution effects and control measures of Air, Water, Soil, Marine, Noise, Thermal, Nuclear hazards. Solid waste management: causes, effects and control measures of urban and industrial wastes, pollution measures, case studies, Disaster management: floods, earthquake, cyclone and landslides.

**Unit IV: Social Issues, Human Population and the Environment 10 Lectures**

Urban problems related to energy & sustainable development, water conservation, problems related to rehabilitation – case studies, Consumerism and waste products - Environment Protection Act, Air, Water, Wildlife, Forest Conservation Act, Environmental legislation and public awareness. Population growth, variation among nations, Population explosion, Environment and human health, Value Education, Women and Child Welfare, Role of Information Technology – Visit to local polluted site /Case Studies.

**Unit V: Green Chemistry 4 Lectures**

Introduction, Basic principles of green technology, concept of Atom economy, Tools of Green technology, zero waste technology.

Course Outcomes

CO1	To develop understanding of fundamental accounting concepts, basic accounting vocabulary, objective and role of accounting information.
CO2	To explain use of accounting equation and utilize in recording of transaction so as to present data in an accurate and meaningful manner.
CO3	To explain depreciation accounting this is an integral component of income measurement.
CO4	To explain preparation of financial statements and practice of these financial statements.
CO5	To analyze accounting information as a basis for decision-making based on the analysis and interpretation of data from financial statements.

Text Book (s)

1. A Textbook of Cost and Management Accounting, Arora, M. N. (2012), New Delhi
2. Maheshwari, S. N. and S. N. Mittal, Cost Accounting – Theory and Problem, Shri Mahavir Book Depot, New Delhi, 2003, 21st Revised Edition

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Reference Book (s)

1. Gowda, J. Made, Advanced Cost Accounting, Himalya Publishing House, 2001, 1st Edition.
2. Jawahar Lal & Seema Srivastava, Cost Accounting, Tata McGraw Hill Publication, - 2008 Edition.
3. Introduction to Cost Accounting, Delhi: Pearson Education.

Name of The Course	Cost Accounting				
Course Code	BBAD1009				
Prerequisite					
Corequisite					
Antirequisite					
	L	T	P	C	
	3	0	0	3	

Course Objectives: The course introduces a number of cost and management accounting tools and quantitative techniques that can be used to analyze how business processes consume resources, create value for a firm and its customers, and how this value may be enhanced through activity and process improvement. Major topics include cost behavior, cost analysis, profit planning and control measures.

<p><b>Unit I: Introduction to Cost Accounting</b>  <span style="color: red;">7 lecture hours</span>                      Management Accounting and Decision making, Role of Cost accounting and Financial Accounting; Cost Accountant role in implementing strategy; Cost Management Concepts; Cost terms used for strategic decision making (Direct and indirect); Costs for external reporting (product and period cost); Cost sheet preparation; Analyzing Cost</p> <p><b>Unit II: Material Costing, Planning and Control</b>  <span style="color: red;">8 lecture hours</span></p>
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Procedure for material procurement and use; Material costing methods; Costing Procedure for spoiled, scrap and defective work ; Planning materials requirement (EOQ , Inventory levels and reserve stocks) ; Materials control (Principles and Methods)
<b>Unit III: Labour Costing, Control and Accounting</b> <b>7 lecture hours</b> Productivity and efficiency of labor; Remuneration Methods (Straight piece rate, differential piece rate, Incentive wage plans); Learning curve theory; Organization for labor cost accounting and control; Accounting for labor related costs (Overtime, Bonus payments, vacation pay, guaranteed annual wage plans ,apprenticeship and training programs, pension); Labor related deductions
<b>Unit IV: Factory Overhead Costing and Control</b> <b>9 lecture hours</b> Procedure of factory overheads including allocation, apportionment, reapportionment and absorption; Repeated distribution and algebraic method for reciprocal, service department costs.; Calculation and use of Predetermined factory overhead rate; Applied and actual FOH, under /over applied FOH; Traditional Costing Vs. Activity Based Costing; Activity Based Management; Case “Stuart Daw”
<b>Unit V: Marginal costing and Break-Even Analysis</b> <b>9 lecture hours</b> Concept of Marginal Costs and Marginal Costing; Assumptions of Marginal Costing; Marginal Costing vs Absorption Costing; Advantages and Limitations of Marginal Costing; CVP assumptions and terminology, Break Even Analysis: Break-Even Point, Margin of safety, Angle of Incidence. Decision Making Areas - products mix, make/buy, pricing decisions.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Macro Economics Applications,</b>
<b>Course Code</b>	<b>BBAD 1010</b>
<b>Prerequisite</b>	
<b>Corequisite</b>	
<b>Antirequisite</b>	
<b>L</b>	<b>T</b>
<b>P</b>	<b>C</b>

3	0	0	3	
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Course Objectives:

1. To acquaint students with basic concepts and techniques of macroeconomic analysis and their applications to managerial decision-making to sustain the business in long-run.
2. To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.
3. To critically analyse situations for forward thinking through innovation.

Course Outcomes

CO1	Describe the meaning of macroeconomics and circular flows of income in 2,3 and 4 sector models
CO2	Discuss the theoretical aspects of National Income and its aggregates including solving numerical problems and understanding of Keynesian macroeconomics
CO3	Describe the classical and Keynesian theories of income determination and explain the working of multiplier
CO4	Demonstrate understanding of money supply concepts and Classical and Keynesian theories of demand for concepts of credit creation and deposit multiplier to solve numericals.
CO5	Examine monetary and fiscal policy and examine their effect framework

Text Books

3. Macroeconomics Theory and Policy, D.N Dwivedi

Reference Books

1. Principles of Macroeconomics, William A. McEachern & A. Indira, First edition (2012), Cengage India
2. Microeconomics, R. Glenn Hubbard & Anthony Patrick O'Brien (2007), Pearson Education
3. Economic Environment of Business, V.K. Pailwar, Second edition (2010), PHI, Vanita Agarwal, Pearson Education,

4. Macroeconomics, Chandan Ghosh & Ambar Ghosh. Second edition, 2014, PHI

<b>Unit I:</b>
<b>6 lecture hours</b>
Overview of Macroeconomics & Basic concepts Macroeconomics Concepts, Background of Macroeconomics, Need and Limitations of Macroeconomics, Macroeconomics in developed and developing nations, Difference between micro and macroeconomics the circular flow of income and expenditure: Introduction, Two sector model of Economy, Three sector and four sector model of Economy.
<b>Unit II: National Income and its Determination</b>
<b>6 lecture hours</b>
National Income: Introduction, Case Study: Can National Happiness Be Measured?
Sources: <a href="http://www.grossnationalhappiness.com/">http://www.grossnationalhappiness.com/</a> : "IIT-G to conduct gross state happiness index survey on the lines of Bhutan," National Income: Introduction Case Study : Can National Happiness Be Measured?, Sources: <a href="http://www.grossnationalhappiness.com/">http://www.grossnationalhappiness.com/</a> : "IIT-G to conduct gross state happiness index survey on the lines of Bhutan," <a href="http://articles.timesofindia.indiatimes.com/2012-02-01/guwahati/31012043_1_pilot-survey-assam-gross-national-happiness;">http://articles.timesofindia.indiatimes.com/2012-02-01/guwahati/31012043_1_pilot-survey-assam-gross-national-happiness;</a> <a href="http://www.forbes.com/2010/07/14/world-happiest-countries-lifestyle-realestate-gallup_print.html">http://www.forbes.com/2010/07/14/world-happiest-countries-lifestyle-realestate-gallup_print.html</a> , National Income aggregates, Measurement of National Income Measuring inflation: Real income, money income, consumer price index: concept and practical problems Case Study: Impact of Oil prices on Inflation, Mathematical Illustrations on National Income
<b>Unit III: Classical and Keynesian Theories of Income Determination and Multiplier</b>
<b>8 lecture hours</b>
The Classical Model of Income Determination: Say's Law
The Classical Model of Income Determination: Output and Employment in the classical model, Keynesian Model of Income Determination: Aggregate Demand in a Two Sector Economy, Case

Study : Olympian Effort to Boost Economy Source: "Olympics booster dose for Britain's ailing economy", The Hindu Business Line, 17 April 2012. Consumption Function, Saving Function, Keynesian Model of Income Determination: Shifts in Aggregate Demand and The Multiplier, Applicability of the multiplier to less Developed countries, Mathematical Illustrations on Multiplier.

**Unit IV: Analysis of the Monetary Sector**  
**8 lecture hours**

Money: Introduction, Supply of Money, Theory of Money Supply in India, The process of Credit Creation and the deposit multiplier Demand for Money and rate of interest: Classical Approach, Demand for Money and rate of interest: Keynesian Approach, Mathematical Illustrations

**Unit V: Monetary and Fiscal Policy and IS-LM Framework**  
**12 lecture hours**

Monetary Policy: Introduction, Instruments of Monetary Policy,, Meaning of Fiscal Policy, Case Study: Central Government Health Expenditure-1993 to 2004, Source: "Government Health Expenditure in India: A Benchmark Study", Economic Research Foundation (New Delhi), August 2006; [www.macrosan.org](http://www.macrosan.org), Instruments of Fiscal Policy, Structure of Government Budget, Different types of deficits, Mathematical Illustration on Budget, Case Study: Monetary Policy in India: Objectives, Targets and Framework, The IS-LM Model for a Two Sector Economy: Introduction, The Goods Market Equilibrium in a Two Sector economy: IS Curve, The Money Market Equilibrium in a Two Sector economy: LM Curve, Equilibrium in Two markets: Goods Market and Money Market, Disequilibrium to equilibrium: The Process of Adjustment, A shift in the IS-LM curves, Mathematical Illustration on IS-LM Export and imports of India.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course | Business Law

Course Code	BBAD 1011				1. Business Law: Tejpal Sheth, 2 <sup>th</sup> Edition, Pearson Education, New Delhi.
Prerequisite					
Corequisite					
Antirequisite	Reference Book (s)				
	L	T	P	C	C
	3	0	0	0	1. Kuchhal M.C & Prakash Deepa, Business Legislation for Management, Vikas publication House Pvt.Ltd.2007 Edition.

Course Objectives:

This course is designed to enhance the legal literacy of BBA students by developing a body of legal knowledge and honing legal instincts that will help business leaders attain a competitive edge and promote long-term success. Building on the basic legal concepts, the course will refine students' understanding of how law affects all aspects of business and develops a deeper appreciation of how legal systems operate and how to operate within the boundaries of legal systems. In this course, students will gain a sense of when and how the legal system may affect them in a business setting, particularly in the areas of Contract law, Sales of goods act, Partnership act, Company act and government regulation of business. Students will also discuss situations involving choices that may reach beyond the requirements of the law. When the student's study, they will explore how such situations arise and how they might be solved or even prevented.

Course Outcomes

CO1	Explain the basic concepts related to Indian contract law, performance of contract and discharge of contract in a business organization.(K2)
CO2	Demonstrate the concept of bailment, pledge and guarantee as per the legalities of a business and to identify its fundamental differences.(K3)
CO3	Explain the doctrines and the rights related to Sale of goods Act, 1930 in a business setting for an ethical business environment.(K2)
CO4	Apply the concepts of Indian Partnership Act, 1932 related to its registration, dissolution and its effects on its non-registration for better functioning of a business organization.(K3)
CO5	Discuss the formation and winding-up of companies in an Indian organizational context to brief about the functioning of the company.(K2)

Text Book (s)

2. Aggarwal S.K, Business and Corporate Laws, Galgotias Publication Pvt Ltd, First Edition.

3. Gulshan S.S, Mercantile Law, Excel Books New Delhi, Second Edition, ISBN-8174463674, 9788174463678.

Unit-1 Indian Contract Act 1872	10
lecture hours	
Meaning of Business law and its significance, sources of business law-Definition of Contract-Definition of agreement- Essentials of a valid agreement-Meaning of contract with examples-Essentials of a valid contract- Distinction between contract and agreement-Classification of contract-Definition of Offer and types of offer-Definition of acceptance-Revocation of offer and acceptance- Performance of contract -Parties of performance of contract-Doctrine of frustration and its exceptions-Discharge of contract-types of discharge of contract-Difference between different terms- Remedies for breach of contracts-types of sue-Case study-Hadley v. Baxendale.	
Unit-2 - Bailment,Pledge and Guarantee	6
lecture hours	
Concept of Bailment- Essentials of valid bailment- Rights of Bailor and Bailee-Duties of Bailor and Bailee- Concept of Pledge-Essentials of Valid Pledge-Rights of Pawnor and Pawee-Duties of Pawnor and Pawee- Concept of Indemnity and Guarantee-Essentials of Valid Guarantee-Types of Guarantee-Revocation of Guarantee.	
Unit-3 Sales of Goods Act 1930	5
lecture hours	
Definition-Essentials of Valid Sales-Difference between sale and Agreement to sell-Meaning of term Goods-Types of goods-Price of goods -How contract of sale is made-Condition and Warranty-Implied conditions and Implied warranties-Distinguish between condition and warranty-Transfer of Goods -Doctrine of Caveat Emptor-Exceptions of Doctrine of Caveat emptor-Unpaid Seller- Rights of unpaid Seller.	
Unit-4 Forms of Business Organisation	lecture hours

<p>Unit-5 Companies Act 2013 13 lecture hours</p> <p>Definitions-Characteristics of company-Kinds of Companies-Difference between Public and Private Companies-Memorandum of company and its contents-Memorandum of company and its contents-Alteration of MOA-Article of Association and Its contents-Alteration in AOA, Difference between AOA and MOA-Doctrine of Ultra-Vires-Doctrine of Constructive Notice and Indoor Management- Meaning of Prospectus and contents of prospectus-Share and its types - Debentures and types of debentures-Share Capital-Directors-Types-Power and duties-Numbers-Meetings-Winding-Up of Company-Mode of Winding-up and its process-Role and Power of liquidator in winding-up of company.</p>
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	their implications with respect to different functional areas for increased accessibility of data and communication among these functional areas.
CO3	Evaluating and Apply diverse information system diagrams and define how they can be utilized to increase organizational effectiveness
CO4	Analyze the essentials and importance of security, privacy, and ethical issues as they relate to information systems
CO5	Analyze the significance of effectiveness of information system as a function of cost, value, performance and positioning

Text Book (s)

1. Management Information System: Managing the Digital Firm, Laudon & Laudon, Pearson Education, Eighth Edition

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Reference Book (s)

1. Information Technology for Management by Efraim Turban, Linda Volonino, 2010, Wiley
2. Introduction to computers by Peter Norton, 2010, TMH Education

Name of The Course	Information System for Management			
Course Code	BBAD1012			
Prerequisite	Basic understanding of computers systems			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

<p>Unit-1 Introduction to information systems 10 hours</p> <p>Understanding ISSs, changing face of Business environment, IT versus IS, Hardware Resources, Software resources, Network Resources, Data resources, Managing E-transformation, IS infrastructure, evolution of business processes and organizational structure, Competitive edge of networks, Technological foundation of a computer network, Internet telephony and VoIP, Network planning and management• Concept of Database management systems, Application of Data base management systems and data warehousing Case study (Class discussion): JetBlue &amp; the Veterans Administration Case (Self Study)</p>
<p>Unit-2 Information Systems for business applications 8 Hours</p> <p>IS for sales and marketing, Marketing cycle and components of Marketing Information systems, Sales support systems, Customer support systems, Information systems for HR, Financial, Production, Materials Information System, ERP</p>
<p>Unit-3 Information System Planning and Development 7 Hours</p> <p>Business Systems Planning, SDLC, Prototyping, Rapid Application Development, Data Flow</p>

Course Objectives:

- To understand basic applications and types of information systems.
- To understand the concept of system designing and system development.
- To analyze and understand the possible threats and security issues of information systems.

Course Outcomes

CO1	Analyze the basic essence of information system and explain its various roles in organizations.
CO2	Demonstrate and evaluating the various forms of information system and analyze

Diagrams ER Diagrams, Examples of system design
Unit-4 Information system security management 8 Hours
Security threats to IS, Security Policy and enforcement, Security Management Standards and Global Practices Security access control systems and technologies, Security Risk Management Framework
Unit-5 Information System for Business Effectiveness 7 Hours
Impact of IS in business effectiveness, Tangible versus Intangible returns, Evaluating the impact on effectiveness, Effectiveness as a function of cost, value, performance and positioning

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Principles Of Marketing			
Course Code	BBAD1016			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Course Outcomes

CO1	Analyse and relate basic marketing principles and terminology to assess marketing's role in discovering and satisfying consumers' needs and wants.
CO2	Analyse marketing environment with an emphasis on creating value in individual and organizational consumption markets.
CO3	Analyse the role of research in marketing environment and understand how companies are utilizing it for their benefits.
CO4	Develop and apply marketing strategies based on product and pricing component of the organizations.
CO5	Develop and apply marketing strategies based on distribution and promotion component of the organizations.

Text Book (s)

Marketing Management-A South Asian Perspective	Kotler, Keller, Koshy &Jha. 12 <sup>th</sup> Edition Pearson Education, 2011
Principles of Marketing	Kotler, Armstrong, Agnihotri & Ehsanul Haque , 13 <sup>th</sup> Edition, Pearson Education, 2011.

Reference Book (s)

Marketing Management- A South Asian perspective	<b>Kapoor and Iacobucci, 1<sup>st</sup> Edition, Cengage Learning, 2010.</b>
Marketing Management	Saxena, 4 <sup>th</sup> Edition, Tata McGraw Hill, 2011
Marketing Management	Ramaswamy, Namakumari, 4 <sup>th</sup> Edition, McMillan Publications, 2010
Fundamentals of Marketing	Stanton W.J. et al, McGraw Hill
Principles of Marketing	Mcdenial, Lamb, Hair, 2008, Cengage Learning
Marketing Management	Evance& Berman, 2007, Cengage Learning
Marketing Management	Shukla, 1 <sup>st</sup> edition, VaibhavLaxmiPrakashan
Principles of Marketing	Bushkirk, Richard H, Dryden Pren, Illinois
Journal of Marketing	American Marketing Association
Indian Journal of Marketing	ISSN: 0973-8703, Scopus Indexed

**Unit-1 Marketing Principles- An overview:** This module is designed to provide students with an understanding of the concepts of Marketing, with a focus on the management of the marketing activities and how marketing relates to overall organisational functioning, including the management of exchange processes between business units and consumers and between firms The basics of Marketing, the core concepts, newer avenues and approaches on marketing.

**Definition of marketing, and evaluation of Marketing as a field of study, Relevance of marketing in modern business.**

Core marketing concepts (exchange, transaction, needs, wants, demand, offering, brand, customer value, competition.

Marketing concepts (Production, product, selling, marketing, social marketing concepts.

Developing marketing plans and strategies.

Unit-2 Marketing Environment: This module examines the nature of marketing environment, determines environmental related issues, and provides a context for developing marketing strategies. Analyse the external environment to identify opportunities or challenges to a business. Identify and classify marketing segments and targets, demonstrating the use of marketing research techniques.

Understanding the Marketing environment and adopting marketing to the changing environment.

Market segmentation, targeting and positioning, niche marketing.

STP- Segmentation ,Targeting & Positioning

Difference, Key characteristics and strategies.

An overview of marketing of services

An overview of international, digital and rural marketing wrt to India.

International Marketing:

Consumer Behavior- definition, models , Buying motives, consumer motivation

Consumer decision making- buying roles and individual plays.

Consumer Decision Making Process & its comparison with organizational buying process

Organizational buying behavior; Meaning, process and types.

Unit-3 Marketing Research: This module explores Marketing Research. It considers how different types of Research methods and types facilitate Consumer Behaviour Research. Students get the concept of market research as the process or set of processes that links the producers, customers, and end users to the marketer through information used to identify

and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process

Types of research design methods(exploratory, descriptive, cause and effect), Process of Market Research.

Marketing Research tools (questionnaires, interview, and projective tests.

Marketing Research:

Process of Market research

Sampling, Sample size, Sampling unit.

Methods of Market research

Unit IV: Understanding the marketing mix: This module discusses the fundamentals of Product, Price, Place & Promotion -A marketing expert named E. Jerome McCarthy created the Marketing 4Ps in the 1960s. And how company deploys them as it is about putting the right product or a combination thereof in the place, at the right time, and at the right price.

PRODUCT:- Definition of product, levels of product

PRODUCT: - Types of product; Packaging and labeling.

line depth, width , length concerns

rentiation, innovation.

ding strategies,

marketing strategies

s, factors influencing pricing. Price strategies.

pricing?

motion (Trade promotion, consumer promotion), Di

, Advertising- 5 M's, Role and functions of advertis

Unit-5 IMC

Distribution:- Types of distribution channels;Channel strategy decisions, Physical distribution management, Role of intermediaries, functions and utility-Supply chain management Retailing and wholesaling

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100



<b>Name of The Course</b>		<b>French-I</b>		pronoms sujet et tonique, l'article défini et indéfini.
Course Code		<b>FREN-1003</b>		Unit-3:- Parler de ses goûts et de ses loisirs, poser des questions, décrire quelqu'un, les verbes au présent, la négation du verbe, le pluriel des noms, les adjectives.
Prerequisite		<b>None</b>		
Corequisite		<b>NA</b>		
Antirequisite		<b>NA</b>		Unit-4:- Demander/donner des informations sur une personne, parler de soi, de sa famille, Comprendre et écrire un mail, l'adjectif possessif, le verbe « aller », l'article
<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	Unit-5:- Nommer/situer un objet, exprimer la surprise, demander de faire quelque chose, exprimer une obligation, l'adjectif interrogatif, les prépositions de lieu, la négation de l'article indéfini, il faut..., pouvoir, vouloir. Demander/dire l'heure, demander pourquoi et répondre, l'interrogation, faire, connaître, l'accord des adjectifs en genre et en nombre, le pronom "on"

Course Objectives:

Course Outcomes

CO1	interpret simple sentences, and read short sentences and paragraphs
CO2	apply simple sentences to discuss about their family members, friends etc.
CO3	develop an understanding of French society and culture
CO4	apply french language with day to day situations
CO5	develop the knowledge of proficiency equivalent to A1.1 level of the French Language Proficiency Test

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
<b>20</b>	<b>30</b>	<b>50</b>	<b>100</b>

Text Book (s)

1. M. Denyer, A. Garmendia, C. Royer, Marie-Laure Lions-Olivieri, Version Originale 1 (A1) Livre de l'élève. Paris: Maison des Langues, 2009.
2. M. Denyer, A. Garmendia, C. Royer, Marie-Laure Lions-Olivieri, Version Originale 1 (A1) Cahier d'exercices. Paris: Maison des Langues, 2009

Reference Book (s)

1. Alter Ego 1- méthode de français, Annie Berthet, Catherine Hugot, V. Kizirian, Béatrix Sampsonis, Monique Waendendries, Hachette.
2. Echo A1, Author: Jacky Girardet, CLE International
3. Girardeau, Bruno et Nelly Mous. Réussir le DELF A2. Paris: Didier, 2010

Unit-1 Introduction	8 hours
Entrer un contact avec quelqu'un, saluer, salutations formelle et informelle, découvrir l'alphabet, s'excuser, communiquer avec tu et vous, masculin/féminin, les nombres 0 à 100	
Unit-2:- Se présenter, remercier, le genre des noms, les	

<b>Name of The Course</b>		<b>German-I</b>			
Course Code		<b>GERN1003</b>			
Prerequisite		<b>NA</b>			
Corequisite		<b>NA</b>			
Antirequisite		<b>NA</b>			
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives:

Course Outcomes

CO1	On completion of the course, the students will be able to carry out simple conversations, read short paragraphs and simple stories in German.
CO2	They would be able to give their brief self-introductions and can speak briefly about their family members and friends verbally.
CO3	They will have an understanding of German society and culture.
CO4	Assess all the four skills: reading, writing, listening and speaking
CO5	

Text Book (s)

T1. Dengler, Stefanie, Netzwerk A1: 2015  
 T2. Hieber, Wolfgang. Lernziel Deutsch. München: 2005

Reference Book (s)

R1. Gick, Cornelia, Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache.M: 2003  
 R2. Maria Dallapiazza, Eduard von Jan, Til Schonherr.Tangram, Deutsch als Fremdsprache.Berlin: 2005  
 R3. Griesbach, Schulz. Deutsche Sprachlehre für Ausländer. München: 2005.

<b>Name of The Course</b>	<b>Human Resource Management</b>			
<b>Course Code</b>	<b>BBAD2001</b>			
<b>Prerequisite</b>	<b>Understanding of general principles of management</b>			
<b>Co-requisite</b>	<b>Understanding of Organizational Behavior and Business Communication</b>			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Unit-1 Begrüssung / Greeting, Nummern/numbers Monate, Wochentage/ Name of months, days
Sich vorstellen – Introduction Interviewspiel mit Fragen und Antworten
Unit-2 Information zu Ländern, Nationalitäten und ihre Sprachen/ Name of countries, nationalities and languages.
Unit-3 W-fragen/ Questions Nominativ Kasus/ Nominative case Pronomen / pronouns (Nominative)
Unit-4 Regelmäßige Verben / Regular Verbs Verbkonjugation/ Verb conjugation (sein und haben)
Unit-5 Leseverstehen Hörverstehen Sprechen Schreiben

Course Objectives

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HR related issues
4. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

Course Outcomes

<b>CO1</b>	<b>Illustrate the basic essence of Human Resource Management and identify the challenges faced by modern Human Resource Management.</b>
<b>CO2</b>	<b>Analyze the concept of human resource planning, job analysis, recruitment and selection including their different methods to increase organizational efficiency</b>
<b>CO3</b>	<b>Apply various methods of training and development, and performance appraisal in changing business scenario and analyze their appropriateness as per individual, social and organizational context</b>
<b>CO4</b>	<b>Interpret the compensation management and job evaluation, and analyze how organization can utilize</b>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
<b>20</b>	<b>30</b>	<b>50</b>	<b>100</b>

	suitable compensation plan and job evaluation scheme to make employees more productive.
CO5	Analyze the essentials of Industrial Relations, Human Resource Outsourcing and changing face of Human Resource Management and apply these notions effectively to achieve organizational goals.
CO6	Determine the contemporary issues and practices in the area of human resource development

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<p><b>Unit I: Introduction to Human Resource Management</b> 5 lecture hours</p> <p>Human Resource Management – definition, scope and nature. Role and function of Human Resource Management. Evolution of Human Resource Management. Challenges and New trends in Human Resource Management, Personnel Management vs. Human Resource Management,</p> <p>Research paper: The transfer and diffusion of Human Resource Management practices within MNCs: lessons learned and future research directions by Flora F. T. Chiang, Lemaski, &amp; Birtch  <a href="http://www.tandfonline.com/doi/abs/10.1080/09585192.2016">http://www.tandfonline.com/doi/abs/10.1080/09585192.2016</a>.</p> <p>Strategies for the New Millennium: Role of Human Resource Management in Strategic Management Concept. Case Study: Why doesn't the HR department get any respect? – A case study by Robert Galford adapted from HBS Premier case collection. <a href="https://hbr.org/1998/03/why-doesnt-this-hr-department-get-any-respect">https://hbr.org/1998/03/why-doesnt-this-hr-department-get-any-respect</a>.</p>
<p><b>Unit II: Human Resource Planning, Recruitment and Selection</b> 7 lecture hours</p> <p>HR Planning – Objectives, Process and challenges. Job Analysis- definitions, importance, problems.</p>

<p><b>Job Description and Job Specification. Recruitment – Sources, Process and methods-merits/demerits, Selection Process – Tests and Interviews, Placement and Induction. Job Changes – Transfers, Promotions/Demotions, Separations Role Plays:</b></p> <ul style="list-style-type: none"> <li>• An Organization XYZ is introducing a new product line, being HR manager create a draft for Manpower planning.</li> <li>• Play roles of a selection committee.</li> </ul> <p><b>Experiential Learning: 1. Being an HR manager prepare a selection process, interview questions, related resume and an interviewee (either from the other groups or anyone else they want) for the job advertisement against the position of production Manager, Sales manager and HR manager.</b></p> <p><b>2. Prepare a Job Description and Job specification of Production Manager, Sales manager and HR manager.</b></p> <p><b>Case Study based Group discussion: Promoting the protégé, (Human Resource Management, text and Case, K, Aswathappa, Page no. 133),</b></p>
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<b>Name of The Course</b>	Nishtha Dwivedi			
<b>Course Code</b>	BBAD2015			
<b>Prerequisite</b>	Basic knowledge of Marketing			
<b>Co-requisite</b>	None			
<b>Anti-requisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives**

- 1. To determine the nature and scope of services marketing and identify the unique challenges involved in marketing and managing services.**
- 2. With the help of case studies, students will be able to apply all the case studies in a way to make the business sustainable in the long-run.**
- 3. To develop the service concept and its value proposition through 4P's, for designing a successful marketing plan for a service firm**
- 4. To identify & use the extended 3Ps (Processes, Physical Evidence and People) in delivering superior value to the customer**
- 5. The students will be able to understand the values and rationale behind the strategies of business and incorporate such values in understanding the real scenario.**
- 6. Student will able apply relevant theories to overcome contemporary issues & key challenges faced by service marketers.**

**Course Outcomes**

<b>CO1</b>	Identify the special management issues and unique challenges involved in marketing and managing services
<b>CO2</b>	Identify the expectations of customers and know how to apply this knowledge into (positioning) genuine value for customers.
<b>CO3</b>	Interpret service behaviour and service consumption in the light of service-dominant marketing logic and apply this knowledge to in designing and developing services, elements of 7 P's
<b>CO4</b>	Apply new approaches to managing customer relationship through the use of

	extended 3Ps (Processes, Physical Evidence and People) in delivering superior value to the customer
<b>CO5</b>	Appraise new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behaviour of services
<b>CO6</b>	Apply services marketing theories, research and analysis skills to overcome contemporary emerging issues and challenges.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
50	-	50	100

**Course Content:**

<b>Unit I: Foundations of Service Marketing</b>	<b>9 Hours</b>
Introduction : Definition of Services, Distinct Aspects of Service's, Service products, Introduction to Service Marketing Case Insight: Marketing Product- intangibles and intangible Products Characteristics of services, Classification of services	
Article: How can service businesses survive and prosper Marketing implications of service characteristics	
Article: A Service-Orientated Approach to Marketing of Services	
Introduction to service marketing mix elements: Product, price, place, promotion, people, physical evidence and process.	
You Tube Video : Service marketing mix or the 7 P's of marketing is explained in this video with example of Etihad airways Growth Drivers of services; Case Study 1: Fundisk	
<b>Unit II: Managing Consumer Behaviour</b>	<b>8 Hours</b>
Basic concepts; Service encounters; Introduction to servuction model, role theory , script theory and	

<p>Theatre model of consumer Behaviour</p> <p>"Consumers and markets"</p> <p>"High and low contact service encounters</p> <p>Article: Clueing in to customers</p> <p>"The purchase process for services</p> <p>"Segmentation &amp; Service Positioning</p> <p>"Listening to the customer</p> <p>Case Study 2 : Progressive Insurance Delight its Customers</p>
<p><b>Unit III: Key Elements of Services Marketing</b></p> <p><b>8 Hours</b></p>
<p>"Product elements ;Flower of service, Revenue Management, Pricing,4 P's"</p> <p>"New Service Development Designing the service"</p> <p>Service Branding</p> <p>"Promotion and education (communications strategy)</p> <p>Communicating the service</p> <p>"Service distribution: Flower of service; Distribution of Core and supplementary services. Case Study 3: Montecito State College (MSC)</p> <p>"Performing the service</p> <p>Service distribution: Franchising</p> <p>Foundation of pricing strategy &amp; ethical concerns in service pricing</p> <p>Case Study 4: Pizza Hut: Competitors' Envy, Consumers' Choice</p>
<p>Unit IV: Managing the Service</p> <p style="text-align: right;">8 Hours</p>
<p>Service Blueprinting;</p> <p>"Designing and managing Service Processes"</p> <p>Balancing Demand and productive capacity The Service Environment</p> <p>Research Paper Discussion: Impact of Servicescape on Quality Perception</p> <p>"Managing People</p> <p>Case 5: Westjet airlines"</p>
<p>Unit V: Implementing profitable service strategies</p> <p>5 Hours</p>
<p>"Managing Relationships with customers"</p> <p>Building Customer Loyalty</p> <p>Complaint Handling and service recovery</p>

<p>"Service Guarantees"</p> <p>"Service Leadership"</p> <p>Case 6 : MakeMyTrip:The Company and the Product</p> <p>"Service Quality "</p> <p>Service productivity"</p>
<p>Unit VI: Contemporary Issues in Services Marketing</p> <p>2 Hours</p>
<p>"Emerging Issues in services marketing"</p> <p>"Key Challenges of Services Marketing"</p> <p>"Services marketing theories to overcome from challenges &amp; issues"</p> <p>Research Paper Discussion: Problems and Strategies in Services Marketing</p>

**Suggested Readings**

**Text Book (s)**

- 1. Services Marketing: People, Technology, Strategy ,Christopher H. Lovelock and Jochen Wirtz, fifth edition. Upper Saddle River, NJ: Prentice Hall, 2004**
- 2. Services Marketing and Management,Audrey Gilmore,, Sage publications, 2nd edition, 2003**
- 3. Services Marketing Management: A strategic perspective,Hans Kasper, Piet van Helsdingen, Mark Gabbott, 2nd edition, Wiley publications, 2006**
- 4. Services Marketing: Concepts, Strategies & Cases,K. Douglas Hoffman and John E. G. Bateson, , South-Western, Cengage Learning, 4th edition, 2011**

Name of The Course	International Business			
Course Code	BBAD 2003			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	3	0	3

**Course Objectives:**

1. To acquaint students with basic concepts and theories of international business and their applications to managerial decision-making to sustain the business in long-run.
- 2.To assist students in developing their creativity and innovative thinking to make good decisions in a

complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.

3. To critically analyse situations for forward thinking through innovation.

**Course Outcomes:**

<b>CO1</b>	<b>Identify the drivers of globalization and identify differences and political, legal, cultural and social systems between countries</b>
<b>CO2</b>	<b>Use international trade theories to explain why countries trade and what determines their success.</b>
<b>CO3</b>	<b>Examine foreign exchange markets , currency convertibility and the role of FDI</b>
<b>CO4</b>	<b>Differentiate between the various modes of foreign entry by business firms and understand their advantages and disadvantages</b>
<b>CO5</b>	<b>Relate marketing , human resources and accounting strategies in the conduct of International Business</b>

Text Book (s): International Business by Charles Hill and Arun Jain, Tenth edition, TMH

Reference Book (s): International Business: Text and Cases Francis Cherunilam, Fifth edition, PHI

International Business Justin Paul, Fifth edition, PHI

1. International Business Rakesh Mohan Joshi, First edition, Oxford University Press
2. International Business: Environments and Operation Sullivan, Salwan, Radebaugh, Daniels, Twelfth edition, Pearson
3. International Business K. Aswathappa , Fifth edition, TMH

<p><b>Unit-1</b>  <b>Introduction to International Business and environment framework</b>  <b>Lecture Hours: 6</b></p> <p>Meaning of Globalization, Emergence of Global institutions, Drivers of globalization, Globalization debate, Managing in global market place, Global economic environment, Differences in political system, Differences in</p>
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<p>economic system, Differences in legal system, Differences in culture, values and norms, Case Study- McDonald’s and Hindu culture</p>
<p>Unit-2 International trade theory and regional integration                  Lecture Hours:8</p> <p>An overview of trade theory, Absolute advantage, Comparative advantage, Heckscher-Ohlin theory, National competitive advantage: Porter’s diamond, Level of economic integration, Case for regional integration, Case against regional integration</p>
<p>Unit-3 Global Monetary system and FDI                  Lecture Hours: 8</p> <p>Function and nature of foreign exchange market, Economic theory of exchange rate determination, Currency convertibility, Gold standard, Bretton Woods system, Fixed vs Floating exchange rate, FDI in world economy, Horizontal FDI, Vertical FDI</p>
<p>Unit-4 Strategy and structure of International Business                  Lecture Hours: 8</p> <p>Strategy of firm and international business, Global strategy and profitability, Cost pressures, local responsiveness, Basic entry decisions, Entry modes, selecting an entry mode, Strategic alliances                  Organization of International Business, Organization structure, Organizational culture, Organizational change</p>
<p>Unit-5 Managing International Business                  Lecture Hours:10</p> <p>Globalization of markets and brands, Market segmentation, Distribution strategy, Case Study- Giant Bicycles of Taiwan goes global, Strategy, production and logistics, Managing a global supply chain, Strategic role of international HRM, Staffing policy, Country differences in accounting standards, Consequences of different accounting standards</p>

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

Name of The Course	Business Environment				
Course Code	BBAD 2004				
Prerequisite					
Corequisite					
Antirequisite					
	L	T	P	C	
	3	0	0	3	

Course Objectives:

1. To acquaint students with the factors which can affect the business decision making.
2. To help students in correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.
3. To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment.
4. To critically analyse situations for forward thinking using the latest tools and techniques.

Course Outcomes

CO 1	Describe different types of environments and its constituents which affect business decision making.
CO 2	Appraise national income, economic planning, NITI Aayog and industrial licensing policy of India in a business context.
CO 3	Examine the major economic problems, their causes and effects in India.
CO 4	Appraise the role of the money market, capital market and government's monetary and fiscal policies to regulate these markets.
CO 5	Appraise India's economic transaction with the rest of the world through developing their understanding in

	concepts, policies and trends of trade and investment.
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Text Books

1. Saleem, S. Business Environment for B.Com.Pearson, 1/e.

Reference Books

1. Cherunilam, F. Business Environment: text and cases. Himalaya Publishing House
2. Fernando, A.C.. Business Environment. Pearson.
3. Pailwar, V. K. Business Environment. PHI.

Course Content

<p><b>Unit I:</b> Introduction to Business Environment  <b>5 lecture hours</b> Meaning of Business Environment, Social factors, Economic factors, Cultural factors, Political factors, Legal Factors, Technological factors, Business environment and strategic management, Global economic environment, Case Study- Mahindra &amp; Mahindra.</p>
<p><b>Unit II:</b> National income and Economic planning in India  <b>8 lecture hours</b> Meaning and definition of national income, Measurement of national income, Major features of national income in India, Economic planning – meaning and types, Objectives of five year plans in India, Twelfth five year plan, Industrial licensing- Objectives, Recent industrial licensing policy.</p>
<p><b>Unit III:</b> Economic problems in India  <b>10 lecture hours</b> Concept, meaning and causes of poverty, Measures to reduce poverty, Poverty and inclusive growth, Concept, meaning and types of unemployment, Factors responsible for unemployment, Inflation- meaning and measurement, Causes of inflation, Effects of inflation, Parallel economy and Regional imbalance.</p>
<p><b>Unit IV:</b> Financial markets in India and Government policies  <b>9 lecture hours</b> Money market in India, Indian capital market,</p>

Function of Indian financial system, Concept and meaning of stock exchange, Role of SEBI, Monetary policy – meaning and objectives, Instruments of monetary policy, Concepts and meaning of fiscal policy, Objectives of fiscal policy.

**Unit V: External Sector** **8 lecture hours**  
 Export and imports of India – Components and directions, Export promotion measures, Foreign investment- meaning and need, Meaning of MNCs, Reasons for growth of MNCs, Impact of MNCs  
 Case Study- Ranbaxy Sellout, WTO- Principles and functions, Major agreements under WTO.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

Name of The Course	Production & Operations Management			
Course Code	BBAD 2013			
Prerequisite	Production concepts/Manufacturing Concepts			
Corequisite	None			
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:** Operations in the production of goods or services. It involves the responsibility of ensuring that business operations are efficient in terms of using as few resources as needed, and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of raw materials, labor, and energy) into outputs (in the form of goods and/or services). The relationship of operations management to senior management in commercial

contexts can be compared to the relationship of line officers to highest-level senior officers in military science. The highest-level officers shape the strategy and revise it over time, while the line officers make tactical decisions in support of carrying out the strategy. In business as in military affairs, the boundaries between levels are not always distinct; tactical information dynamically informs strategy, and individual people often move between roles over time.

**Course Outcomes**

CO1	To describe the basic concepts of the Operations Management in service and manufacturing..
CO2	To identify the different tool and technique in forecasting.
CO3	To analyze and understand the different tools and technique of quality management.
CO4	To utilize the conceptual understanding of plat location and plant layout.
CO5	To develop the understanding of material management and concept of inventory management.
CO6	Analyze the latest trends in production and address the contemporary issues and challenges of Production

**Text Book (s)**

1. Productions and Operations Management S.N. Chary, Tata Mc. Graw Hill
2. Operations Management ,Willam .S. Stevenson,Mc.Hill

**Reference Book (s)**

1. Productions and Operations Management Upendra Kachhru, Pearson Education Ltd
2. Productions and Operations Management Adam, Everett E & Ronald J. Ebert, Prentice Hall

**Unit I: Introduction to Production & Operations**  
 Introduction to Production Management, Brief history of Production Management, Basic Concept of Production, Transformation processes, Types of Transformation process, Roles and Responsibilities of Operations Manager, Production Cycle, Classification of decision areas.



<p>Unit II: Forecasting in operations Management Introduction of forecasting, Qualitative and Quantitative Forecasting, Causal Forecasting Technique.</p>
<p>Unit III: Quality Management and Statistical Quality Control Concept of Quality and Dimensions, Evolution of Quality concept, Quality Guru's and Awards, Total Quality Management, Quality Specification, Design Quality: Tools and Techniques, Zero Defects: Concept of Six Sigma, Six Sigma – Methodology: DMAIC, DMADV, Cost of Quality, Continuous Improvement, Control Charts, Statistical Quality Control: Managerial Roles, Basic QC tools: Control Charts.</p>
<p>Unit IV: Facility Location, Capacity Layout Facility Location Importance and planning, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Introduction to capacity planning, Four Basic Lay Out Formats, Problems in Facility Layout.</p>
<p>Unit V: Introduction to Material Management &amp; Inventory Models <b>Introduction to materials management, Purchasing Function and management : sourcing and outsourcing, Concept and types of Inventory: ABC, VED, FDN analysis, Classification of inventory and Inventory Models.</b></p>
<p><b>Unit VI: Latest Trends &amp; Contemporary challenges in production (4 lecture hours)</b>  Latest trends in production &amp; operations management:- Lean Production &amp; Just in time Manufacturing, Flexible manufacturing (concepts), Synchronous Manufacturing(concepts), World class manufacturing, Contemporary issues in Production Management:- Globalization ,Sustainability, Ethical conduct in production</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	E-Business			
<b>Course Code</b>	BBAD 2006			
<b>Prerequisite</b>	Basic understanding of business processes			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

Course Objectives

1. To acquaint students with basic concepts of E-business and E-Commerce.
2. To understand the working of various E-Business models and the design issues of any E-Business architecture.
3. To analyze the use of certain E-Business tools like – CRM and SCM.
4. To recognize and analyse the use of latest technologies in E-Business.

Course Outcomes

<b>CO1</b>	Applying the knowledge about basic concepts of E-commerce and various business models for decision making.
<b>CO2</b>	Creating knowledge of E-Commerce business pattern and use them for market analysis.
<b>CO3</b>	Analyzing and create various strategies of E-Commerce for real time business problems.
<b>CO4</b>	Analyzing Technical concepts of E-Commerce and use of various business communicative applications in E-commerce.
<b>CO5</b>	Applying Practical knowledge of various technical and customer applications of E-Commerce projects.
<b>CO6</b>	Developing understanding among students about the latest trends and technologies used in E-Business.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<p><b>Unit I: Introduction to E-Business and spotting E-Business trends (9 Hours)</b></p> <p>Defining need of E-Commerce and brief history, shifting to E-Business from E-Commerce Framework, Types of business model, Case Discussion: Pepperfry, AliBaba, Trends Driving e-business, Customer oriented trends, Organizational trends, Employee Megatrends, Case Discussion: Amazon India</p>
<p><b>Unit II: Digitizing the E-Business Design (8 Hours)</b></p> <p>E-business patterns: the structural foundation, Click and brick pattern, portal pattern, e-market maker pattern, Case Discussion: Intuit, IRCTC, Interlocking layers of e-business, Self diagnosis, Operational, Service and continuously innovation excellence models</p>
<p><b>Unit III: Strategy formulation for E-Business design (7 Hours)</b></p> <p>Constructing the E-Business architecture, the new era of cross functional integrated applications, Problems caused by lack of integration, Case Discussion: Flipkart, Yebhi, Strategy formulation for e-business design, Roadmap to move a company into E-Business</p>
<p><b>Unit IV: E-CRM, supply chain management and various business applications (6 Hours)</b></p> <p>Implementing Supply chain and CRM, E- Supply chain architecture, E - CRM architecture, Tactical e-Project management, Tactical e-Development process, Adoption management, E-government initiatives, Measuring effectiveness of E-Governance</p>
<p><b>Unit V: Use of IT technologies in various business applications (6 Hours)</b></p> <p>Use of IT in E-business applications, Use of Cloud computing in business, Use of Green computing in business, Use of Tally in finance Applications</p>
<p><b>Unit VI: Latest Trends in E-Business (4 Hours)</b></p> <p>use of SAP in business, Use of nanotechnology in E-business applications, introduction to SalesForce.com</p>

**Suggested Reading**

- 1. E-Business 2.0, Roadmap for Success by Dr. Ravi Kalakota & Marcia Robinson, Pearson Education. 2nd Edition**
- 2. E-Business: A Management Perspective by Jonathan Reynolds, Oxford**
- 3. E-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Edition**

Financial Management				
Course Code	BBAD 2007			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:** The course is designed to acquaint students with the principles of sound financial management and to explore the application of these through case studies and numerical. Students are given the skills and knowledge to understand effective and ethical practices in financial management in an organization. The course also links to the integrative business simulations relating to the management of a firm's assets and the business value of major programme deployment. Topics covered include financing decisions, dividend decisions, risk and return, capital budgeting, capital structure, cost of capital, and working capital management and contemporary Issue in Corporate Finance.

**Course Outcomes**

CO1	Determine the theory and practice of corporate finance techniques
CO2	Analyze common investment criteria and project cash flows associated with corporate project evaluation.
CO3	Apply measures of cost of capital and financial leverage to form long-term financial policies for business.
CO4	Apply techniques for estimating the cost of each component of the cost of capital and

	describe the common factors influencing dividend policy
CO5	Apply techniques of working capital, receivables and investment management for long term financing of the firm

Text Book (s)

1. I M Pandey, 'Financial Management', 11th Edition, Vikas Publishing House Pvt. Ltd.
2. Van Home, J.C. 2011, "Financial Management and Policy" 12th Ed., Prentice Hall of India.
3. Damodaran, A. 2009, "Corporate Finance : Theory and Practice" 2nd Edition., Wiley & Sons

Reference Book (s)

1. Prasanna chandra, "Financial Management", Tata McGraw Hills, New Delhi
2. Brigham Eugene F; Ehrhardt Michael C., "Financial Management" India Edition, Cengage Learning.

<b>Unit I:</b> Introduction to Financial Management <b>6 lecture hours</b> Introduction to Financial Management, Nature and scope of Financial Management, Finance functions, Role of finance manager, Financial goal: Profit maximization Vs wealth maximization, Concept of agency and agency problem.
<b>Unit II:</b> Time Value of Money <b>10 lecture hours</b> Time Preference for money, Future Value- Single Cash flow, Annuity, Sinking Fund, Present Value- Single Cash flow, Valuation of Bonds and shares, Risk and Return, Exercises on Future Value, Present Value, and Bonds Valuation, Risk Analysis in Capital Budgeting. Investment Evaluation Criteria: NPV based numerical, IRR: Concept, Limitations and its significance, Payback: Meaning, and calculating payback periods ARR: Meaning, Scope, and calculating ARR, Profitability Index: Meaning, Nature, Significance, and functions. How to calculate Practical exercises having calculation of various capital budgeting decisions collectively like NPV, PI and PB simultaneously etc. Case Study:

Hola-Kola-The Capital Budgeting Decision by Lena Booth <b>Unit III:</b> Investment Decisions <b>8 lecture hours</b> Cost of capital: Concept, Significance, nature, and factors affecting cost of capital. Cost of Debt, Preference Shares, Equity Shares, Weighted Average Cost of Capital (WACC), Theories of Capital structure Net Income (NI), Traditional, Net Operating Income (NOI) Approach, MM Hypothesis, EBIT-EPS Analysis, Leverage analysis- Operating, Financial and Combined Leverage.
<b>Unit IV:</b> Financing Decisions and Dividend Decisions <b>8 lecture hours</b> Dividend: Concept, meaning, types, and significance for stakeholders, Theories/Models in dividend policy, Walter, Gordon, MM (Miller Modigliani) Hypothesis and theory, Determinants of dividend policy.
<b>Unit V:</b> Working Capital Management <b>8 lecture hours</b> Working Capital Management: Concept, meaning, objectives, types and significance Principles of working capital management, Receivables Management, Inventory Management- EOQ, Reorder Level, Cash Management Working Capital Finance, Derivatives: Concept, meaning, objectives, and applications, Derivative as tool for managing risk Case Study: Whirlpool and the built-in appliance industry in India by Sandeep Puri, Adeshwar Raja Balaji Prasad, Natarajan Anc, Parasaran Vs, Sashikanth Yenika, Vijay Kumar Venna

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Research Methodology			
Course Code	BBAD2009			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Research Methods is a course designed to impart education in the foundational methods and techniques of academic research in social sciences and business management context. Research scholars would examine and be practically exposed to the main components of a research framework i.e., problem definition, research design, data collection, ethical issues in research, report writing, and presentation. Once equipped with this knowledge, participants would be well-placed to conduct disciplined research under supervision in an area of their choosing. In addition to their application in an academic setting, many of the methodologies discussed in this course would be like those deployed in professional research environments.

Course Outcomes

CO1	To illustrate the basic essence of research methodology; research objectives, research problem selection, research hypothesis formulation, research design, including literature reviews and critically analyze their significance for diverse decision-making scenarios in business.
CO2	To describe the various methods of data collection to critically analyze its implications at diverse business problems.
CO3	To analyze diverse sampling techniques along with the changing problems so as appropriateness of sampling methods can be analyzed.
CO4	To analyze the application of Statistical Tools and Techniques in order to identify how research can contribute more effectively in business decision making.
CO5	To interpret the essentials of data interpretation and report writing.

Text Book (s)

Reference Book (s)

Unit I: Introduction to Research 10 lecture hours Research Types, Research Designs, Case: Mini case on selecting research design, Nature of Research Methodology, Mini project: students choose research design for their respective topics, Scope of Research Methodology, Formulation of Research Problem, Statement of Research Objectives, Research Hypothesis, Sage case on hypothesis: <a href="http://www.eifl.net">www.eifl.net</a> › E-Resource.
Unit II: Measurement and scaling technique 10 lecture hours Collection of data, types, primary & secondary methods, Scaling meaning of scaling,

classification and basis, Scaling techniques, rating scales & ranking scales, Methods of Data Collection: Observation Design, Methods of Data Collection: Interviewing for Research, Formulation of Questionnaires (Mini project continued), Formulation of Questionnaires, Techniques of Data Analysis, Through paper by Dr Nidhi: Translating the challenges to enablers of VT involved in software projects.(soft copy given to students)
Unit III: Sampling Techniques 4 lecture hours Probability and non-probability sampling, (Research paper summary submission), Probability and non-probability sampling, Probability and non-probability sampling, Case Study: Motorola: Projecting the moto life style (Marketing research: an applied Orientation, By Naresh Malhotra and Das, Page No. 356-357), Theory of estimation of sample size (Numerical on sample size calculation)
Unit IV: Data Analysis 8 lecture hours T-test, ANOVA Through paper by Dr Nidhi: Translating the challenges to enablers of VT involved in software projects. (soft copy given to students), Chi-square Test, Correlation, Regression, Research paper on analysis of economic performance: <a href="http://www.afahc.ro/ro/afases/2014/manag/Fechete_Nedelcu_b.pdf">www.afahc.ro/ro/afases/2014/manag/Fechete_Nedelcu_b.pdf</a>
Unit V: Research Report Writing 8 lecture hours Interpretation of Data and Drawing Inferences, Research Report Writing

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100
Name of The Course		<b>Project Planning and Management</b>	
Course Code		<b>BBAD 2011</b>	
Prerequisite		Financial Management, statistics, Operation Research	
Corequisite		None	
Antirequisite			

	L	T	P	C
	3	0	0	3

Course Objectives:

The purpose of this module is to acquaint students with basic concepts of the Project Management and its uses in real life situation, and the formulation of the problems, to understand the basic insight of Capital Budgeting decision, recognize and analyze the Market – Demand & Supply factors affecting the Project Execution along with the study of risk factors associated with Project Management. Also to plan, organize and control the resources to achieve specific goals.

Course Outcomes

CO1: Explain the basics of Projects and Identify the need of Project Management (PM) and control.	CO2: Explain the various theories and tools of project capital expenditure decisions.
<b>Continuous Assessment Pattern</b>	
CO3: Analyze the different forecasting technique in Project Execution.	CO4: Apply different tools and techniques in solving different type of risk associated with Project Management.
CO5: Calculate time-analysis results for time management of projects	

Unit-3 *Market Demand Analysis*  
Information required for marketing and demand analysis. Types of demand forecasting. Qualitative & Quantitative technique of forecasting. Demand forecasting, Uncertainties in demand forecasting. Coping with uncertainties: Technical and Financial Analysis. Technical and Financial Analysis

Unit-4 *Determination of Risk factors*  
Analyses of Project Risk. Market Risk and Firm Risk. Factor which reduces risk. Certainty equivalent method

Unit-5 *Network Analysis*  
Introduction to CPM and PERT. Rules for drawing the network diagram. Application of

CPM and PERT techniques in project planning	Internal Assessment of projects (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
	30	20	50	100

Text Book (s)

1. Project Management, Prasanna Chandra, Mc. Graw Hill, 2016

Reference Book (s)

1. Project Management in Practice, Meredith, Jack R., Sutton, Margaret M., Shafer, Scott M., Wiley Publication
2. Project Management, S Chaudhry, Mc. Graw Hill.

<p>Unit-1 <i>Introduction to Project Management: Concepts,</i> Introduction to Project Management, Uses, scope and applications of Project Management in managerial decision-making. Characteristics of Projects Classification of Projects: National &amp; International. Tools and Techniques. Roles and Responsibilities of Project Manager. Project Life cycle. Project Selection Process</p>
<p>Unit-2 <i>Capital Expenditure Decisions</i> Meaning and features of capital budgeting decisions. Importance of capital budgeting decisions. Kinds of capital expenditure decisions. Capital expenditure budgeting process. Criteria of capital budgeting: NPV, IRR, Payback period. Resource allocation framework</p>

<b>Name of The Course</b>	<b>Spreadsheet Based Decision Making</b>
Course Code	BBAD2012
Prerequisite	Basic knowledge of handling computers
Corequisite	None
Antirequisite	None
	L T P C
	3 0 0 3

Course Objectives:

- To understand the usage of MS Excel in day to day business processes.
- To make the students familiar with the working knowledge of various MS Excel functions.
- To understand how MS Excel can be used for the data interpretation and analysis purpose.

Course Outcomes:

CO1	To gain knowledge of basics of excel functions and apply in real world environmental to find solutions
CO2	understand, analyze the excel formulas and their applications to design ethical innovate solutions
CO3	To analyze the self information technology tools to implement effective decision making.
CO4	analyze , evaluate and making assumptions about the excel strategies to acquire business knowledge
CO5	To analyze the excel formulas and their applications.

Text Book (s)

1. Microsoft Excel 2010: Data Analysis and Business Modeling by Wayne L. Winston, PHI

Reference Book (s)

1. Microsoft Office Excel 2007: by Torben Lage Frandsen

Unit-1 MS Excel basic functions and look-up functions 9 hours
Significance of Spreadsheets in decision making, basic functions – sum, sumif, average, count, countif, if, nested if, Lookup function in MS Excel, VLookup and HLookup examples, Vlook up ,Hlookup and look up(Situation based problems)
Unit-2 Index, Match and Text functions 9 Hours
Syntax of index function and problem, Problems of index functions, Syntax of match function and problem (Situation based Testing assignment), Problems of match function and syntax of text functions (LEFT, RIGHT, MID, TRIM, LEN, FIND, SEARCH, REPT)(Situation based problems of match), Syntax of text functions ( CONCATENATE, REPLACE, VALUE, UPPER, LOWER, CHAR)
Unit-3 Financial functions in MS-Excel 5 Hours
Excel NPV function(Self Study), NPV with irregular intervals, Problems of NPV functions(Situation based Problems), IRR of cash flows, Unique IRR, MIRR, FV, PV, CUMPRINC, CUMIPMT, Problems of FV, PV, CUMPRINC, CUMIPMT(Situation based Problems)
Unit-4 Time functions and Date formulas 9 Hours

Handling Dates in Excel, DATEVALUE, TODAY, YEAR, MONTH, DATE, DATEIF functions(video of date functions, Problems (Situation based problems of students age, working days)Handling Date and Time simultaneously, NOW, TIME, TIMEVALUE, Problems (Situation based problems of calculating employee salary) , Problems (Interpretation and decision making problem of mass communication database)
Unit-5 Sensitivity analysis, data tables and pivot tables 8 Hours
Problem Sensitivity Analysis with Data Tables, Goal Seek application (Interpretation and decision making of online shopping system), Types of histograms: symmetric, Positively skewed, negatively skewed, multiple peaks, Problems Types of histograms: symmetric, Positively skewed, negatively skewed, multiple peaks( Interpretation and decision making online shopping)

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Operations Research			
Course Code	<b>BBAD 2013</b>			
Prerequisite	Basic Mathematical operations			
Corequisite	None			
Antirequisite				
	L	T	P	C
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives: The objective of this paper is to develop student’s familiarity with the basic concept and tools in Operations Research. To provide the real life exposure about the Optimization Techniques those are commonly used in business decision-making problems. To enable the students to formulate the problem into mathematical

programming problems, obtain the optimum solution and interpret the decision.

Course Outcomes

CO1	Identify the use of Operation Research and its importance in business application for Optimization.
CO2	Use of Linear programming problem and Transportation problem in of management to optimize and decision making
CO3	Determine the Assignment problems and its application in Business Related problems(K4)
CO4	Utilize the concept game theory which determines a stable strategy for optimize the Payoff in different conditions of business environment.(K3)
CO5	. Develop the various networks schedules for different projects by using Project Management techniques.(K4)

Text Book (s)

1. J.K Sharma, Operations Research (Theory & Applications), 6<sup>th</sup> edition, Trinity Press

Reference Book (s)

1. N.D Vohra, Quantitative Techniques in Management, 2<sup>nd</sup> Edition, Tata Mcgraw Hill
2. Hamdy A Taha, Operations Research-An Introduction 7<sup>th</sup> Edition, Prentice Hall
3. Peter C Bell- Management Science/ Operations Research: A strategic perspective, South-Western College Pub.

Unit-1 Unit I: Introduction to Operations Research & Linear programming Problem-I  
Introduction to OR, Use ,scope and applications of OR, Introduction to Linear Programming problem, Mathematical form of LPP, Solution to LPP, Graphical Method and its limitations, Types of solution in graphical method , Multiple solution, unbounded solution and infeasible solutions , Case study

Unit II: Linear programming Problem-II and Concept of Transportation Problem  
Solution of LPP by simplex method, Maximization and Minimization examples, Duality in LPP, Introduction to Transportation

problem, Mathematical form of TP, North West Corner Method, Vogel's approximation method, least cost Method, MODI method for optimum solution

Unit III: Assignment Problems and its application in business (7 lecture hours)  
Introduction to Assignment Problem, Mathematical form, Method of solution- Hungarian method, unbalanced assignment problem, restricted assignment problem, Applications of assignment problem in business, case study

Unit IV: Concepts of Game Theory  
Introduction of game theory, concepts, Two persons game, Zero sum Game, Strategy, Mixed Strategy game & Pure strategy games, Methods of solution, Maximin-Minimax principle, Probability Method, Graphical Method, Principle of Dominance

Unit V: Project Management  
Project Management - Basic concepts, activity, event, preceding activity, Succeeding activity, Rules for constructing network diagram, Critical Path Method, Time Analysis in CPM. PERT Analysis, Difference between CPM & PERT

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	<b>Sales and Distribution Management</b>			
Course Code	<b>BBMK2015</b>			
Prerequisite	<b>Basic knowledge of Marketing</b>			
Corequisite	<b>None</b>			
Antirequisite	<b>None</b>			
	L	T	P	C
	3	0	0	3

Course Objectives: The student will be able to identify and define special management issues and unique challenges involved in marketing and managing services With the help of case studies, students will be able to apply all the case studies in a

way to make the business sustainable in the long-run. It requires basic skills and attributes to understand the contemporary corporate world.

The students will be able to understand the values and rationale behind the strategies of business and incorporate such values in understanding the real scenario.

Course Outcomes

CO1	Explain the concepts, attitudes, techniques, communication skills and approaches required for effective decision making in the areas of Sales and Distribution (K3) (PO1 Business and Domain Knowledge)
CO2	Outline the ways for the sales force effectiveness, organization, implementing Sales Force Automation and come up with innovative ways to implement sales strategies in the business environment (K3) (PO1 Business and Domain Knowledge)
CO3	Examine and select sales territories, quota in real time situations and evaluate the role of Sales manager and his/ her responsibilities in recruiting sales team to tackle ethical selling dilemmas (K3) (PO2 Critical Thinking)
CO4	Construct strategies to effectively control the company's sales force, sales force compensation and demonstrate sales analytics and performance appraisal of sales force (K3) (PO3 Effective Communication)
CO5	Summarize the importance of distribution of channels and their links with other marketing variables to build up environment for sustainable growth and development of intermediaries involved in distribution channels (K3) (PO7 Environment and Sustainability)

6. Marketing Channels Anne T. Coughlan; Pearson Education.

Unit-1 Sales Management 6Hours An introduction to sales management, evolution, nature and role of sales mgmt. Importance of sales mgmt., types of personal selling, types of selling, Difference between sales & marketing, role of sales mgmt. in mktg., Sales mgmt. process, Emerging trends in sales mgmt.
Unit-2 Sales Management for effectiveness 11Hours The selling process first four stages, Types of SFA. Importance of Prospecting, how to prospect, sources of prospecting, The selling process last four stages. How to close sales? How to overcome customer objections? The selling process first four stages, Sales Force Automation, Organization design – Line organisation design by territory, Organization design – Organization Design by product, Organization design by customer, Organization design – Combined organisation. Design, No. of sales people - Incremental method.
Unit-3 Sales territory 6Hours Management of sales territory, Management of sales quota – Sales Volume quota Management of sales quota – Sales budget quota, Sales activity quota, Combined quota, Preparing of sales budget, Preparing of sales budget, Sales force compensation – Factors, Financial compensation, Sales force compensation – Non financial compensation, trends Sales Force Control, Performance Appraisal of the sales force.
Unit-4 Distribution Management 8Hours Distribution Channel mgmt. – Activities, Need for distribution channels : value addition Channel strategy, Rural distribution channels, Channel Levels, Channel Systems
Unit-5 Designing channels 9Hours Designing channel & planning process, Case Study discussion Selecting channel partners, Managing channel behaviour (power & conflict), Market Logistics & SCM - definition & scope of logistics and its extension into SCM, logistics & other functions :

Text Book (s)

1. Sales and Distribution Management Tapan Panda & Sunil Sahadev, Oxford, 2nd Edition.
2. Sales and Distribution Management Dr Ramendra Singh, Vikas Publications, 1st Edition

Reference Book (s)

1. Sales and Distribution Management, Text and Cases Krishna Havaldar & V.M Cavale, TMH, Second Edition.
2. Marketing Channels Anne T. Coughlan; Pearson Education.
3. Sales and Distribution Management: An Indian Perspective Pingali Venugopal, SAGE
4. Sales and Distribution Management Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, Sixth Edition, Pearson
5. Fundamentals of Sales and Distribution Management Bholanath Dutta



Interface, Market Logistics & SCM - Inventory Management, Warehousing, Transportation.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	<b>Digital Marketing</b>			
Course Code	<b>BBMK 2016</b>			
Prerequisite	<b>Basic of Marketing</b>			
Corequisite	<b>None</b>			
Antirequisite	<b>None</b>			
	L	T	P	C
	3	0	0	3

Course Objectives:

To understand how digital technology or media can impact firm’s tactical marketing activities and drive firm’s performance."

To understand how to apply different digital marketing techniques

To align digital marketing activities with the firm’s marketing strategy.

To manage digital content and apply analytics for effective digital marketing

Course Outcomes:

CO1	Identify the need of digital marketing application for the organization keeping in mind cross-cultural and ethical issues in globalized digital markets context.
CO2	Apply digital marketing mix SEO and SEM concept to get competitive advantage for the organization.
CO3	Practice affiliate marketing and social media marketing activities for effective campaign management.
CO4	Use mobile marketing, video marketing, email marketing, ECRM strategies to be ahead of the competitors.
CO5	Employ data analysis skills for better understanding the consumers.

Text Book:

- Digital Marketing: Strategy, Implementation and Practice, Chaffey, Ellis-Chadwick, Fiona, Pearson, 5th

International Edition, 2014

- Understanding Digital Marketing, Damian Ryan, Kogan Page Publishers, 03-Nov-2016

Strategic Digital Marketing Eric Greenberg, Alrxander Kates, McGraw Hill Education, 1st Edition, 2016

Reference Book (s):

- Ecommerce Commerce 2016, Efraim, Turban, King, Lee, Pearson, 7th Edition
- E-Marketing, Strauss and Frost, Pearson, 7th International Edition, 2013
- The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign, Ira Kaufman, Routledge; 1 edition (October 22, 2014)
- Digital Marketing Strategy: An Integrated Approach to Online Marketing, Simon Kingsnorth, Kogan Page; 1 edition (May 28, 2016)

Unit-1 Digital Marketing Fundamentals, Digital Marketing Mix	9 hours
An introduction to Digital Marketing, E-Business, E-commerce, E-marketing/ internet Marketing, Digital Marketing Platforms, Applications of Digital Marketing, key Communications Concepts for Digital Marketing, Aligning Internet with business objectives, Modern digital consumer behaviour, Application of digital marketing, 5S model, Digital Marketing Mix: Product, Categories of New Products, Creating Customer Value Online, Digital Marketing Mix: Price, Pricing strategies, Payment options, Digital Marketing Mix: Place, Functions of a Distribution Channel, E-Business Models, Shopping Cart Abandonment, The Last Mile Problem, Digital Marketing Mix: IMC, Digital Marketing Communication IMC approach, Owned Media, paid and earned media, The Goals and task of Communication, Digital Communication Mix Tools, Media Performance Metrics, Digital Marketing Mix: Place People, Process & Physical Evidence,	
Unit-2 Managing Content in Digital Age, Search Engine Optimization and Search and Display Advertising	9 hours

<p>Managing Content in Digital Age, What is content? Importance of Content Marketing, Matching content formats to objectives, Content Creation, The 70/20/10 Content Planning Model, Content Management, Building A website that Generates Results, From Discovery to Launch, Measurement and Analytics, Basics of Search Engine Optimization</p> <p>Elements of Search Engine, What is a SEO Algorithm? SEO Techniques, A search engine friendly website structure,</p> <p>A well-researched list of key phrases, Content optimized to target those key phrases, Link popularity, User insights, Algorithm Updates, Benefits and Challenges, Search Trends, Search Engine Marketing, Basics of Search Advertising and Online Advertising, The Elements of a Search Ad, Segmentation Targeting and Positioning Bidding and Ranking for Search Ads, Tracking, Difference between Online Advertising and Search Advertising, Online Advertising Objectives, Types of Display Adverts</p> <p>Payment Models for Display Advertising, Getting Your Ads Online, Targeting and Optimizing, Challenges of Online Advertising, Advantages of Online Advertising</p> <p>The Future of Online Advertising"</p>
<p>Unit-3 Social Media Marketing 8 hours</p>
<p>Social Media Marketing Basics, Traditional VS Social Media, Social Media Networking, Overview of Facebook, Twitter, LinkedIn, Instagram, YouTube, Content Creation</p> <p>Image sharing, Video Sharing, YouTube and Marketing, Tracking Social Media Campaigns, Social Media Strategy, Dealing with Opportunities and Threats</p>
<p>Unit-4 Affiliate Marketing, Mobile Marketing, Video Marketing, Email Marketing and ECRM 8 hours</p>
<p>Introduction to Affiliate Marketing, The Building Blocks of Affiliate Marketing, Action and Reward, Tracking, Affiliate Networks, Case Study# Affiliate Marketing</p> <p>Setting Up a Campaign, Advantages and Challenges, Introduction to Mobile Marketing, The Role of Mobile in Personal Communication, Mobile Messaging Channels</p> <p>Location and Mobile, Mobile Commerce, Integrating Mobile into Online Marketing, Augmented Reality, Mobile Analytics,</p>

Introduction to Video Marketing, Email Marketing and ECRM
Unit-5 Data Analytics 6 hours
Data Analytics Basics, Working with data, Tracking and collecting data, Analysing data, Performance Monitoring and Trends

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>B2B Marketing</b>			
<b>Course Code</b>	<b>BBMK2017</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

The course provides students insight into the unique features of understanding, creating and delivering value in business-to-business markets. Students are able to use frameworks and conceptual tools when analyzing business market opportunities and organizational buying behavior as well as formulating business marketing strategy. Students can apply all this knowledge to analyze and solve practical management problems in business-to-business environment.

Course Outcomes

CO1	After studying this module, the students will be able to understand business marketing, know differences in the characteristics between B2B and B2C marketing.
CO2	This module will help students to understand organizational buying objectives, buying process, identify the members of decision making units and choose suppliers.
CO3	After studying these module students will be able to understand the distinctive nature of business marketing channel, know channel design process, learn the role of supply chain management in business marketing.

CO4	The module familiarizes the students with the pricing and promotion strategies of B2B marketing. It discusses different pricing policies used in business to business marketing and also the communication strategies
CO5	The module deals with defining the marketing strategies for B2B marketing. It discusses the assessment of marketing opportunities, market segmentation and targeting strategies.

Text Books

- Havildar, Business Marketing Tata McGraw-Hill Education, 3rd Edition, 2010
- Vitale, Giglierano, & Poersch, Business to Business Marketing: Analysis and Practice, Pearson

Reference Books

- Business Marketing Management, Michael D. Hutt, 10th Edition, Cengage Learning India; (2012)
- Principles of Marketing, Kotler, Armstrong Agnihotri and Haque, 15th Edition, Pearson Education, 2011
- Marketing Management-A South Asian perspective, Kotler, Keller, Koshy & Jha, 13th Edition, Pearson Education, 2011
- Marketing Management, Saxena, Tata McGraw Hill Publication, 4th Edition, 2009
- Myers, Chris A., The Marketing Plan Companion: Analysis and Cases, Kendall Hunt Publishing 2013

Understand the importance of customer, and supplier involvement in the development of new offerings, Distribution Channel characteristics, Conditions Influencing channel decisions, E-Distribution, And its impact on existing structures, Supply Chain & Logistic Integration for Competitive Advantage. Vendor selection and development, Buy-Grid Framework, Integrated Multi-channel Models. Case Study
Unit-4 Business Marketing Strategies (7 Lecture) Pricing; Factor influencing the pricing decision, Pricing Strategies and Pricing policies, Need and Effectiveness of Communication.; Usefulness of Promotions for Business Products or Services, developing business communication program, Positioning: Process of Developing Positioning Strategy, B2B form of E-Commerce, Marketing Strategy for E-Market Place, Integrated Multi-channel, Models. Case Study
Unit-5 Planning, Implementation and Control in Business Marketing : (7 Lecture) Assessing Market Opportunities through Strategic perspectives Market segmentation Identify bases used for segmenting business markets, Target Marketing, Role of marketing in strategic planning, Implementing and controlling marketing plan. Case Study

Unit-1 Overview of B2B Marketing: (10 Lecture) Introduction to B2B, – B2C- C2C, marketing, Type of business customers :Classification of industrial products ,and Industrial services Case: Flipkart Vs Amazon: Vendor Management, Marketing implications for different customers, AND Product Types, Business Customers Purchasing Orientation ,Environment Analysis in Business Market- Market Opportunity Identification–Analysis & Evaluation, Product Management: New Product Dev and Business Services, Changes in product strategy, Branding in business market, Case Study
Unit-2 Organizational Buying Behaviour: (8 Lecture) Understand organizational buying objectives. The organizational buying process, identify key members of buying centre, Model of organizational buyer behaviour, Learn of the major factors that influence buyer seller relationships, Customer Relationship Management Strategies for Business Markets. Case Study
Unit-3 Formulating Channel Strategy (8 Lecture)

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	International Marketing			
Course Code	BBMK2018			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives The purpose of the course is to identify and evaluate the specific issues related to design of an international marketing strategy and implementation of marketing operations on an international/multi domestic or Global scale. The course aims to build knowledge and skills in problem solving such as identifying and evaluating opportunities in international markets, developing

and adapting marketing tactics for specific market needs and constraints, and coordinating strategies across global markets.

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Course Outcomes

CO1	To identify the concepts, theories, tools, and international terminology necessary to understand international problems and issues.
CO2	To apply the understanding of marketing research in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications.
CO3	To analyze the international marketing efforts related to market entry by examining various entry modes and various opportunities & challenges associated with them.
CO4	To appraise the international marketing efforts related to marketing mix strategies and to appreciate the designing and managing of the 4 P's ( Product, Price, Place, Promotion) in international marketing programs for consumer markets
CO5	To identify various international economic institutions by gaining an understanding of their role and functions for the smooth conduct of the business across the globe.

Text Book (s):

1. Rakesh Mohan Joshi,' International Marketing' 1st Edition, Oxford Publications.
2. Czinkota, M., Ronkainen, I., ' International Marketing Strategy: Environmental Assessment and Entry Strategies' .The Dreyden Press: New York. ISBN 0-03-098373-8, 1994
3. "Cateora, P.R, Graham, J.L and Salwan, P., ' Global Marketing Management' (13th ed.), Tata McGraw Hill Company, 2008"

Reference Book (s)

1. Albaum, G., Strandskov, J., Duerr, E., Dowd, L. Addison-Wesley: Reading, Massachusetts. ISBN 0-201- 542803, 1995
2. Vasudeva, P.K, 1st Edition, ' International Marketing' Excel Publications
3. Hollis, N., Millward Brown Palgrave Macmillan, ' the Global Brand: How to create and develop lasting brand value in the world market ', ISBN 978-0230-62056-8,

<p>Unit-1 Introduction to International Marketing 8 hours Introduction to International Marketing , Scope of International Marketing, International Marketing Vs. Domestic Marketing, Evolutionary Process of Global Marketing; International Marketing Environment: PESTEL Analysis; Challenges in Global environment; Adaptation Vs. Standardization; EPRG Framework; Theories of International Trade; Trends in World Trade, Overview of India's Foreign Trade.</p>
<p>Unit-2 International Marketing Research 6 hours Challenges to International Marketing Research; Cross- Cultural Marketing Behaviour &amp; Research: Religion, Value System, language etc; Comparison of Cross Cultural Behaviour- Hofstede's classification; Process of International Marketing Research: Problem Identification, Deciding Research Methodology, Working out Information requirement; Process of International Marketing Research: Identify sources of information, prepare research design, collect information, Analyse and evaluate.</p>
<p>Unit-3 International Market Entry Strategies 7 hours The concept of International Market Entry; Modes of International Market Entry: Production in home country; Modes of International Market Entry: Production in foreign country (Contractual Mode); Modes of International Market Entry: Production in foreign country (Investment Mode); Factors affecting the Selection of Entry Mode; Choosing the Right International Market Entry Mix</p>
<p>Unit-4 4Ps for International Marketing Mix 11 hours Approaches for Developing Products; Product Adaptation vs. Product Standardization; Factors influencing Product Adaptation; Product Launch for International Markets; PLC in International Markets; International Product Strategy: International Competitive Posture Matrix; Product- Promotion Strategies for International Markets; International Pricing Strategies, Pricing Approaches, Factors influencing pricing decisions in international Markets: Dumping and Price Distortion, Transfer Pricing</p>

<p>International Distribution &amp; logistic Planning: Introduction &amp; Importance; Direct and indirect Channels                      Factors involved in Distribution system, Modes of Transportation                      Marketing Communication Strategies, Factors Influencing International Communication Decisions,                      Tools for IMC: Advertising, Direct Marketing, Personal Selling                      Tools for IMC: Sales Promotion, &amp; Public Relations</p>
<p>Unit-5 International Economic Institutions                      8 hours                      Trade barriers, quotas, Implication of tariffs;                      Type of Agreements, GATT                      International Financial Institutions: WTO ( Objectives &amp; Functions)                      EXIM Policy                      Export Promotion Schemes &amp; Incentives                      Discussion Question: Evaluate Current business environment and its impact on export promotion</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

ame of The Course	<b>Direct Tax</b>			
Course Code	<b>BBFI 2019</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The basic objective of this course is to provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on corporate income tax.

Course Outcomes

CO1	To describe Indian Income Tax Laws.
CO2	To apply concepts of income tax laws.
CO3	To evaluate income tax issues and various problems.
CO4	To apply critical thinking in solving income tax issues.

CO5	To analyse income tax problems for personal and at corporate level.
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Text Book (s)

- Income Tax, Girish Ahuja, Bharat Publication, (2017).

Reference Books

- Corporate Taxation, Vinod Singhania, Taxman, (2017).

<p>Unit I: Introduction to Income Tax 10 lecture hours                      Basic Rules of Income Tax, Rule of Corporate Tax, Residential Status of a Company. Heads of Income , Incomes forming part of Salary - Basic Salary, Fees, Commission and Bonus, Taxable Value of Cash Allowances , Deductions from Gross Salary, Computation of income from Salary, Basis of charge (Section 22):                      Applicability of Section 22 , Property incomes exempt from tax.</p>
<p>Unit II: Computation of Income Tax 9 lecture hours                      Computation of income from let out house property : Determination of annual value, Deductions under section 24 , Computation of income from self-occupied house property, Some special provisions relating to income from house property , Objective and Basis of Charge, Capital Assets : Types of Capital Asset, Types of Capital Gain, Transfer , Computation of Capital Gain: Full Value of Consideration , Cost of Acquisition, Cost of Improvement , expenditure on Transfer, Exemption from Capital Gain : Exemption u/s 54, Capital Gain on Depreciable Asset. Method of Accounting and basis of charge, Specific Deductions :Rent, rates, taxes, repair and insurance of building, Repair and insurance of plant, machinery and furniture , Depreciation, Exceptions to the rule , Scientific research expenditure , Amortization of preliminary expense, Bonus or commission to employees, Interest on borrowed capital.</p>
<p>Unit III: Specific Disallowance 8 lecture hours                      Specific Disallowance : Amount not allowable under section 40(a) , Amount not deductible under section 40A (2) , Amount not deductible under section 40A (3) , Amount not deductible in respect of certain unpaid liabilities, Incomes Specified in Section 56 , Incomes not Specified in Section 56 , Taxability of Select Income,</p>

Taxability of dividend , Taxability of Winning, Taxability of Interest on Securities
Unit IV: Deductions 9 lecture hours Introduction ; Deductions from gross total income, Basic rules governing deductions under sections 80C to 80U , Deductions to encourage savings : Deduction in respect of life insurance premium, etc.80C , Deduction in respect of pension fund 80CCC, Deductions to encourage savings: Deduction in respect of contribution to pension scheme of central government 80CCD , Deductions for certain personal expenditure : Deduction in respect of medical insurance premium 80D.
Unit V: Deduction in respect of repayment of loan 9lecture hours Deduction in respect of repayment of loan taken for higher education - section 80E, Deductions for socially desirable activities : Donation to certain funds, charitable institution etc. (section 80G), Amount of rent paid - section 80GG , Deductions for persons with disability : Deduction allowed to a person with disability - section 80U, Guest Lecture by a person from Industry.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Financial Market and Institutions</b>			
Course Code	<b>BBFI 2016</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: **Financial institutions provide financial services for its clients or members. One of the most important financial services provided by these institutions is acting as financial intermediaries. They are responsible for transferring funds from investors to companies in need of those funds. Financial institutions facilitate the flow of money through the economy With globalization of economies across the world. It is no surprise that most recent talk has been**

**around the extent to which government regulations are necessary. To do so, savings are brought to provide funds for loans. This course provides students a basic understanding of the financial institutions and markets**

Course Outcomes

CO1	To apply concepts relevant to financial markets and financial institutions
CO2	To explain students with flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.
CO3	To evaluate empirical evidence of market performance.
CO4	To contrast market performance with theories of market performance.
CO5	To determine and analyze the appropriate measures of risk and return for various financial instruments.

Text Book (s)

1. Pathak, B: Indian Financial System, Pearson Publication, 5th Edition,
2. Khan, M.Y. Indian Financial System, Tata McGraw Hill, Delhi, (2013).
3. Bhole, M.K Financial Marketys and Institutions, Tata MCGraw Hill, Delhi, (2014).
4. Ghosh, D : Banking Policy in India, Edition (2012), Allied Publications, New Delhi.

Reference Books

- 1 Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi, (2014).
- 2 Giddy, J.H: Global Financial Markets, ALTBS Publishing House, New Delhi, (2013).
- 3 Avdhani: Investment and securities Markets in India, Himalaya publications, Delhi, (2014).

Unit I: Financial System 10 lecture hours Nature of Financial system, Role of Financial System in an Economy, Financial system and economic development; Indian financial system. An overview about Indian Financial System, An introduction, nature and role of money market. Constituents of money markets and its various instruments, Recent trends in money market, Working of money market instruments in India. An introduction to capital market, Constituents of capital markets and its various instruments.
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Recent trends in capital market, Money market Vs Capital market, Role of RBI in money market, Role of SEBI in Capital market, Organisation management and functions of SEBI.
Unit II: Credit creation and control 8 lecture hours Credit creation and credit control: Concept and Techniques, An overview of Indian monetary policy, Meaning, functions, managements and investment policies of commercial banks.
Unit III: Development Banks 10 lecture hours Present structure; e banking and e trading; emerging trends in commercial banks, An introduction to All India and State Level Development Banks: Concept objectives, and functions of development banks, Operational and promotional activities of development banks. Objectives, functions and role of state level development banks, Role of state level development banks in industrial finance, Objectives and role; Investment practices of LIC and GIC investment policies of non-banking financial institutions in India.
Unit IV: IRDA, UTI and Non-banking Financial Institutions <b>6 lecture hours</b> Insurance Regulatory and Development Authority-role and functions, Objectives, functions and various schemes of UTI, Concept and role of non-banking financial institutions; Sources of finance. Functions of non-banking financial institutions, Role of UTI in industrial finance. The concept of mutual funds.
Unit V: Mutual Funds and Policies <b>7 lecture hours</b> Regulation of mutual funds (with special reference to SEBI guidelines), Performance evaluation of mutual funds, Designing and marketing of mutual funds schemes, Latest mutual fund schemes in India- an overview, Comparison of some schemes of UTI with other players. Concept, functions and growth of Merchant Banking, Government policy on merchant banking services, SEBI guidelines. Future of merchant banking of India.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	<b>Banking and Insurance Management</b>			
Course Code	<b>BBFI 2018</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The subject provides comprehensive training to students in the field of banking, insurance and other related financial services by way of interaction, projects, presentations, industrial visits, practical training, job orientation and placements. It is a perfectly designed full time programme for all those aspiring to make a career in the growing and ever evolving field of banking & insurance.

This course provides the students an insight into the various aspects of bankin-g and insurance sector which includes financial investments, legal parameters, economics, communication etc.

Course Outcomes

CO1	To impart knowledge about the basic principles of the banking and insurance
CO2	To disseminate knowledge among the students inculcate their theoretical structures and products about banking
CO3	1. To examine latest trends and regulations in commercial banking arena
CO4	1. To train and equip the students with the dextrin of skills with which modern banking and insurance is run.
CO5	1. To disseminate knowledge among the students inculcate their theoretical structures and products about insurance.

Text Book (s)

1. Agarwal, O.P., Banking and Insurance, Himalaya Publishing House
2. Satyadevi, C., Financial Services Banking and Insurance, S.Chand
3. Suneja, H.R., Practical and Law of Banking, Himalya Publishing House

Reference Books

- 1 Chabra, T.N., Elements of Banking Law, Dhanpat Rai and Sons
- 2 Arthur, C. and C. William Jr., Risk Management and Insurance, McGraw Hill
- 3 Saxena, G.S; Legal Aspects of Banking Operations, Sultan Chand and Sons

<p><b>Unit I: Introduction to Banking Business</b> 6 lecture hours</p> <p>Origin of Banking, Banking System-Concept and Different Important Terms used in Banking Business, Banking Sector Reforms in India, Banker and customer relationship, General and special types of customers, Overview of Banking Regulation Act 1949</p>
<p><b>Unit II: Banking Products and Banking Services</b> 12 lecture hours</p> <p>Financial Services offered by banks, Asset-Liability Management, Liability Products – Types of Loans and Advances, Asset Products - Types of deposits, CASA Score, Role of the Central Bank as Regulator, RBI’s Policies for commercial banks International Security Standards in Banking, Internet Banking :Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse.</p>
<p><b>Unit III: Banking Lending and Monitoring Process</b> 8 lecture hours</p> <p>Principles of sound lending, KYC Policy, Secured vs. unsecured advances, Advances against various securities, Securitization of Standard Assets, Antimoney Laundering Guidelines, Credit Information Bureau of India, Credit Appraisal Process, Loan Syndication, Credit Monitoring, Credit Recovery.</p>
<p><b>Unit IV: Risk and Insurance</b> 6 lecture hours</p> <p>Types of Insurance- Life and General- Insurance and Risk Mitigation Basic concept of insurable risk, Perils and Hazards, Types of business risk, Assessment and transfer, Basic principles of utmost goodfaith, Indemnity, Economic function, Proximate cause, Subrogation and contribution</p>
<p><b>Unit V: Insurance Business</b> 7 lecture hours</p> <p>Concept of Insurance- Actuarial Practice for Life and Non-life, Re-insurance, Risk and return relationship, Legal Aspects of Insurance Contracts, Regulatory Framework of Insurance, and Overview of IRDA Act, Power, Functions</p>

and Role of IRDA, Online Insurance, Banc assurance

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Performance Management			
Course Code	BBHR2015			
Prerequisite	OB, POM , HRM			
Corequisite	Talent Management, HRP Recruitment & Selection, Compensation and Reward Management			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

Performance Management system helps employees to identify ways to improve performance and provides the opportunity to discuss career direction and prospects. It focuses on creating, facilitating and enabling performance culture in which individual/team on their own unleashes potentials. This course is designed to enable students to explore effective processes and systems for managing performance at the individual, team and organization level that help increase an organization’s human capital. It will provide students with an understanding of the key role performance management plays in achieving corporate strategy and optimizing productivity. Within the scope of "managing performance" students will gain knowledge of how to measure and develop performance. Interactive opportunities will be provided to build skills needed to assist line managers in managing performance, including: establishing and communicating performance criteria; coaching for performance improvement; and conducting performance review discussions.

Course Outcomes

CO1	Illustrate the impact of various organizational structures on the process
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	of performance management, using the knowledge of the scope and significance of performance management.(K3)
CO2	Apply the understanding of the process of Performance Management, to list the components of a successful Performance Management System linking it to various methodologies of performance planning.(K3)
CO3	Illustrate with industry specific instances, the various approaches of performance management relating to organizational and individual goals for measuring performance(K3)
CO4	Examine the pros and cons of traditional and modern methods of performance appraisal utilized in today's organization(K4)
CO5	Evaluate the role of Performance review and counseling for the overall improvement of performance levels of employees.(K5)
CO6	Analyze the contemporary issues and integrate it with the future scope and prospects .

Text Book (s)

1. Bagchi, S. N.(2011), Performance Management, Cengage Learning, India.

Reference Book (s)

1. Kohli, A.S. & Deb T. (2009),Performance Management, Oxford Pub.
2. Aguinis, H. (2009), Performance Management, Pearson Education.
3. Bhattacharya,D.K.(2011.),Performance Management Systems and Strategies, Pearson.
4. Singh, B. D.( 2010), Performance Management System, Excel Books.

<p>Unit 1 - Introduction to Performance Management &amp; its alignment with Organizational Structure</p> <p style="text-align: right;"><b>11</b></p> <p><b>lecture hours</b></p> <p>Performance Management – Concept, Perspective, Scope and Significance; Philosophy of performance management; Performance appraisal vs. Performance management, Conceptual model of performance management, Imperatives of Performance Management; Performance Prism , Determinants of job</p>
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<p>performance,Common challenges to PM,Impact of organizational structure on Performance management Process,Different organizational structure – Macro, decentralized, and micro,Implications for Performance Management Process.</p>
<p>Unit-2 Performance Management Process</p> <p style="text-align: right;"><b>6 lecture hours</b></p> <p>Performance Management Process – Introduction; Management process linkage to performance management,Preconditions of PMS – organizational readiness &amp; organizational fit,Components of PMS in brief – performance planning, managing, appraisal &amp; monitoring,Performance Planning – meaning, objectives, characteristics and importance,Planning theories of goal setting and methodologies of performance planning,</p>
<p>Unit-3 Defining Performance and Performance Management Metrics</p> <p style="text-align: right;"><b>7 lecture hours</b></p> <p>Defining Performance and Cascading organizational goals to individual goals,Approaches for defining performance – Behaviour-based approach,Approaches for defining performance- Task-based approach,Approaches for defining Performance-Result-based approach,Limitations of each approach,Performance Measurement – Deciding the correct method.</p>
<p>Unit-4 Performance Appraisal</p> <p style="text-align: right;"><b>10 lecture hours</b></p> <p>Performance Appraisal: Meaning, Characteristics and objectives,Principles of Appraising performance – Technical, extended, appraisal and Maintenance phase,Process of Performance appraisal,Methods of Performance appraisal - Traditional and Modern,Modern methods of appraisal – MBO &amp; 360-degree,Common Rating Errors – Central Tendency, Halo &amp; Horn Effect, Spill-over effect, contrast effect, latest behavior, status effect, Common Problems in employee Assessment</p>
<p>Unit-5 Performance Review and Counselling</p> <p style="text-align: right;"><b>6 lecture hours</b></p> <p>Objectives and rules of Performance review meetings,Performance Counselling – concept and principles,Performance Counselling Skills – active listening, responding and questioning. Role play on Performance Counselling</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	<b>Negotiation and Conflict Management</b>			
Course Code	BBHR2017			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

1. Graduate will grow personally and professionally to be successful in dynamic business environment globally.
2. Graduate will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage.
3. Graduate will contribute as socially and ethically responsible citizen or the sustainable development of environment and society at large.

Course Outcomes

CO1	Apply the skills of management to identify the aspects of conflict in an organisational setup and recognize the steps in analyzing and managing critical conflict situations.
CO2	CO 2: Illustrate the processes involved in managing conflict in corporates in order to gain better industrial relations amongst the stakeholders of the organisation.
CO3	CO 3: Develop a broad and intellectual understanding of the central concepts in different types of negotiation situations able to correlate these concepts with effective conflict management.
CO4	CO 4: Examine and develop effective managerial solutions to industrial disputes giving rise to conflicts through reflection, evaluation of the costs and benefits of alternative actions and handling out of course settlement.
CO5	CO 5: Demonstrate the role of power in negotiation and how can one gain leverage through power and persuasion in a negotiated agreement.

Reference Book (s)

SUPPLEMENTARY READINGS	
Harvard Business Review on Negotiation and Conflict Resolution	Harvard Business School Press, 2000
Negotiating Essentials- Theory, Skills, and Practices	Michael R Carrell & Christina Heavrin, 8th Edition (Reprint), Pearson Education, 2014
Essentials of Negotiation - Reading, Cases and concepts	Lewicki J. Roy, Saunders M. David, & Barry Bruce 5 <sup>th</sup> Edition, McGraw Hill, 2010
The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict.	Furlong, G.T. (2005) New York: Wiley (ISBN-13: 978-0470835173)

Unit-1 Introduction 8 hours	Concept and importance of Conflict; Features of Conflict; perception of conflict, Functional and Dysfunctional aspects of conflict; Levels of Conflict- Conflict Continuum and Power Continuum; Sources of Conflict and Causes of Conflict; Structural Factors and Personal Factors in conflict; Structural Factors and Personal Factors in conflict; Stages in Conflict
Unit-2 8 hours	Process of Conflict- Potential opposition, cognition and personalisation and behaviour; Types of conflict-perceived, latent, manifest, line and staff, organised and unorganised; Dynamics of conflict; Classification of conflict- personal and interpersonal; Classification of conflict- group and organisational conflict ; Strategy and management of conflict-preventive measures and curative measures
Unit-3 8 hours	Introduction to negotiation; Definition, scope and characteristics of negotiation; Elements of negotiation-interdependence, mutual adjustment; Elements of negotiation- value claiming and value creating, conflict management; Elements of negotiation- value claiming and value creating,

conflict management, bargaining, settlement and closure; Negotiation strategies

Unit-4 hours	8
Distributive bargaining (DB)-concept, components; Opening offers and bracketing in DB; Social Norms, Counteroffers and frames in DB; Integrative Bargaining (IB)-concept, difference between IB and DB; Key steps in IB process- identify and define the problem, understand the problems, identify types of interests and needs; Key steps in IB process-generate alternative solutions, evaluate and select alternatives; Resolution of Conflict- alternative to Court; Advantages of Alternative Dispute Resolution (ADR)-arbitration and mediation; Ways to keep disputes out of court	
Unit-5	8 hours
Leveraging power from BATNA; Power and persuasion concept; Sources of Power; leveraging power through persuasion; Creating persuasive arguments-passion, logic, character; Common Non-verbal behaviour of negotiators; Using persuasive language-metaphor, humour, props, story-telling etc.; Tools for persuasive communication-verbal and non-verbal communication; Persuasion through process-identify the decision-maker, address needs of team-members, frame the issues and share the diagnose; Closing the Negotiation Process for effective conflict resolution	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Business Policy and Strategic Management			
Course Code	BBAD3001			
Prerequisite	None			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

The objective of this course is to introduce the student with working knowledge of corporate restructuring, mergers and acquisitions and alliances

which most organizations are undergoing in today’s turbulent globalized environment and familiarize them with emerging thoughts and practices in the field of strategic management.

Course Outcomes:

CO1	Understand the basic concepts of strategic management and methods to earn above-average returns.
CO2	Analyze external and internal environment of an organization and suggest suitable strategies.
CO3	Analyze strategic options at various levels and develop a clear and specific strategy.
CO4	Identify and analyze key strategic measures for attaining long term competitive advantage.
CO5	Understand the relation between organizational strategy and structure and evaluate its corporate governance mechanism.

Text Book:

- Strategic Management, Hitt Michael A, Ireland R. Duane, Hoskisson Robert E., Manikutty S., 9th Edition, Cengage Learning, New Delhi
- Azhar Kazmi, Adela Kazmi Strategic Management, 4<sup>th</sup> edition, , Tata McGraw Hill, New Delhi
- R.M Srivastava, Shubhra Verma ,Strategic Management: Concepts, Skills & Practices, , Kindle Edition, Prentice Hall India Learning Private Limited (2012),New Delhi

Reference Book (s):

- Johnson, Scholes and Whittington , Exploring Corporate Strategy, , 7th Edition, Pearson, New Delhi
- Dess, Lumpkin and Eisner, Strategic management: Text and cases, , 3rd Edition, Tata Mcgraw Hill, New Delhi

Unit-1 Strategic Direction hours	9
Define Strategy, strategic groups, strategic dimensions, Introduction to Business Policy and Strategic Management, Global Competitive Landscape, I/O Model of Above-Average Returns, Resource-Based Model of Above-Average Returns, Core Competencies and Competitive Advantage, Strategic Focus:	

Effective Vision and Mission, Stakeholder Analysis, Classifications of Stakeholders, Strategic Leaders, Strategic Management Process	
Unit-2 Environmental Appraisal 9 hours	
External Environmental Analysis, Segments of the General Environment, PESTEL, Industry Environment Analysis; Five Forces Model of Industry analysis, Competitor Analysis, The Internal Organization Analysis: Resources, Capabilities, Core Competencies, and Competitive Advantages, Building sustainable Competitive Advantage, Value Chain Analysis, and Outsourcing: Strategic Rationales and issues.	
Unit-3 Strategy Formulation 8 hours	
Strategic options- different types and levels; Business-Level Strategy: Purpose, Types, risks; Relation between customers and business-level strategies; A Model of Competitive Rivalry; Competitor Analysis, Competitive Rivalry, Likelihood of Attack, Likelihood of Response, Competitive Dynamics, Corporate-Level Strategy; Diversification: Levels, Reasons and Value-Creating Diversification	
Unit-4 Pursuing strategies 8 hours	
Merger and Acquisition Strategies; Meaning, Reasons and Problems in achieving success, Restructuring: Downsizing, Down scoping and Leveraged Buyouts; Restructuring Outcomes, Cooperative Strategy; Strategic Alliances: Types and Reasons Firms Develop Strategic Alliances, Business-Level Cooperative Strategy, Corporate-Level Cooperative Strategy, International Strategy; Choice of International Entry Mode	
Unit-5 Corporate governance and sustainability 6 hours	
Corporate Governance: Theory of Corporate Governance, Board of Directors, Enhancing the Effectiveness of the Board of Directors, Market for Corporate Control, Corporate Governance in India, Organizational Structure and Controls: Relationships between Strategy and Structure, Types of Organizational Structures: Simple Structure, Functional Structure and Multidivisional Structure, Matches between Strategy and Structure	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
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20	30	50	100
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<b>Name of The Course</b>	<b>Entrepreneurship</b>			
Course Code	BBAD 3002			
Prerequisite	Basic knowledge about entrepreneurship			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. To provide an opportunity of using their knowledge and skills in recognizing situations which offer business opportunities.
2. To understand the support system, incentives, policies and programmes available for entrepreneurial development in India.
3. Enable students to obtain a critical and practical understanding of the various aspects of entrepreneurship.
4. To motivate them to look at entrepreneurship as a viable, lucrative and preferred career.

Course Outcomes

CO1	Discuss the role of entrepreneurship and the myth, successful traits associated with the different entrepreneurs.
CO2	Illustrate the different opportunity selection and idea generation techniques which help to understand the market feasibility.
CO3	Explain the various business models and to help the students to develop business plan for the initiation of an entrepreneurship firm.
CO4	Differentiate between the types of ownership structures, sources of finance and the issues relating to launch of a new venture.
CO5	Explain the various schemes, initiative and agencies which are provided by the Government for the assistance of entrepreneurs of India.
CO6	Evaluate opportunities to design and develop a start up by looking into the problems and reasons of failure.(K5)

Text Books

2. Barringer (2008). Entrepreneurship: Successfully Launching New Ventures. Pearson Education Publishing.

Reference Books

1. Hisrich & Peters (2010), Entrepreneurship, TMH Publications.
2. Kuratko, Donald F. & Hodgetts (2009), Entrepreneurship in the New Millennium, Cengage Learning.
3. Morris Michael H. Kuratko, Donald F. & Covin Jeffrey G. (2008), Entrepreneurship and Innovation in Corporations, Cengage Learning

<p>Unit-1 The Entrepreneurial Perspective 9 hours Meaning-importance and relevance of entrepreneurship- role of entrepreneurship in economic development- impact of entrepreneurial firm's on society-Nature and characteristics of entrepreneurship and entrepreneur, why become an entrepreneur-Characteristics of successful entrepreneurs, myths about entrepreneurs/ entrepreneurship. Understanding details of entrepreneurship process, approaches to entrepreneurship-Macro vs. micro view of entrepreneurial school of thoughts-Developing entrepreneurial mindset and motivation, models of entrepreneurial motivation-Scope of entrepreneurship and entrepreneurial career.</p>
<p>Unit-2 Understanding Opportunity and Market feasibility 9 hours Idea versus opportunity- sources of ideas and the idea generation process-Idea generation process-Understanding environmental trends suggesting business or product opportunity gaps and Problem-Idea generation techniques-Encouraging and protecting new ideas-Opportunity recognition process and selection of opportunities-Sources of opportunities)-(Details of feasibility analysis: product feasibility, market feasibility-Organizational and financial feasibility analysis, role of feasibility analysis in developing successful business ideas-Understanding industry analysis and its relevance in a new firm, using five forces model to pose questions to determine potential success of a new venture.)</p>
<p>Unit-3 Understanding Business Plan &amp; Business Model 3 hours</p>

<p><b>Growing with opportunities: concept of business model and its importance, components of an effective business model. The business plan and its components, writing an effective business plan.</b></p>
<p>Unit-4 Starting and Managing Growth of an Entrepreneurial Firm 12 hours The new venture team, qualities of founder/founders, recruiting and selecting employees-Different types of business ownership structures, choosing a right form of business organization-Why most new ventures need funding, sources of personal financing-Preparation for debt or equity financing, sources of equity and debt financing-Key marketing issues for new ventures: marketing mix for a new venture, segmentation, targeting and positioning for a new venture firm-Dealing with the legal issues of a new venture creation, IPR and related issues. Preparing for the challenges for growth, the entrepreneurial culture vs. administrative culture to manage growth-Basic model of firm growth, attributes of a successful growing firm, a venture's typical life cycle - Understanding Internal vs. External growth strategies, Internal growth strategies: new product development, international expansion-External growth strategies: mergers and acquisitions, licensing-Strategic alliances &amp; Joint Ventures and Franchising.</p>
<p>Unit-5 Entrepreneurial Support System and Regulatory Framework/Mechanisms for Entrepreneurs 7 hours Public Relations and Publicity, Entrepreneurial Advertising Decisions. Economic, Social and technological environment, Trends, Business cycles, Industry cycles, Supporting Institutions, Incentives and Subsidies, How to avoid enterprise failures.</p>
<p><b>Module VI: Position of Startups in India. 2 Hours</b></p>
<p>Startup Scenario in India-Issues and Challenges for startups-Reasons for failures- Opportunities for startups. <b>Research Paper- Indian Startups- Indian Starts ups-Issues, Challenges and Opportunities</b></p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Suggested Reading**

Entrepreneurship: Successfully Launching New Ventures- Barringer (2008), Pearson Education Publishing.

Entrepreneurship: Hisrich & Peters (2010), TMH Publication.

Entrepreneurship in the New Millennium- Kuratko, Donald F. & Hodgetts (2009), Cengage Learning.

Fundamentals of Entrepreneurship and Small Business Management- Desai Vasant, (2009), Himalaya Publishing House.

<b>Name of The Course</b>	<b>Business Ethics and Corporate Governance</b>			
<b>Course Code</b>	<b>BBAD3003</b>			
<b>Prerequisite</b>	<b>Understanding of the concepts of management</b>			
<b>Co-requisite</b>	<b>Understanding of Organizational Behavior and Business Communication</b>			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. To enable the students to understand the legal and ethical responsibilities of shareholders, directors, and management of a corporation.
2. To enable the students to analyze and address situations in which corporate governance issues exist, providing potential practical solutions to such issues
3. To help the students focus on and analyse the legal and business cases and ethical dilemmas
4. To enable the students to understand the responsibilities of business corporations beyond profit maximisation.

**Course Outcomes**

<b>CO1</b>	<b>Illustrate the relevance of Ethics, code of ethics, values and ethical decision making for making the business transactions morally bound. (K4)</b>
<b>CO2</b>	<b>Evaluate the theoretical aspects of Ethics in Indian context, pluralism approach of Indian business practices and International standards. (K4)</b>
<b>CO3</b>	<b>Analyse the rights of a consumers and environmental ethics with the statutory duties of the businesses. (K4)</b>
<b>CO4</b>	<b>Illustrate the role and relevance of Corporate Social responsibility in the current business scenario. (K3)</b>
<b>CO5</b>	<b>Determine the theories and best practices of Corporate Governance carried out in organizations across the world and in India. (K4)</b>
<b>CO6</b>	<b>Illustrate the contemporary issues in ethical practices of business. (K3)</b>

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<b>Unit I: Business Ethics-an overview</b> 6 lecture hours
<b>Definition and concept of Ethics and business ethics, history of Ethics-Principles of personal and professional ethics, Values and Ethics, ethical dilemmas, Ethical decision making at workplace, whistle blowing-Institutionalising Ethics through MDP, ethical committees and code of ethics-Significance and need for business ethic-Steps to achieve ethics in corporations, characteristics and benefits of ethical organisations</b>
<b>. Unit II: Theories of Business Ethics</b> 7 lecture hours
<b>Theories of Ethics-Consequential and Non-consequential theory Normative theories-Egoism theory-Utilitarianism: Ethics of Welfare, criticisms-Kantianism: Ethics of Duty, criticisms-Other Normative Theories-Stockholder theory</b>

Stakeholder Theory Social Contract Theory- Criticisms -Indian Ethical Traditions- Teachings from Gita, Islam, Christianity- Gandhian principles-Group Discussion: Are religious organizations more ethical?

Unit III: Ethics of Consumer Protection & Environmental Ethics 7 lecture hours

Consumer and Consumer Protection- Definition; Parties to consumer protection- Consumer Duties and responsibilities-How are Indian Consumers Exploited-Legal Protection to Consumers Consumer Protection Act, 1986- Environmental Preservation: Role of Stakeholders-Waste Management and Pollution Control, Key Strategies for Industrial Pollution Prevention Managing Environmental issues-

Unit IV: Corporate Social Responsibility 9 lecture hours

Definitions; Why social responsibility of business?-Theories of CSR: Trusteeship Model, Social Entity Theory

Pluralistic Model-Models of CSR: Ethical Model, Statist Model, Liberal Model

Stakeholder Model-Advantages of CSR; Scope of CSR-CSR of Stakeholders: Consumers and community, Employees, Owners-Steps to Attain CSR

Good Corporate Governance: Obligation to Society: Obligation to Employees; Obligation to Customers

Unit VI: Contemporary issues in Business ethics 2 lecture hours

Contemporary issues in business ethical practices post Covid 19, Impact of covid 19 on CSR and marketing philosophy, ethical dilemmas post covid 19.

**Suggested Reading**

A.C. Fernando, 'Business Ethics and Corporate Governance' , 2nd edition, Pearson Education, 2012

CSV Murthy, 'Business Ethics and Corporate Governance' , 2nd edition, Himalaya Publication, 2010

William H Shaw, 'Business Ethics', 6th edition, Cengage Learning, 2014

S K Bhatia, ' Business Ethics and Corporate Governance' , 1st edition, Deep and deep publications, 2010

Name of The Course	Retail Management			
Course Code	BBMK 3006			
Prerequisite				
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Unit V: Corporate Governance: An overview, Theory and Practice of Corporate Governance 11 lecture hours

Definitions of Corporate Governance; Market Model & Control Model of Governance- OECD Requirements of CG; Cadbury Committee Report on CG-Issues in the corporate governance-Relevance of corporate governance; Benefits of good corporate governance to a corporation; Benefits to Society-Concept of corporation and corporate, Characteristics of Corporation-Theories of corporate governance- Agency Theory, Stewardship theory-Stakeholder and sociological theory, Criticisms-Corporate Governance Systems: The Anglo American Model of Governance, The German Model of Governance, Indian Model of Governance-

**Course Objectives**

Retail Industry has gone through the greatest evolution over past decades. The students studying this course should be aware of all Retail Concepts and Formats and should be in a position to use the knowledge in the best possible way to meet the challenges of all times. The course aims at creating well-groomed Retail Professionals.

**Course Outcomes**

CO1	Describe the basic concepts of retail management and select retailing formats.
CO2	Identify the critical role of store location, know process of deciding store location and explain the role of

	technology in enhancing customer experience.
CO3	Apply concept of merchandising, evaluate factors affecting the buying functions and category management.
CO4	Comprehend the pricing process and strategies and develop communication programs to increase footfall and retail sales.
CO5	Examine the concept of retail image, store design and operations to attract customers.
CO6	Practical application what they have learnt to face modern retail challenges.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

**Course Content:**

<p><b>Unit-1</b> Introduction to the World of Retailing and Delivering value through Retail 7 hours</p> <p>"What is retailing? Evolution of Retailing in India Importance of Retailing, Drivers of Retail Change in India, Function of Retailing, Organized and unorganized Retailing, Theories of retail development, Emerging Trends in Retailing, Global Retailing Scenario, Indian Retail Industry, Retailing Environment in India, Career in retailing, "It happened only in India" by Kishore Biyani, Classification of Formats, Classifying on the Basis of Ownership, Independent Retailers, A Chain Retailer, Franchising, Leased Department, Cooperatives, Classification on the basis of Merchandise offered, Food Based Retailing, Non food based retailing, Non Store Retailing, Service Retailing, New Retailing Formats, Challenges to Retail Development in India</p>
<p><b>Unit-2</b> Deciding Store Location and Role of Technology in Retailing 6 hours</p>

<p>They will also be able to understand the role of technology in enhancing customer experience, know the use latest technology in retailing. They will also be able to understand various challenges in the use of technologies in retailing.</p> <p>Role of Location in Retail Business. Types of Store Location and Level of Store Location. Steps involved in store location</p> <p>Methods of evaluating trading area Determine Location for Online Retailers. Trends in retail property in India. Need and importance of Technology in Retailing. Gaining the Technology Edge Wal-Mart Way. Role of Technology in Retail. Retail Information System. Types of technology used in Retailing</p>
<p><b>Unit-3</b> Basics of Merchandising and Category Management 6 hours</p> <p>This module will help to understand the concept of merchandising, evolution of merchandising, factors affecting the buying functions and category management Understanding retail buying behaviour, Merchandise Mix, Devising Merchandise Plans, Buying Organization Formats and Processes, Factors affecting the buying function of different types of organization, methods of buying, Implementing Merchandise Plan, Process of Merchandise Planning, Merchandise security and reverse logistics, Category management and its need. Key areas of category management, Factors Affecting the Growth of Category Management, Category Management Process</p>
<p><b>Unit -4</b> Retail Pricing and Retail Communication Mix 7 hours</p> <p>After studying this module the students will be able to understand the pricing process and gain insight into the various factors that influence a retailer's pricing decisions. They will also know</p>



different pricing strategies and bases of pricing etc. The students will be able to apply communication program to develop brand image and build customer loyalty. Product line management , line depth, width , length concerns. Establishing a pricing strategy, factors affecting pricing decisions. Pricing Options for Retailers, Retail pricing policies and strategies, / price setting, Pricing on the Internet, Retail as a Communication Medium Retailer and Manufacturer Advertising Strategy Retail communication mix, Planning a retail promotional strategy, Retail distribution Strategies

**Unit-5** Retail Pricing and Retail Communication Mix **5 hours**

After studying this module students will be able to examine the concept of retail image and its importance. They will recognize the role of store layout and design to attract customers.

The aim of this module is to help students understand the concept of store operation, key elements of store operations, store administration process and managing events and promotion. They will also be able to understand the elements of store design and visual merchandising. Store Design and Visual Merchandising The Principles of Store Design. Elements of Store Design. Online Retailer Store Front. Visual Merchandising. Planogram. Basic of store operations, store administration and management of premises. Responsibility of a Store Manager. Key Components of Retail Operations Managing Promotion, Events, Alliances and Partnership 5S of retail operations

**Unit 6** Retail Projects

**8 hours**

Students should be encouraged to take live retail projects in the industry and apply all they have learnt from the very beginning of the course. Each student should present his/ learning in-front of the class which will lead to overall learning of the class. Also the students will participate through class discussion initially and later on through Class Presentations. The presentations will be judged by external jury.

**Suggested Reading**

**1. Text Book (s)**

1	Retail Management - Bajaj, Tuli and Srivastava, Oxford, 2 <sup>nd</sup> Edition 2014.
2	Retail Management: A Strategic Approach- Barry Berman, Joel R. Evans & Mini Mathur, Pearson, 11 <sup>th</sup> Edition, 2014.
3	Retailing Management- Levy, Weitz & Pandit, TMH, 8 <sup>th</sup> Edition , 2014.

**2. Reference Book (s)**

Managing Retailing- Sinha & Uniyal, Oxford, 2 <sup>nd</sup> Edition 2014.
Retailing Management- Swapna Pradhan, Tata McGraw, 4 <sup>th</sup> Edition 2014.
Introduction to Retailing- Dunne, Lusch & Carver, Cengage, 7 <sup>th</sup> Edition, 2014.

Name of The Course	Brand Management			
Course Code	BBMK3007			
Prerequisite				
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. Understand key principles of branding
2. Explain branding concepts and ideas in their own words
3. Understand and conduct the measurement of brand equity and brand performance
4. Practically develop a brand, including positioning and communication

Course Outcomes

CO1	Illustrate key principles of branding
CO2	Understand and initiate the measurement of brand equity and brand performance
CO3	Develop a brand, including positioning and communication
CO4	Design marketing program to develop brand equity
CO5	Recognize the secondary brand associations to develop brand equity
CO6	Understand the concept of brand love

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
50	-	50	100

Course Content:

Unit I: Introduction
Concept of Brands, The genesis of Brands, Branding challenges and opportunities, The need for Brands, Products as distinct as , Can services be branded?, Case Study: Makeover of Britannia : A path less travelled, Case Study: Nestlé's Brand Management Strategies
Unit II: Customer based brand equity 8 Hours
Making a brand strong: brand knowledge, Sources of brand equity, Four steps of brand building, Creating customer value, Case study: Himalaya Drug Company - Branding Ayurveda
Unit III: Brand positioning Hours
Identifying and establishing brand positioning, Positioning guidelines, Defining and establishing brand mantra, Case Study: P&G's Brand Management System
Unit IV: Planning and implementing brand marketing
Choosing brand elements- I, Case Study: BARBIE VERSUS BRATZ, Option and tactics of brand elements, New perspective on Marketing , Case Study: L'Oreal Building A Global Cosmetic Brand*, Product strategy, Price strategy, Channel strategy, Integrated marketing communication to build brand equity Marketing communication options, Developing integrated marketing communication program
Unit V: Leveraging secondary brand associations to build brand Equity & Managing Brand overtime
Conceptualizing the leveraging process, Company , country of origin, co-branding, channel of distribution, Licensing, celebrity endorsement, sporting, cultural and other events, Case Study: The Siyaram Celebrity Endorsement Experience, Designing and implementing brand strategies, Brand architect, brand hierarchy , designing a branding strategy, Brand Extension Case Study: Virgin - Brand Extension or Brand

Dilution? Reinforcing brands, revitalizing brands,Class Discussion:lifecycle of Brands,Case Study: Samsung - The Making of a Global Brand ,Case Study: Branding a Commodity - The Tata Steel Way,Case Study: Beetle: The Birth, Growth, Death and Revival of a Cult Brand
Unit VI Conceptualizing brand love
Brand love, Brand hate, emotions attached with brand

Suggested Reading

1. Strategic Brand Management, Kevin Lane Keller, Ambi Parmeswaran, Issac Jacob, Pearson, 3rd Edition 2013.
2. Product and Brand Management Tapan K Panda, 2016, Oxford University Press
3. Product and Brand Management UC Mathur, Excel Books, 2010
4. Positioning: The Battle for your mind Al Ries & Jack Trout, TATA McGraw,Hill, 2003 edition+D32

Name of The Course	Brand Management			
Course Code	BBMK3007			
Prerequisite				
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. Understand key principles of branding
2. Explain branding concepts and ideas in their own words
3. Understand and conduct the measurement of brand equity and brand performance
4. Practically develop a brand, including positioning and communication

Course Outcomes

CO1	Illustrate key principles of branding
CO2	Understand and initiate the measurement of brand equity and brand performance
CO3	Develop a brand, including positioning and communication
CO4	Design marketing program to develop brand equity
CO5	Recognize the secondary brand associations to develop brand equity
CO6	Understand the concept of brand love

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
50	-	50	100

Course Content:

Unit I: Introduction
Concept of Brands, The genesis of Brands,Branding challenges and opportunities,The need for Brands, Products as distinct as ,Can services be branded?, Case Study: Makeoverof Britannia : A path less travelled,Case Study: Nestlé’s Brand Management Strategies
Unit II: The customer based brand equity 8 Hours
Making a brand strong: brand knowledge,Sources of brand equity,Four steps of brand building,Creating customer value, Case study: Himalaya Drug Company - Branding Ayurveda
Unit III: Brand positioning 8 Hours
Identifying and establishing brand positioning, Positioning guidelines, Defining and establishing brand mantra, Case Study: P&G's Brand Management System

Unit IV: Planning and implementing brand marketing
Choosing brand elements- I, Case Study: BARBIE VERSUS BRATZ, Option and tactics of brand elements, New perspective on Marketing , Case Study: L'Oreal Building A Global Cosmetic Brand*, Product strategy, Price strategy, Channel strategy, Integrated marketing communication to build brand equity Marketing communication options, Developing integrated marketing communication program
Unit V: Leveraging secondary brand associations to build brand Equity & Managing Brand overtime
Conceptualizing the leveraging process, Company , country of origin, co-branding, channel of distribution, Licensing, celebrity endorsement, sporting, cultural and other events, Case Study: The Siyaram Celebrity Endorsement Experience, Designing and implementing brand strategies, Brand architect, brand hierarchy , designing a branding strategy, Brand Extension Case Study: Virgin - Brand Extension or Brand Dilution? Reinforcing brands, revitalizing brands, Class Discussion: lifecycle of Brands, Case Study: Samsung - The Making of a Global Brand , Case Study: Branding a Commodity - The Tata Steel Way, Case Study: Beetle: The Birth, Growth, Death and Revival of a Cult Brand
Unit VI Conceptualizing brand love
Brand love, Brand hate, emotions attached with brand

Suggested Reading

1. Strategic Brand Management, Kevin Lane Keller, Ambi Parmeswaran, Issac Jacob, Pearson, 3rd Edition 2013.
2. Product and Brand Management Tapan K Panda, 2016, Oxford University Press
3. Product and Brand Management UC Mathur, Excel Books, 2010

4. Positioning: The Battle for your mind Al Ries & Jack Trout, TATA McGraw, Hill, 2003 edition+D32

Name of The Course		Advertising Management			
Course Code	BBMK3008				
Prerequisite					
Corequisite					
Antirequisite					
	L	T	P	C	
	3	0	0	3	

Course Objectives:

The purpose of this course is to familiarize the students with the role of advertising in the in context of Promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function. Students will be able to apply the range of tools available for marketing Communications. They will also understand of the basic principles of planning and execution in Marketing Communications.

Course Outcomes

CO1	To acquaint students with basic concepts and techniques of marketing communication and its application to strategic marketing decision-making.
CO2	To equip the students with knowledge about the nature, purpose and skill in the planning and execution of an effective Integrated Marketing Communications
CO3	To develop the ability in students to be able to plan and implement the strategic and tactical decisions of IMC
CO4	To equip students with strong strategic frameworks to make effective IMC decisions
CO5	The module deals with defining the marketing strategies for B2B marketing. It discusses

Text Books

- Advertising and Sales Promotions, Kazmi and Batra, Excel Books, 3rd Edition 2010  
 Integrated Advertising, Promotion and Marketing Communication, Clow, K.E., & Baack, D. (2015), 6th Edition. Pearson. 2015

Reference Books

Advertising and IMC, Kruti Shah, Mcgraw, 1st edition, 2014

Advertising and Promotions an IMC Perspectives Belch and Purani Mcgraw, 9th edition, 2016

Advertising Principles and Practice, Wells, D. Williams & Burnett, J and Moriarty, S (2013), 7th Edition. Pearson. 2013

Brand Positioning, Strategies for Competitive Advantages, Sengupta, Subroto, McGraw Hill Education (India) Private Limited; 2nd Eedition (25 January 2005)

Brand Building Advertising, Ambi Prameswaran, McGraw, 1st Edition, 2014

Advertising, Jefkins F., & Yadin D., Pearson Education

The Uncommon Sense of Advertising Tiwari S., Response Books, 2012

Ogilvy on Advertising Ogilvy D., Knopf Doubleday Publishing Group, 2013.

Unit I: Introduction to Advertising (7 lecture hours)

Introduction to Advertising Introduction to advertising, brief history, advertising classification functions and benefits, Economic, ethical and social issues, Understanding the Marketing communications process, Source, message and medium factors, Consumer Behaviour Perspectives, Consumer Behaviour Process , How Advertising works,"Advertising Agency Management, Types of Ad Agency, Why to Choose Advertising Agencies?"Steps in Selecting an Ad Agency, Evaluation Criteria in Choosing an Ad Agency, Agency Companies

Unit II: IMC Planning Process (9 lecture hours)

IMC plan, Marketing Plan, "Planning Steps, Identify the Target Audience, Promotional Program Situation Analysis, Determine a Problem or Opportunity, Analysis of Communication Process Determine Communication Objectives, Budget Determination, "Integrate and Implement IMC Strategies, Monitoring, Evaluating and Control IMC Communication Program Market Segmentation ,Targeting and Positioning

Unit III: Corporate Image and Brand Management (6 lecture hours)

Introduction to Corporate Image and Brand Management, "Role of Corporate image, identifying desired image, Creating right image, rejuvenating an image, Branding, types of brands, developing brands, Brand Loyalty. Brand equity, private brands, packaging

Unit IV: Advertising Design (12 lecture hours)

Target customers, and developing advertising strategies that can increase sales. "Theoretical Frame work ,Hierarchy of Effects Model, Means-End Theory, Leverage Points Taglines, "Verbal and Visual Elements, Advertising Appeal, Types of Appeal, Emotion used in Advertisements, "Message Strategy, Cognitive Message Strategy, Affective Message Strategies, Conative Message Strategies, Executional Framework, "Principles of Effective Advertising Beating Ad Clutter, "Copy Writing, Copy Writing: The language of Advertising, Copy Writing for Print, "Creating Radio Commercial, Guideline for Radio Script Writing, "Creating TV Commercials Writing for the Web, "Media Planning and strategy, types of media, Market analysis and identifying the target market, "Establishing media objectives, Developing and implementing media strategies, Media evaluation, Planning advertising campaign, Steps in Advertising Campaign

Unit V: Promotions and Public Relations (5 lecture hours)

Assessing Market Opportunities through Strategic perspectives Market segmentation Identify bases used for segmenting business markets, Target Marketing, Role of marketing in strategic planning, Implementing

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Consumer Behaviour			
Course Code	BBMK3009			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

To equip students with basic concepts and techniques of psychological processes that drive consumer behaviour so that effective marketing programmes can be designed.
To acquire an understanding of the psychological processes that underlie the effectiveness of marketing strategy in terms of impact on consumer behaviour in cross cultural context both local and global.
To assist students to develop consumer insight for effective marketing decisions with ethical and value orientation.
Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.

Course Outcomes

CO1	Relate the framework of Consumer Behaviour and the fundamental concepts of marketing significant in determining consumer behaviour so that effective marketing programs can be designed
CO2	Analyze the psychological concepts that account for individual behaviour and how these dimensions influence consumption related behaviour.
CO3	Employ the psychological processes in determining consumer behaviour.
CO4	Appraise the impact of socio cultural fabric on consumer behaviour and the process of consumer decision making.
CO5	Relate consumer behaviour in networked era.

Text Book (s)

1	Consumer Behaviour Schiffman & Kanuk, 10th edition, Pearson Education, 2010.
2	Consumer Behaviour-Buying, Having and Being Michael R. Solomon, 12th Edition, Pearson, 2017.

3	Consumer Behaviour: Insights from Indian Market Ramanuj Majumdar , PHI, 2010.
4	Consumer Behaviour : The Indian Context (Concepts and Cases) S Ramesh Kumar, Pearson ,second edition, 2017.

Reference Book (s)

Consumer Behaviour – In Indian Context Srivastava and Khandai, 1st edition Galgotias Publishing Company, 2008.
Consumer Behaviour, Leon G Schiffman & Joseph N Wisenblit, 11th edition, Pearson Education, 2015.
Cracking the Code: Leveraging Consumer Psychology to Drive Profitability Steven S. Posavac and the Society for Consumer Psychology,2012.
Ethics in Consumer Research: an Overview and Prospectus", in Morris B. Holbrook (1994) , NA - Advances in Consumer Research Volume 21, eds. Chris T. Allen and Deborah Roedder John, Provo, UT : Association for Consumer Research, Pages: 566-571.

Unit-1 Introduction to Consumer Behaviour  
8 hours

Introduction to Consumer Behaviour: Introduction to Consumer Behaviour; Marketing Concept; Value, Satisfaction and Retention-Application of consumer behaviour knowledge, simple model of consumer behaviour-Case Study: Amazon.com: World's most customer centric Company-Consumer Research: Introduction to research and types -Case Study 2: Nike: Associating Athletes, Performance, and the Brand-Consumer Research: Process of Research and Problems faced during research-Consumer Research: Process of Research and Problems faced during research-STP: Market Segmentation - Definition and Types, Bases for Segmentation-STP: Customer Targeting Strategies; Positioning & its Strategies-Case Study 3: Tide Goes after Green with New Pods.

Unit-2 Consumer and Psychological aspects  
Consumer Motivation: Needs, Goals & Dynamics of Motivation-Consumer Motivation: Maslow's Need Hierarchy theory of Motivation-Personality & consumer Behaviour: Trait Theory & its applications-Freud's theory and its applications, Brand Personality -Case Study 4: Jack Link's Beef Jerky Going Hip & Healthy-Consumer Perception: Marketing implications of Perception and elements of perception.

Unit-3 Psychological aspects in Consumer Behaviour  
Consumer Learning: What is Learning; Behavioural Learning theories-Consumer Learning: Effect of

Learning on Consumer Behaviour-Consumer Learning: Cognitive Learning Theories -Consumer Attitude: Attitude Formation-Consumer Attitude: Theories of Attitude – Case Study 5: Colorox Green Works Line.

Unit-4 Consumer in their Social & Cultural Settings & Consumer Decision Process  
Reference Groups & Family Influences: Family Life Cycle, Role of Buyers-Research Paper: Family structure & Joint Purchases-Reference Groups & Family Influences: Family Life Cycle, Role of Buyers-Reference Groups & Family Influences: Socialization  
Case Study 6 : Ranbir Singh- Buying Insurance-Reference Groups & Family Influences: Functions of family-Cultural & Cross Cultural Influences: Measurement of Culture-Cultural & Cross Cultural Influences: Religious and National Subcultures-Information Gathering & Evaluation: Information Search, Defining criterion for choice-Information Gathering & Evaluation: Evaluation rules used by consumers Case Study 7: Re-launching of Parx-Information Gathering & Evaluation: Mapping attributes, comparison of brands; positioning options, product and promotions related strategies. Youtube Video: Decision Making Process-AMD: Simplifying Customer's PC Buying Decisions

Unit-5 Consumer Behavior in networked era & Marketing ethics and consumer behavior  
Consumer behaviour issues in online and social media context-Consumer behaviour and mass disruption in retail-Shopping Malls –A new shopping experience-Marketing ethics and consumer behaviour-PepsiCo's deal with Indian Medical Association to promote Tropicana and Quaker Oats raises ethical Concerns.

**Course Objectives: Indian rural economy contributes nearly 50% of the country's GDP and size of rural market in consumer durables and FMCG is significantly higher than its urban counterparts. Recently, rural marketing has emerged as an important internal sub-division within marketing discipline particularly in context of a large rural economy like India. But questions like "Is there any difference between rural marketing and mainstream marketing?" have not been answered satisfactorily. Through this course, the participants will be introduced to a more holistic perspective of rural marketing.**

Course Outcomes

CO1	Determine the challenges and opportunities in the field of rural marketing.
CO2	Develop an insight into rural marketing regarding different concepts and basic practices in this area.
CO3	Discuss relevant product decisions and develop product strategies at different stages of product lifecycle as applicable to rural markets.
CO4	Understand and apply the various pricing and promotional strategies adopted in rural markets.
CO5	Identify the channels of distribution and related logistics challenges in rural areas.

Text Book (s):

1. Pradeep Kashyap, 'Rural Marketing', Pearson India, 2016, ISBN 10: 9332543607/ISBN 13: 9789332543607
2. Balram Dogra & Karminder Ghuman, 'Rural Marketing Concepts and Practices', McGraw Hill Education, ISBN 10: 007066000X/ISBN 13: 9780070660007
3. T P Gopaldaswamy , 'Rural Marketing - Environment, Problems And Strategies ', Vikas Publishing, ISBN-10: 8125930973/ISBN-13: 978-8125930976
4. N. V. Badi and R. V. Badi, 'Rural Marketing', Himalya Publishing, ISBN 10: 9351423476 ISBN 13: 9789351423478

Reference Book (s)

1. C.S.G Krishnamacharyulu and Lalitha Ramakrishna, 'Rural Marketing: Text & Cases', Pearson Publication, ISBN 10: 8178085763/ISBN 13: 9788178085760

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	<b>Rural Marketing</b>			
Course Code	<b>BBMK3010</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

2. Velayudhan Sanal Kumar, 'Rural Marketing: Targeting the Non-Urban Customers', Response Books, Sage Publication, ISBN 10: 0761935886/ISBN 13: 9780761935889
3. SS Acharya and NL Agarwal, 'Agricultural Marketing', Oxford and IBH Publishers, ISBN-10: 8120417550/ISBN-13: 978-8120417557
4. K.S. Habibur Rahman, 'Rural Marketing in India', Himalaya Publishing House, ISBN Number : 978-93-5051-101-5

<p>Unit-1 Introduction to Rural Market 8 hours Rural India: A promising market place, Evolution of Rural Marketing, Rural Market Structure, Size and Nature of Rural Market, The Rural Economic Structure, The Rural Infrastructure.</p>
<p>Unit-2 Rural Consumer Behaviour and STP Strategies 7 hours Consumer Buying Behaviour Models, Characteristics of Rural Consumer, Segmentation: Heterogeneity in Rural, Pre-requisites of Segmentation, Degree of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation, Targeting and Positioning in Rural Markets.</p>
<p>Unit-3 Rural Product Strategies 7 hours Product Concepts, Rural Product Categories, New Product Development, Consumer Adoption Process, Product Mix, Packaging &amp; Branding in Rural India, Fake Brands.</p>
<p>Unit-4 Rural Pricing and Communication Strategies 10 hours Pricing Objectives, Internal &amp; External Influences, Pricing Strategies, Market Entry Strategies, Rural Communication Process &amp; Challenges, Rural Media: Mass Media, Non-Conventional Media and Personalized Media, The Media Model, Influence of Consumer Behaviour on Communication Strategies.</p>
<p>Unit-5 Rural Distribution Strategies 8 hours Accessing Rural Markets: Coverage Status in Rural Markets, Evolution of Rural Distribution</p>

System, Prevalent Rural Distribution Models, Syndicated Distribution.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Financial Services			
Course Code	BBFI 3006			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The new millennium has seen a decisive shift towards a new domain of financial services. While financial institutions and instruments constitute the hard core of the financial system, financial services represent the software portion of the financial environment. They represent all kinds of services provided in financial terms, where the essential commodity is money. The present course will primarily probe into some of the leading and vibrant financial services.

Course Outcomes

CO1	To use the concept, emergence and development of financial services.
CO2	To examine the mechanics, operations and procedures of mechanics in performing the financial services.
CO3	To choose from opportunities available in the financial service industry.
CO4	To correlate appreciation among the students for the banking services and products.
CO5	To describe funds investment strategies in analyzing a fund and credit rating procedure of business.

Text Book (s)



1. Khan, M. Y, Indian Financial System, Latest Edition, Tata McGraw-Hill, New Delhi.
2. Avdhani: Investment and securities Markets in India, Himalaya publications, Delhi, (2014).
3. 'Bhole, M.K Financial Marketys and Institutions, Tata MCGraw Hill, Delhi, (2014).
4. Ghosh, D : Banking Policy in India, Edition (2012), Allied Publications, New Delhi.

Reference Books

1. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi, (2014).
2. Giddy, J.H: Global Financial Markets, ALTBS Publishing House, New Delhi, (2013).

**Unit I: Introduction to Financial markets, Merchants Banks and Issue Management**

**8 lecture hours**

Nature of financial services in an economy, Scope and meaning of financial services in an economy, Significance of financial services in an economy. Meaning of merchant banking, Origin and growth of merchant banking, Evolution of merchant banking in India, Scope and functions of merchant banking services, Role of Merchant Bankers in maintaining health and credibility of the Capital Market. Role of underwriters in issue management and computation of underwriter's liability. Issues involved in Factoring Business. Bill Discounting and Forfeiting. Case Study : Financial Services and performance Improvement: A Case Study of Aditya Birla Financial Services Group (ABFSG)

**Unit II: lease financing, Hire Purchase and Factoring & Forfeiting**

**8 lecture hours**

Types of Leasing. Fixation of Lease Rentals, Factors influencing Lease Vs Buy Decision, Accounting treatment for Leasing. Growth and Prospects of Leasing Industry in India. Hire Purchase agreement- Types, difference between hire purchase and lease. Concept of Factoring, Types of Factoring Players in Factoring, Factoring Mechanism. Factoring in India. Cost and Benefit of Factoring, Issues involved in Factoring Business, Bill Discounting and Forfeiting. Corporate Financial Frauds-A Case Study on First Leasing Company of India Ltd

**Unit III: Credit Rating** **8 lecture hours**

Objectives of Credit Rating, Institutions engaged in Credit Rating, Purpose and Procedure of Rating for Debentures, Fixed Deposits, and Short term Instruments. Role of CRISIL and ICRA. Concept of mutual fund, types and functions of Mutual Fund, SEBI regulation, Investment strategies of Mutual Funds, Benefits for the investors, Growth of Mutual Funds in India & NAV Computation. Safety, Liquidity and Profitability of Mutual Funds.

**Unit IV: Venture Capital and Banking**

**8 lecture hours**

Concept and Characteristics of Venture Capital, Origin and Growth of Venture Capital, Difference between Venture Capital Financing and Conventional funding, Venture Capital Schemes. Agencies involved in providing Venture Capital, Finance Ministry Guidelines, Different stages of venture capital financing & Computation. Introduction to Banking Services, Commercial Credit, Retail Credit, Deposit & Fees-based Products. Case Study: THE GROWTH OF VENTURE CAPITAL IN INDIA

**Unit V: Insurance services and Depository Services**

**8 lecture hours**

'Life, Non Life & Other types of Insurance Health Insurance, Group Insurance, Deposit & Fees-based Products. Computation on the basis of Human Life Value Index, Pension Schemes Insurance Intermediaries Agents & Brokers. Conversion of Physical Securities to Electronic form, Pan card requirement - Advantages of Demat A/c and Service Charges – Know Your Customer -Norms stipulated by SEBI.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	International Finance			
Course Code	BBFI 3007			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:** International finance (also referred to as international monetary economics or international macroeconomics) is the branch of financial economics broadly concerned with monetary and macroeconomic interrelations between two or more countries. International finance examines the dynamics of the global financial system, international monetary systems, balance of payments, exchange rates, foreign direct investment, and how these topics relate to international trade. The course provides an analytic framework for understanding how cross-border financing, valuation, risk management, and investment decisions are influenced by a variety of factors including exchange rates, legal & tax considerations and country risk. The course aims to equip students with tools and techniques to understand how firms can create, measure and sustain value across borders.

#### Course Outcomes

CO1	Explain the role of multinational corporation in an international business scenario, goals of MNC and motives and risks of international business
CO2	Describe the background and corporate use of international financial markets and factors influencing exchange rates
CO3	Discuss the developments in international monetary system
CO4	Explain the various functions involved in managing foreign exchange exposures
CO5	Apply the currency derivatives concepts to hedge against exchange rate movements and determine the importance of FDI.

#### Text Book (s)

1. Bhalla, V. K. (2014). A Textbook of International Financial Management (Text and Cases), New Delhi.

#### Reference Books

1. Verma, Sumati. (2013). Book on International Finance.
2. Hill, W.L. Charles. (2011). International Business, Competing in the Global Marketplace
3. Madura, Jeff.(2014). A Textbook of International Financial Management, New Delhi

#### Unit I: Introduction to International Finance

#### 5 lecture hours

Financial Management in a Global Context, International Financial Environment: 'Globalization', goals of International Financial Management, Objective of the Firm and the impact of risk, Nature of risk exposure and its measurement, Country Risk Analysis: country risk factors, assessment of risk factors, Techniques through which the country risks can be assessed as well as measured.

#### Unit II: International Markets

6 lecture

hours

Characteristics of Global Foreign Exchange Markets, Spot and Forward Market, Relationship between Spot and Forward Rates, Activities in the Forex Markets, Market Participants, Correspondent Banking, Determination of Exchange Rates, Theories of Exchange Rate Determination, Indian Forex Market & its Structure, Central Bank Interventions  
CASE STUDY : Decision to use international financial markets, CASE STUDY : Assessment of future exchange rate movements

#### Unit III: International Monetary System

9 lecture hours

International Monetary System, Balance of Payments and International Economic Linkages, The Bretton Woods System & further developments, Economic Monetary Union - the emergence of Euro, Balance of Payment: The Current Account Deficit and Surplus and Capital Account Convertibility, Emerging Indian BOP scenario  
CASE STUDY : BREXIT

#### Unit IV: Managing exposure to Exchange Rate Risk

8 lecture hours

Foreign Exchange Risk Management, Transaction Exposure, Economic Exposure, Translation Exposure  
International Capital Budgeting: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis  
CASE STUDY: Decision to expand internationally, CASE STUDY : Assessment of government influence on exchange rates, cases on cross border acquisitions.

**Unit V: Currency Derivatives** 12 lecture hours

An Introduction to Currency Derivatives, Interest Rate & Currency Swaps, Currency Futures, Currency Options

CASE STUDY : Use of currency derivative instruments

Medium & Long Term International Financing, Eurocurrency Markets, Development Banks and Multilateral Lending Agencies, Foreign Currency Convertible Bonds/ American Depository Receipts/ Global Depository Receipts/ Foreign Institutional Investors, Project Finance Instruments Loan Syndication / Guarantees Short term Financing and Current Assets Management

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Working Capital Management			
Course Code	BBFI 3008			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:** The principles and concepts of finance theory will be applied to problems and decisions associated with working capital. The focus would be towards the optimal (or value-maximizing) use of working capital. This course includes theoretical and applied components. Practical applications are useful, but cannot be studied fruitfully without a sound knowledge of the underlying theory.

Course Outcomes

CO1	Estimate working capital requirement
CO2	Assess impact of credit policy on profitability
CO3	Ascertain optimum level of inventory
CO4	Understand techniques of cash estimation and planning
CO5	Appreciate different approaches and sources of working capital financing

Text Book (s)

1. Mathur, S. B. Working Capital Management: Strategies & Techniques. New age Publications.
2. Pandey, I. M. Financial Management. Vikas Publishing House Pvt. Ltd., New Delhi. 11/e.

Reference Books

1. Bhattacharya, Hrishikesh, Working Capital Management: Strategies and Techniques, PHI, N.Delhi.
2. Srinivasan. Cash & Working Capital Management. Vikas Publishing House Pvt. Ltd., New Delhi.
3. Hampton, J.J. & Wagner, C. L. Working Capital Management, John Wiley & Sons.
4. Agrawal, N.K. Management of Working Capital. Sterling Publishers Pvt, Ltd, New Delhi.

**Unit I: Introduction** 8 lecture hours

Meaning, nature and scope of WCM; Determinants of WCM; Current Assets vs Total Assets, Operating Cycle- Meaning, types and computation; Estimation of working capital requirements- Formula, application; and control mechanism.

**Unit II: Receivables Management and Credit Policy** 9 lecture hours

Basics of Receivables Management; Elements of Credit Policy; Credit granting decisions; Impact of Credit policy changes; Collection; Monitoring; and Control of receivables..

**Unit III: Inventory Management** 11 lecture hours

Meaning of Inventory, Motives of Holding Inventory, Inventory Behaviour, Costing of Inventory, Valuation of Inventories: FIFO, LIFO and WAC; Techniques of Inventory Management: Concept, formula and application of EOQ; Comparative evaluation of inventory policy; and Selective inventory control.

**Unit IV: Cash Management** 8 lecture hours

Concept of Cash Management; Measurement of Liquidity; Collection Management; Disbursement Management; Cash Forecasting: Types; Cash Budget- Meaning, utility and format; and Cash Budget: Preparation.

**Unit V: Financing of Working Capital Requirements 4 lecture hours**

**Approaches to Working Capital Financing; Short term and long term sources of funds; Factoring and Lending.**

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Investment Management			
<b>Course Code</b>	BBFI3009			
<b>Prerequisite</b>	Basic knowledge of Investment mangement			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

Course Objectives

Course Outcomes

CO1	Explain basic concepts of investment management and identify various investment alternatives to diversify risk
CO2	Discuss the concepts of risk and return which will help the students to apply various techniques of measuring risk and return for individual securities and portfolio.
CO3	Identify various sections of fundamental analysis: economic, industry and company analysis to utilize the information for investment decision making.
CO4	Analyze the theory and empirical evidence relevant for investing, particularly in the context of portfolio construction and management.
CO5	To Explain various rights given to investors and how their grievances can

	be solved and detailed knowledge on SEBI.
CO6	To analyse the stock market, various knowledge of shares, right strategies about different shares.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

Course Content:

Unit 1	The Investment Environment	Number of Lecture Hours	6
	The investment decision process, Savings, Investment and Speculation. Types of Investments Commodities, Real Estate and Financial Assets, The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk: Calculation, Tradeoff between return and risk, Impact of taxes and inflation on return		
Peda gogy tools	Lectu re	Lectu re	
Unit 2	Fixed Income Securities	Number of Lecture Hours	8
	Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks.		
Peda gogy tools	Blend ed Learn ing	Blen ded Lear ning	
Unit 3	Approaches to Equity Analysis	Number of Lecture Hours	10
	Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, Valuation of Equity Shares.		

Pedagogy tools	Blended Learning	Blended Learning		
Unit 4	Portfolio Analysis and Financial Derivatives		Number of Lecture Hours	10
	(a) Portfolio and Diversification, Portfolio Risk and Return (b) Mutual Funds (c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India.			
Pedagogy tools	Blended Learning	Blended Learning		
Unit 5	Investor Protection		Number of Lecture Hours	4
	Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading.			
Pedagogy tools	Blended Learning	Blended Learning		
UNIT 6	Pandemic effects on Stock market		Number of Lecture Hours	2
	Perception of Investors in stock market towards stock market by analyzing before and after COVID-19			

**Suggested Reading**

RECOMMENDED TEXT BOOK	AUTHOR & PUBLICATION
Investment & Portfolio Management	Prasanna Chandra, Tata McGraw Hill

Investment Analysis and Management,	Jones, C.P. Wiley
<b>SUPPLEMENTARY READINGS</b>	
<b>Investment Analysis and Portfolio Management</b>	Frank K. Reilly, Keith C. Brown, Cengage Learning
Security Analysis & portfolio Management	S Kevin, PHI
Security Analysis and Portfolio Management	Punithavathy Pandian, Vikas Publishing
Security Analysis and Portfolio Management	Fischer & Jordan, PHI
Fundamentals of Investments	Alexander, Gordon, Jeffery, and Sharpe Williams
Fundamentals of Investment Management	Hirt and Block, Tata McGraw Hill
Financial Management	Khan & Jain, Tata McGraw Hill
Investments and Portfolio Management	Bodie, Kane, and Marcus, McGraw-Hill

Name of The Course	International Human Resource Management			
Course Code	BBHR 3009			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

**Course Objectives:**

Graduate will grow personally and professionally to be successful in dynamic business environment globally.

Graduate will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage.

Graduate will contribute as socially and ethically responsible citizen or the sustainable development of environment and society at large.

**Course Outcomes**

CO1	Relate to the differences between
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	international and domestic HRM in order to illustrate the significance of cross cultural communication in international workplace settings while discussing the various dimensions of culture.
CO2	Illustrate the advantages/disadvantages of various staffing approaches used in the international context for demand and supply of Human Resources.
CO3	Illustrate the need of global training among expatriates and discuss the components of effective expatriate training and development programmes.
CO4	Examine the various approaches used in the designing of compensation of expatriates to identify the complexities involved in managing international compensation.
CO5	Evaluate the peculiarities of global strategic management in order to describe various approaches of industrial relations in the international context.

Text Book (s)

<b>RECOMMENDED TEXT BOOK</b>
<b>P. SubbaRao (2011), International Human Resource Management 3<sup>rd</sup> Edition, Himalaya Publishing House.</b>

Reference Book (s)

1. K. Aswathappa(2013), International Human Resource Management 2<sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd
2. P.L. Rao(2008), International Human Resource Management, Excel Books
3. Peter. Dowling(2012), International Human Resource Management: Managing People in a Multinational Context 5th Edition, , Cengage Learning

Unit-1 Introduction 12 hours
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Concept of IHRM, Objectives of IHRM, Difference between International and Domestic HRM; Issues in IHRM, Barriers to effective global HRM, Expanding the role of HRM in international firms, Understanding culture – what is culture; why do cultures differ, Importance of Cultural Sensitivity, Elements of Culture; Determinants of Culture, Hofstede’s Cross Cultural Dimensions, Cross Cultural Communication and Differences in Workplace
Unit-2 <span style="float: left;">8 hours</span>
Human Resource cycle; Human Resource Planning; Features of HRP, Process of HRP - Forecasting of Human Resources, International Labour Market sources-PCN, HCN, TCN, International Staffing Approaches - Ethnocentric, Polycentric and Geocentric, Regiocentric approaches, Selection Criteria; Selection Techniques; Expatriate Assignment Life Cycle; Expatriate Failure, Development of effective workforce-Orientations.
Unit-3 <span style="float: left;">8 hours</span>
Reasons for Global Training– cultural awareness programmes, Process of cross cultural training, International trainings of PCNs, Global Mind-set; Characteristics of Global Mind-set, Expatriate Training, Components of Effective pre departure training programmes, integrative training and post-arrival training, Developing international staff, Individual career development.
Unit-4 <span style="float: left;">8 hours</span>
Introduction to International Compensation; Designing Compensation Programme, Objectives of International Compensation, Complexities in International Compensation, Factors affecting International Compensation, Approaches to International Compensation- The going rate approach, the balance sheet approach, Taxation, International living cost.
Unit-5 <span style="float: left;">8 hours</span>
Nature of IR; Approaches to IR, Key players in IR; Trade Unions, Concerns of Trade Unions in MNCs, Peculiarities of Global Strategic Management, Strategic issues before Employers/ Employees/MNCs, Organizational and Human Resource Strategies

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

School of Business

<b>Name of The Course</b>	Organizational Change and Development			
<b>Course Code</b>	BBHR3006			
<b>Prerequisite</b>	Basic knowledge of general Management			
<b>Co-requisite</b>	Student must have basic understanding of General Management.			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

Course Objectives

1. Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
2. Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
3. Developing a basic understanding and fundamental knowledge of the models and theories of change management.
4. Developing a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible.
5. Developing an overall awareness of change as relates to a number of different companies and industries, including the issues associated with operational change, process change, cultural change, technology change, strategic repositioning and human relations.

Course Outcomes-Students will be to:

<b>CO1</b>	Illustrate the basic concept and theories of organizational change and describe the challenges in implementing change with
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	reference to the dynamic business environment.
<b>CO2</b>	Illustrate the processes of planned change via different model and apply various approaches to minimize the resistance to change.
<b>CO3</b>	Analyze the concept of managing change for increasing organizational effectiveness and interpret the skills required for change agents.
<b>CO4</b>	Analyze the different models of organization development and describe the role of external consultants in bringing change in the organization.
<b>CO5</b>	Identify the basic diagnostic process and different organizational development interventions to detect the problems of an organization.
<b>CO6</b>	Infer the role of knowledge management and learning for the organizational change.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

<b>Unit I: Fundamentals of Organizational Change 7 Hours</b>
Meaning and Importance of Organizational Change, Significance of Organizational Change, Types of Change – Radical and incremental, Planned vs. Emergent ,Transitional & Transformational change, Essentials for Organizational Change, Challenges in Implementing Organizational Change
<b>Unit II:Introduction to change mechanism 9 Hours</b>
<b>System View of an Organization; Types of Organizational</b> Structure and Systems, Open System Approach to an Organization; Socio-Technical System Thinking, Business Process Re-engineering, role of information technology and Future of BPR, BP Reengineering Vs BP restructuring, Process of Change; Characteristics of Organizational Change, Kurt Lewin’s Force Field Analysis , Resistance to Change,

Overcoming Resistance to Change, Kurt Lewin's Three Stage Process of Change, Burke-Litwin Model of Organizational Change

**Unit III: Managing Organizational Change**

**6 Hours**

Change Management- The Skill Requirements, Change Management Iceberg, Culture and Change; Effective Change Management, Employee Attitudes in Organizational Change Process, Research article Bernard Burnes & Philip Jackson (2011) Success and Failure In Organizational Change: An Exploration of the Role of Values, Journal of Change Management

**Unit IV: Introduction to Organizational Development 9 Hours**

Definition & Concept of OD, Action Research Process; Evolution of OD, Features of OD; Stages in OD, OD in different organizations; Significant triggers for OD, OD & Leadership Development; Role of External Consultant in OD Processes

**Unit V: Organizational Diagnosis and OD intervention**

**9 Hours**

Objective of Organizational Diagnosis; The Diagnostic Cycle, Different forms of Organizational Diagnosis; Use of Interviews as a diagnostic Tools, Observational Methods of Diagnosis, Questionnaire Development for Organizational Diagnosis, Overview to OD Intervention and Strategies; Features of OD Interventions, Planning & Design of Interventions

**Unit VI: Contemporary Issues in Organizational Change 4 Hours**

Knowledge Management - Meaning, Assumptions and Benefits; Knowledge management and Change; Learning Organizations and Benefits; Learning Organizations & Organizational Change; Cross-Cultural Diversity Issues; Globalization and Organizational Change

3. Organizational Development and Change Thomas G. Cummings and Christopher G. Worley, 2002, 7e, Thompson learning- India
4. Organization Development: Interventions & Strategies S. Ramnarayana, T. V. Rao, K. Singh, 2011, 2e Response Books, Sage Publications

<b>Name of The Course</b>	<b>Industrial Relations and Labor Laws</b>			
<b>Course Code</b>	<b>BBHR3007</b>			
<b>Prerequisite</b>	<b>Human Resource Management</b>			
<b>Co-requisite</b>				
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. The Course aims to educate and create awareness among the students about various facets of Industrial Relations
2. It aims to provide student a platform to understand the salient features of welfare and wage Legislations, Trade Unionism.
3. It aims to make the student understand the laws relating to Industrial Disputes, Social Security and Working conditions
4. It aims to equip students with various aspects of labour legislation in India.

**Course Outcomes**

<b>CO1</b>	<b>Determine the role of Industrial Relations in achieving organisational objectives through cooperation and team work(K4)</b>
<b>CO2</b>	<b>Examine various aspects related to formation and regulation of Trade Unions in industries thereby application of Trade Union Act, 1926 for effective industrial relations(K4)</b>
<b>CO3</b>	<b>Identify the importance of collective bargaining as a successful tactic to achieve desirable industrial relations and preventing industrial disputes(K4)</b>
<b>CO4</b>	<b>Illustrate the causes of industrial disputes in organisations and regulating them through successful</b>

**Suggested Reading**

1. Organizational Change and Development: Dipak Kumar Bhattacharya, Oxford University Press, 2011.
2. Organizational Change and Development Kavita Singh, 2013, Excel Books



	<b>implementation of Industrial Disputes Act, 1947. Also to identify the practices of organisations which lead to better industrial relations by minimizing acts of indiscipline and resolving conflicts through effective grievance management. (K3)</b>
<b>CO5</b>	<b>Illustrate the importance of implementing important Labor Laws in the industry as non-adherence attracts penal provisions(K3)</b>
<b>CO6</b>	<b>Appraise the contemporary issues related to Employee relations to attain industrial peace and avert industrial disputes.(K5)</b>

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

**Course Content:**

<p><b>Unit I: Introduction to Industrial Relations</b> <b>7 Hours</b></p> <p><b>Concept; Meaning and Scope, Importance of Industrial Relations; Functions of Industrial Relations, Parties to IR, Aspects of IR, Approaches to IR (Evolution to IR), The Systems Approach, Industrial Relations around the world (US, UK, Russia and Japan), Factors for a sound Industrial Relations System.</b></p>
<p><b>Unit II: Introduction to Trade Unionism</b> <b>8 Hours</b></p> <p><b>Definition, origin, objectives of Trade unions, Types and Importance, Methods of Trade Unions and Trade Union activities, Recognition of Trade Unions, Trade union Rivalry and Multiple Unions, Future direction for Trade Unions, The Trade Unions Act 1926, Case Study: Does this company need a union?</b></p>
<p><b>Unit III: Collective Bargaining</b> <b>5 Hours</b></p>

<p>Meaning, importance, Types, Process of Collective Bargaining, Bargaining Tactics, Bargaining Strategies, Levels of Collective bargaining, Hurdles to collective bargaining,</p>
<p><b>Unit IV: Industrial Disputes &amp; Employee Grievances and Discipline</b> <b>10 Hours</b></p> <p><b>Concept of an Industrial Dispute, Strike, lockouts, layoff and retrenchment, Types of strike, reasons that cause strikes, Conditions to go on a strike. Conditions to go on a strike, Dispute resolution under the Industrial Disputes Act, 1947, Case Study: Strike at British Airways.</b></p> <p><b>Definition, Nature of grievances, Causes of grievances, Model grievance procedure, Discipline, Causes of Indiscipline and Approaches.</b></p>
<p><b>Unit V: Labour Legislation in India</b> <b>10 Hours</b></p> <p><b>The Factory’s Act 1948, The Payment of Wages Act 1952, The Provident Fund and other Misc. Funds Act, 1952, The Gratuity Act, 1972, Case Study: Boeing: No Nerds, No Birds</b></p>
<p><b>Unit VI: Contemporary Issues in Employee Relations:</b></p> <p><b>Introduction, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Employee relations during crises – Recession.</b></p>

**Suggested Readings:**

1. C.S. Venkata Ratnam, Industrial Relations ,Oxford Publications (2016)
2. Mamoria and Mamoria, Dynamics of Industrial Relations Himalaya Publications (2014)
3. N.D. Kapoor, Labor Laws, Sultan Chand and Sons. (2014)

<b>Name of The Course</b>	<b>Training and development</b>			
<b>Course Code</b>	<b>BBHR3008</b>			
<b>Prerequisite</b>	<b>Understanding of general principles of management</b>			
<b>Co-requisite</b>	<b>Understanding of Human resource management and Business Communication</b>			
<b>Anti-requisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives**

1. To enable the students to understand the Training and Development at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HR related issues
4. To Enable the students to integrate the understanding of various Training and Development concepts along with the domain concept in order to take correct business decisions

**Course Outcomes**

<b>CO1</b>	<b>Generalize the concepts of training needs, various tools and techniques, process to conduct the training programme at the organizational level.</b>
<b>CO2</b>	<b>Identify and relate the creativity and innovative thinking to make good decisions in a complex global environment by identifying problems and opportunities existing within the organizations so as to capitalize on the human capital by designing different training programs.</b>
<b>CO3</b>	<b>Examine the ability to assess and apply various methods, techniques and sources of training.</b>
<b>CO4</b>	<b>Determine the effectiveness of the training once completed from the individual employee and the organization's viewpoint.</b>
<b>CO5</b>	<b>Assess the importance of employee development in today's environment</b>

	<b>and develop an employee development plan.</b>
<b>CO6</b>	<b>Determine the recent trends in training and development domain.</b>

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Exam (MTE)</b>	<b>End Term Exam (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

**Course Content:**

<b>Unit I: Introduction to Training and development and training process 12 hours</b>
<b>Concept, definition and need of training- Difference between training, development and education; Importance, objectives and scope of training- Forces influencing learning , Problems of training- Opportunities &amp; Challenges for Training, Contemporary Issues- Overview of the Training Process - Pre-training, Training, and Post-training, Approaches for TNA (Proactive &amp; Reactive); Training Needs Identification ( different methods of data collection like reviewing existing documents, individual interviews- work diaries, observation- self-assessment, questionnaires, critical incident technique) Training Need Analysis – Organizational Analysis, Task Analysis and Person Analysis- Significance of Training Need Analysis, Strategies and Approaches of TNA</b>
<b>Unit II: Designing Training Programs 7 hours</b>
Training Design and Factors affecting Training design- Constraints in the Design (Organizational Constraints and Budgeting for Training) - Developing and Establishing Training Objectives- Types of Training Objectives, Design Theory – ADDIE Training design model -Outcome of Design
<b>Unit III: Training Methods and Trainer's Skills and Styles 7 hours</b>

