

Course Curriculum



Master of Business Administration (Hons) (8419)

Session 2022-23

Institute of Business Management

| MBA (Hons.) | | | | | | |
|-------------------------|-------------|--|------------------------|----------|----------|----------------|
| First Trimester | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| 1 | MBHC0002 | Managerial Economics | 3 | 0 | 0 | 3 |
| 2 | MBHC0003 | Business Environment | 3 | 0 | 0 | 3 |
| 3 | MBHC0005 | Management Accounting | 3 | 0 | 0 | 3 |
| 4 | MBHC0009 | Quantitative Aspects of Data Management | 3 | 0 | 0 | 3 |
| 5 | MBHC0027 | Basic Managerial Communication | 3 | 0 | 0 | 2 |
| 6 | MBHC0028 | Marketing Management I | 3 | 0 | 0 | 3 |
| 7 | MBHC0029 | Management Essentials for Managers | 3 | 0 | 0 | 3 |
| 8 | MBHC0030 | Workshop on Corporate Etiquettes | 3 | 0 | 0 | 1 |
| | | | | | | |
| Second Trimester | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| 1 | MBHC0008 | Corporate Governance and Business Ethics | 3 | 0 | 0 | 3 |
| 2 | MBHC0036 | Corporate Finance | 3 | 0 | 0 | 3 |
| 3 | MBHC0011 | Macro Economics | 3 | 0 | 0 | 3 |
| 4 | MBHC0012 | Research Methodology | 3 | 0 | 0 | 3 |
| 5 | MBHC0032 | Workshop on Computational Analytics for Decision Making | 3 | 0 | 0 | 1 |
| 6 | MBHC0033 | Marketing Management II | 3 | 0 | 0 | 3 |
| 7 | MBHC0034 | Individual & Group Behavior at Workplace | 3 | 0 | 0 | 3 |
| 8 | MBHC0035 | Advanced Speaking Communication | 3 | 0 | 0 | 2 |
| | | | | | | |
| Third Trimester | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| 1 | MBHC0015 | Operations Research | 3 | 0 | 0 | 3 |
| 2 | MBHC0016 | Human Resource Management | 3 | 0 | 0 | 3 |
| 3 | MBHC0037 | Advanced Corporate Finance | 3 | 0 | 0 | 3 |
| 4 | MBHC0038 | International Business Management | 3 | 0 | 0 | 3 |
| 5 | MBHC0039 | Workshop on Spreadsheet Modelling for Business Decision Problems | 3 | 0 | 0 | 1 |
| 6 | MBHC0040 | Consumer Behaviour | 3 | 0 | 0 | 3 |
| 7 | MBHC0041 | Advanced Written Communication | 3 | 0 | 0 | 2 |
| | | | | | | |
| Fourth Trimester | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| 1 | MBHC0022 | Strategic Management | 3 | 0 | 0 | 3 |
| 2 | | Core Subject –Specialization-1 | 3 | 0 | 0 | 3 |
| 3 | | Elective Subject –Specialization-1 | 3 | 0 | 0 | 3 |
| 4 | | Elective Subject –Specialization-1 | 3 | 0 | 0 | 3 |
| 5 | | Core Subject –Specialization-2 | 3 | 0 | 0 | 3 |
| 6 | | Elective Subject –Specialization-2 | 3 | 0 | 0 | 3 |
| 7 | | Elective Subject –Specialization-2 | 3 | 0 | 0 | 3 |
| 8 | MBHJ0001 | Summer Training Project | 3 | 0 | 0 | 6 |

| 9 | MBHC0031 | Personality Development I | 3 | 0 | 0 | 1 |
|--|----------|--|-----------------|---|---|---------|
| | | | | | | 31 |
| Fifth Trimester | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| 1 | MBHC0025 | Entrepreneurship Management | 3 | 0 | 0 | 3 |
| 2 | MBHC0026 | Supply Chain Management | 3 | 0 | 0 | 3 |
| 3 | | Core Subject –Specialization-1 | 3 | 0 | 0 | 3 |
| 4 | | Elective Subject –Specialization-1 | 3 | 0 | 0 | 3 |
| 5 | | Core Subject –Specialization-2 | 3 | 0 | 0 | 3 |
| 6 | | Elective Subject –Specialization-2 | 3 | 0 | 0 | 3 |
| 7 | | Open Elective (Course on Liberal Arts) | 3 | 0 | 0 | 3 |
| 9 | MBHC0042 | Personality Development II | 3 | 0 | 0 | 1 |
| | | | | | | 22 |
| Sixth Trimester | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| 1 | | Elective Subject –Specialization-1 | 3 | 0 | 0 | 3 |
| 2 | | Elective Subject –Specialization-2 | 3 | 0 | 0 | 3 |
| 3 | MBHC0043 | Innovation for sustainability | 3 | 0 | 0 | 3 |
| 5 | MBHJ0002 | Research Project | 3 | 0 | 0 | 6 |
| | | | | | | 15 |
| Human Resource Management-Electives | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| 1 | MBHE0001 | Talent Management* | 3 | 0 | 0 | 3 |
| 2 | MBHE0002 | Performance Management System | 3 | 0 | 0 | 3 |
| 3 | MBHE0003 | Industrial Relations & Trade Unions | 3 | 0 | 0 | 3 |
| 4 | MBHE0004 | Leadership and Team Building | 3 | 0 | 0 | 3 |
| 5 | MBHE0005 | HR Analytics* | 3 | 0 | 0 | 3 |
| 6 | MBHE0006 | Training & Development | 3 | 0 | 0 | 3 |
| 7 | MBHE0007 | Labour Laws | 3 | 0 | 0 | 3 |
| 8 | MBHE0008 | Compensation Management | 3 | 0 | 0 | 3 |
| 9 | MBHE0009 | Competency Mapping | 3 | 0 | 0 | 3 |
| Marketing Management-Electives | | | | | | |
| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
| | | | L | T | P | |
| | MBHE0010 | Digital Marketing* | 3 | 0 | 0 | 3 |
| | MBHE0011 | Marketing of Services | 3 | 0 | 0 | 3 |
| | MBHE0012 | Marketing Research | 3 | 0 | 0 | 3 |
| | MBHE0013 | Sales and Distribution Management | 3 | 0 | 0 | 3 |
| | MBHE0014 | Marketing Analytics | 3 | 0 | 0 | 3 |

| | | | | | | |
|--|----------|----------------------------------|---|---|---|---|
| | MBHE0015 | Advertising Management | 3 | 0 | 0 | 3 |
| | MBHE0016 | B2B Marketing | 3 | 0 | 0 | 3 |
| | MBHE0017 | Customer Relationship Management | 3 | 0 | 0 | 3 |
| | MBHE0018 | Product and Brand Management | 3 | 0 | 0 | 3 |
| | MBHE0019 | International Marketing | 3 | 0 | 0 | 3 |

Financial Management-Electives

| S. No. | CODE | SUBJECT | Teaching Scheme | | | Credits |
|--------|----------|--|-----------------|---|---|---------|
| | | | L | T | P | |
| 1 | MBHE0020 | Financial Market and System* | 3 | 0 | 0 | 3 |
| 2 | MBHE0021 | Financial Planning and Wealth Management | 3 | 0 | 0 | 3 |
| 3 | MBHE0022 | Investment Management | 3 | 0 | 0 | 3 |
| 4 | MBHE0023 | Direct and Indirect tax* | 3 | 0 | 0 | 3 |
| 5 | MBHE0024 | International Finance | 3 | 0 | 0 | 3 |
| 6 | MBHE0025 | Financial Modeling* | 3 | 0 | 0 | 3 |
| 7 | MBHE0026 | Futures, Options and Risk Management | 3 | 0 | 0 | 3 |
| 8 | MBHE0027 | Project and Infrastructure Finance | 3 | 0 | 0 | 3 |
| 9 | MBHE0028 | Behavioral Finance | 3 | 0 | 0 | 3 |

International Business Management-Electives

| S. No. | CODE | SUBJECT | TEACHING SCHEME | | | Credits |
|--------|----------|--|-----------------|---|---|---------|
| | | | L | T | P | |
| 1 | MBHE0029 | Management of International Trade* | 3 | 0 | 0 | 3 |
| 2 | MBHE0030 | Dynamics of International Business Environment | 3 | 0 | 0 | 3 |
| 3 | MBHE0031 | WTO and Regional Trading Agreements | 3 | 0 | 0 | 3 |
| 4 | MBHE0032 | Cross- Cultural Management* | 3 | 0 | 0 | 3 |
| 5 | MBHE0033 | International Marketing | 3 | 0 | 0 | 3 |
| 6 | MBHE0034 | Procedures and Documentation of Foreign Trade* | 3 | 0 | 0 | 3 |
| 7 | MBHE0035 | Global Logistics | 3 | 0 | 0 | 3 |
| 8 | MBHE0036 | Managing Forex | 3 | 0 | 0 | 3 |

| 9 | MBHE0037 | Managing International Finance | 3 | 0 | 0 | 3 |
|--|----------|--|------------------------|---|---|---------|
| Operations Management-Electives | | | | | | |
| S. No. | CODE | SUBJECT | TEACHIN G SCHEME | | | Credits |
| | | | L | T | P | |
| 1 | MBHE0038 | Analytics for Strategic and Operational Decision Making* | 3 | 0 | 0 | 3 |
| 2 | MBHE0039 | Business Process Improvement | 3 | 0 | 0 | 3 |
| 3 | MBHE0040 | Competition and Cooperation in Business Ecosystems | 3 | 0 | 0 | 3 |
| 4 | MBHE0041 | Sustainable Operations and Supply Chain Management* | 3 | 0 | 0 | 3 |
| 5 | MBHE0042 | Strategic Management of Services* | 3 | 0 | 0 | 3 |
| 6 | MBHE0043 | Manufacturing Technology Management | 3 | 0 | 0 | 3 |
| 7 | MBHE0044 | Healthcare Operations Management | 3 | 0 | 0 | 3 |
| 8 | MBHE0045 | Sustainable Manufacturing | 3 | 0 | 0 | 3 |
| 9 | MBHE0046 | Advanced Operations Management | 3 | 0 | 0 | 3 |

MBHC0002: Managerial Economics

Objectives of the Course:

- To analyze & interpret fundamentals of economics.
- To study the interrelationship in an open economic system.
- To analyze economic problems of business and suggest solutions and help the managers in decision making.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|--|---|----------------------|
| Module- I | Importance of economics in managerial decisions - Fundamental Concepts Demand Theory , Law of demand, Elasticity of Demand and its Measurement Methods Demand Forecasting methods, Supply Theory, Demand-supply Equilibrium. Utility Analysis: Fundamentals of utility analysis and its measurement | (15 Sessions) |
| Module- II | Production: Production Concepts and Analysis, Laws of Production, Production Equilibrium Cost Analysis: Cost Concepts, Cost Analysis and costing decisions Pricing Decisions: Pricing under different Market Structure, Perfect and Imperfect (monopoly, monopolistic and oligopoly) markets. Externalities: Contemporary trends in Managerial Economics | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Geetika, Ghosh P., Choudhary R. P. *Managerial Economics*. Tata McGraw Hill Publication.
- Petersen, C. *Managerial Economics*. Pearson Education

Reference Books:

- Ahuja H.L. *Managerial Economics*. S.Chand
- Dornbusch, R. and Fischer, S. *Macro Economics*. Tata McGraw Hill Publication.
- Thomas, R. C., Maurice, C. S., & Sarkar, S. *Managerial Economics*. Tata McGraw Hill Publication.
- Dwevedi, D. N. *Principles of Economics*. Vikas Publication.
- Patnaik, P. *Macro Economics*. Oxford University Press,
- Rangarajan C. & Dholakia B.H. *Principles of Macroeconomics*. Tata McGraw Hill Publication.

Outcomes: After completion of the course student will be able to:

- CO1: To understand the basic concepts in Managerial Economics relevant to Consumer, producer and wealth-owner.
- CO2: Outlining the concepts and laws of Demand and supply.
- CO3: Understanding the basic concepts, theories and laws of Utility and indifference curve
- CO4: Illustration of concept of Production function and laws of production.
- CO5: Understanding the various cost functions and curves.
- CO6: Comparing the various market structures and pricing strategies and will develop understanding about the macroeconomic perspective.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Course Outcome | POs/PSOs |
|----------------|-----------------|
| CO1 | PO1/PSO1, PSO4 |
| CO2 | PO1/PSO1 |
| CO3 | PO1/ PSO2, PSO3 |
| CO4 | PO1/ PSO1, PSO3 |
| CO5 | PO1/PSO2 |
| CO6 | PO1/PSO1 |

MBHC0003: Business Environment

Objective:

- Enabling students to gain insight of business and its related environment through their market research acumen by using SWOT analysis and similar techniques.
- Understanding and applying the current trends and concepts, respectively.
- Enabling the students to consult both clients and management on the best approach for understanding the business environment.
- Assisting the students in developing entrepreneurial thinking by improving their analytical ability.

Credits: 03

L-T-P-J: 3-0-0-0

| Module No. | Content | Teaching Hours |
|--|--|----------------|
| Module – I | Framework of business environment, Environmental analysis, Methods of environmental scanning, e-business model, Monetary policy and Fiscal Policy: objectives, techniques, role in economic development, How Healthy Is Your Business Ecosystem? | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module – II | Role and need of FII and FDI, NITI Aayog and its functioning, Introduction of balance of payment, Third-party logistics, Fourth-party logistics (4PL), Recent and contemporary trends in the market | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Aswathappa, K. “Essentials of Business Environment”: Himalaya Publishing House.
- Cherunilam, F. “Business Environment. 18th edition”: Himalaya Publishing House.
- Paul, J. “Business Environment. 3rd Edition”, Tata McGraw-Hill Publication.

Reference Books:

- Goyal, A. “Environment For Managers: V.K (India) Enterprises.
- Neelamegam, V. “Business Environment”: Vrinda Publication.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the concept of the business organization operating within the parameters of the internal and external environment.
- CO2: Explain the role and functioning of the e-business.
- CO3: Examine the role of Monetary and Fiscal policy.
- CO4: Compare and contrast the difference between FII and FDI and its significance.
- CO5: Determine the role of NITIAayog and its functioning.
- CO6: Understand the international environment focusing on BOP and BOT.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|-----|-----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1/ PSO1, PSO2 |
| CO3 | PO1/ PSO1, PSO2 |
| CO4 | PO1/ PSO1, PSO2 |
| CO5 | PO1/ PSO1, PSO3 |

MBHC0005: Management Accounting

Objectives:

- Understand the role and relevance of financial accounting in management.
- Explore the various dimensions of financial accounting and their implications in financial spectrum of a business entity.

Credits: 04

L-T-P-J: 4-0-0-0

| Content | | Teaching Hours |
|---------------------------|--|----------------|
| Module 1 | Financial Information: Providers and Users of Financial Information, Role of Financial Information and Accounting for business development | 2 Hours |
| | Accounting Principles: Concepts and Conventions, Golden Rules of Entry Preparation of Original Books of Entries: Preparation of Journal, Ledger and Trial Balance. | 5 Hours |
| | Preparation of Income Statement and Balance Sheet (With Basic Adjustment) | 8 Hours |
| | Preparation of Statement of Profit & Loss and Balance Sheet as per Companies Act, 2013 without adjustment | |
| MID-TERM EXAMINATION | | |
| Module II | Introduction to Financial Analysis: Role, Types, Tools, Limitations Ratio Analysis: Types of Ratios, Profitability Ratio, Liquidity Ratios, Activity Ratios and Solvency Ratios | 5 Hours |
| | Preparation and Interpretation of Fund flow Statement: Concept of fund flow, Statement of Changes in Working Capital, Fund from Operation, Fund Flow Statement | 5 Hours |
| | Preparation of Cash Flow Statement (As per AS 3) Cash flow from Operating / Investing / Financing Activities Indirect Method of preparation of Cash Flow Statement with adjustments. | 5 Hours |
| | * Provision for presentations / assignments / case analysis in additional sessions | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Tulsian, P. C. (Latest Edition). *“Financial Accounting”*. New Delhi: Pearson Education.

Reference Books:

- Narayanaswami, R. , *“Financial Accounting: Managerial Perspective”*. New Delhi: Prentice Hall of India Private Limited.
- Maheshwari, S. N., & Maheshwari, S. K., Latest Edition. *“An Introduction to Accountancy”*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Neelakantan, Ramchandran & Kakani Latest Edition. *“Financial Accounting for Management”*. Tata McGraw-Hill Publishing Company Limited, New Delhi.

Outcome: After completion of course, the student will be able to:

- CO1: Understand importance and application of financial information in managerial decision making.
- CO2: Prepare Original Book of Entry and record, classify the transactions in Journal ledger and trial balance
- CO3: Understand and prepare the profit and loss statement and balance sheet with adjustment along with Income Statement and balance sheet as per Companies Act, 2013.
- CO4: Analyze the financial position of the company based on ratio analysis.
- CO5: Prepare and Interpret Fund Flow Statement and its role in financial decisions.
- CO6: Prepare and interpret Cash Flow Statement (As per AS 3) and its role in financial decisions.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|------------|----------------------------|
| CO1 | PO1,PO2 /PSO1, PSO2 |
| CO2 | PO1/ PSO1, PSO2 |
| CO3 | PO2/PSO1, PSO2, PSO3 |
| CO4 | PO1, PO5/PSO2, PSO3, PSO4 |
| CO5 | PO1, PO5/PSO2, PSO3, PSO4 |
| CO6 | PO1, PO2/ PSO2, PSO3, PSO4 |

MBHC0009: Quantitative Aspects of Data Management

Objectives-

- To provide understanding for the management students with the applications of quantitative techniques in business decision making.
- To prepare an excellent platform for students for better understanding of statistical tools.
- To familiarize the students with various statistical, analytical tools and software to compute and interpret the results of data analysis for better decision making. so that they can benefit from use of appropriate statistical techniques to deal with numerical and quantitative issues in business decision-Making situations.

Credits: 03

L-T-P-J: 3-0-0-0

| | | |
|---|---|----------------------|
| Module– I | Introduction- Introduction of statistics, importance ,scope and limitations , Types of data, collection of Data, Data classification, tabulation and presentation of data: Graphs and Diagrams Measures of Central Tendency and Measures of Dispersion: Arithmetic Mean, Geometric Mean, Harmonic Mean and Weighted Average, Median and Mode, Range, Average Deviations, Standard Deviation, Coefficient of Variation Correlation and Regression: Introduction, Correlation Analysis: Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - , Spearman's Rank Correlation Coefficient , Regression Analysis, Estimation using regression lines Probability: Basic concept, Terminology, Addition and Multiplication Theorems, conditional Probability | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module-II | Tests of Hypotheses: meaning of hypothesis, test statistics and their types, Significance Level, Hypothesis Testing of Proportions and Means and Differences between Means and Proportions (Large and Small Samples), Test based on Z- test, t – test Non-parametric Tests Chi – Square: Introduction, applications: Goodness of fit, Independence of attributes, Degree of freedom. Advantages and limitations of non-parametric tests, Run test for randomness, Mann-Whitney U test, Wilcoxon test and Kruskal –Wallis test. Analysis of Time series: Introduction, Utility, Components, Trend Analysis: freehand method, Semi average method, Moving average method, Method of least Square, Measurement of Seasonal Variation –Simple average method, , Ratio to moving average method, Forecasting using moving average method and exponential smoothing method. Analysis of Variance: Introduction, ANOVA approach, applications, one way classification and two way classification for testing equality of treatment means | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

External Faculty: Data analysis and applications with the help of software will be covered. (10 lectures out of 30 i.e. 33% will be covered by External Faculty.

Text Books:

- Sharma, J. K.” Business Statistics”. New Delhi: Pearson Education (P)Ltd.
- Bali, N. P., Gupta, P. N., & Gandhi, C. P.,”Text Book of Quantitative Techniques.” New Delhi: Laxmi Publications (P) Ltd.

Reference Books:

- Bajpai, N. “Business Statistics”. New Delhi: Pearson Education (P)Ltd.
- Gupta, S.C. “Fundamentals of Statistics” New Delhi: Himalaya Publishing House.
- Levin, R. I. “Statistics for Management” New Delhi: Pearson Education (P)Ltd.
- Hooda, R. P. “Statistics for Business and Economics” New Delhi: Macmillan Publication.
- Beri, G. C. “Business Statistics”. New Delhi: Tata McGraw Hill Publishing Company Ltd.
- Elhance, D.N.”Fundamentals of Statistics”. New Delhi: Kitab Mahal Distributors New Delhi.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the various aspects of statistics including its scope, importance and limitations and understand data classification and representation.

- CO2: Apply measures of central tendency and dispersion for data interpretation.
- CO3: Apply correlation and regression analysis in order to obtain and develop the relationships between variables and dataset.
- CO4: Understand the basic concepts of probability and its related operations.
- CO5: Apply time series concepts to make future decisions.
- CO6: Apply Z test, test and ANOVA methods for testing hypothesis for several means.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Course Outcome | POs/PSOs |
|-----------------------|----------------------------|
| CO1 | PO1, PO2/PSO1, PSO2, PSO3 |
| CO2 | PO1, PO2/PSO1, PSO2, PSO3 |
| CO3 | PO1, PO2/PSO1, PSO2, PSO3 |
| CO4 | PO1, PO2//PSO1, PSO2, PSO3 |
| CO5 | PO1, PO2/PSO1, PSO2, PSO3 |
| CO6 | PO1, PO2/PSO1, PSO2, PSO3 |

MBHC0027: Basic Managerial Communication

Objective:

- To build the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral communication skills.
- To enable students, analyze communication situations and develop effective communication strategies
- To make students develop interpersonal skills
- To enable students to understand the communication styles & strategies adopted in different business cultures

Credit 2

L-T-P-I: 3-0-0-0

| Module No | Teaching Content | Teaching Hours |
|-----------------------------|--|-----------------|
| Module I | Prerequisites to Managerial Communication Verbal - Non Verbal Communication Communication Distortion Non- Verbal Communication: Body language: concept, importance, kinesics and its various elements: Eye Contact, Facial Expression, Gestures, Postures, Chronemics. Oculistics. Color as Non- verbal Communication, Haptics, Proxemics, Paralanguage: Concept, Importance, Elements/Parts of Paralanguage: Voice, Word Stress, Pitch, Pause, Rate, Volume, And Articulation. Developing Oral & Building Listening Skills | 10 Hours |
| MID Term Examination | | |
| Module II | What corporate are looking in a fresher Business Etiquette: Introducing self & others, interacting with foreign clients (Managing Intercultural Teams), Dining etiquette, Telephone Etiquette, Business card Etiquette. Interpersonal communication at workplace: Building an open climate for resolving conflict and developing effective style of communication, Public Speaking | 10 Hours |

Text Books:

- Lesikar, R. V., Flatley, M.E., Rentz, K., Lentz, P. & Pande, N., "Business Communication- Connecting in a Digital World": Mc Graw Hill Education, 2015.

Reference Books:

- Mohan, Krishna and Banerji M., "Developing Communication Skills": Macmillan Publishers India Ltd, 2008.
- Sharma, R.C. and Mohan, K., "Business Report Writing and Correspondence: Practical Approach to Business and Technical Communication. 3rd Edition": Tata McGraw-Hill Publication. 2002.
- Chaturvedi, P.D. and Chaturvedi, M., "Business Communication: Concepts, Cases and Applications": Pearson Education, 2007.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the concept, process and barriers of corporate communication
- CO2: Explain verbal communication with its implications
- CO3: Define the concept of Non-Verbal Communication
- CO4: Understand and apply the tactics of Interpersonal communication to get success at workplace
- CO5: Explain cross-cultural communication and its implication while interacting with foreign clients
- CO6: Understand how to manage conflicts and business negotiation

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|------------|------------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO1/PSO1, PSO2 |
| CO3 | PO1/PSO1, PSO2 |
| CO4 | PO1/PSO1, PSO2 |
| CO5 | PO1/PSO1, PSO2 |
| CO6 | PO1/PSO1, PSO2 |

MBHC0028: Marketing Management- I

Objectives

- To introduce students to the basics of marketing, dealing competition and familiarize students with marketing mix decision.
- To create awareness about the latest trends and developments in marketing and enhance their problem-solving and decision-making abilities in strategic areas of marketing.
- To get students to think as business & marketing professionals involved in the effort of a modern day business organization.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|-------------------|
| Module I | Introduction: Importance and Scope of Marketing, Philosophies of Marketing Management Elements of Marketing, Marketing Vs Selling, Consumer Markets and Industrial Markets. Marketing Mix, Market Demand, Marketing Information System. Consumer Buying Behaviour: Types, Process and Factors. Market segmentation, Targeting and Positioning: Segmenting Consumer and Business Markets – Bases, Purpose and Process, Market Targeting, Positioning – Nature and importance, Differentiating the Product | (15 Hours) |
| MID-TERM EXAMINATION | | |
| Module II | Product-Mix: Product Characteristics and Classification, Product Differentiation, Product Hierarchy, Product System & Mixes, Product line and length analysis, Packaging, Labeling, Warranties & Guarantees. Product Decisions: New Product Planning and Development Process, Failure of New Products. Product Life Cycle: Stages & Strategies. Strategies for competition: Leaders, Challengers, Followers and Nichers Pricing Decisions: Understanding Price, Setting the Price, Adapting the Price, Initiating & Responding to Price Changes. | (15 Hours) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- Kotler, P., Armstrong, G. & Agnihotri, P. (2018). *Principles of Marketing*. 17th Edition. Pearson Education.

Reference Books:

- Kotler, P. *Marketing Management, Analysis Planning, Implementation and Control*. 12th Edition. Pearson Education.
- Kotler, P., & Keller, K. L. *Marketing Management*. 12th Edition. Pearson Education.
- Ramaswamy, V. S., & Namakumari, S. *Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context*. 6th Edition. McMillan Publication.
- Czinkota & Kotabe. *Marketing Management*. 2nd Edition; Australia : Thomson Learning

Outcomes: After completion of course, the student will be able to:

- CO1: Able to identify the elements of marketing in domain industry.
- CO2: Understand the marketing mix and its elements
- CO3: Apply the concept of segmentation, targeting and positioning
- CO4: Able to explain the concept of product mix decisions
- CO5: Understand the elements of marketing strategy in different stages of PLC
- CO6: Able to differentiate among various pricing strategies and approaches.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|---------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1/PSO1,PSO2 |
| CO3 | PO1/PSO1,PSO2 |
| CO4 | PO1/PSO1,PSO2 |
| CO5 | PO1/PSO1,PSO2 |
| CO6 | PO1/PSO1,PSO2 |

MBHC0029: Management Essentials for Managers

Objectives:

- To define the basics of management and its various dimensions in an organisation.
- To help the students to recognize the emerging dimensions of management and organisational behavior in the present context.
- To develop an understanding of these theories and of related ideas and concepts and critically evaluate them;
- To develop skills to deeply understand management skills.

Credits: 3

L-T-P-I: 3-0-0-0

| Module No | Content | Teaching Hours |
|--|---|-------------------|
| Module- I | Management: Concept and Nature, Mintzberg's Management Roles, Functions of Management, Approaches to the study of Management, Social and Ethical issues in management, Challenges of managing 21st century organizations, Planning and decision making, planning process, rational model of decision making, Individual decision-making Techniques of Decision making | (15 Hours) |
| MID-TERM EXAMINATIONS | | |
| Module- II | Organizing: Organization design and Organizational Structure, Span of management, centralization and de-centralization Delegation, Authority & Power - concept & distinction Staffing and its process Directing, Principles of Directing, Supervision, Communication, Motivation Coordination- Concepts, issues and techniques Controlling, planning-control relationship, process of control, Types of Control, Control Techniques. | (15 Hours) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes analysis | | |

Text Books:

- Stoner, Freeman, & Gilbert. (31 May 2018), Management. 6th Edition. New Delhi: Prentice Hall of India.
- Harold, K. & Heinz, W. (2009), Essentials of Management. 8th Edition. New Delhi: Tata McGraw Hill.

Reference Books:

- Robbins & Coulter. (2006) Management. 9th Edition. New Delhi: Prentice Hall of India.
- Robbins, S. P., & Decenzo, D. A. (November 28, 2007), Fundamentals of Management: Essential Concept and Applications. 6th Edition. Pearson Education.
- Weihrich Heinz and Koontz Harold. (1 January 2008), Management: A Global and Entrepreneurial Perspective. 12 Editions. McGraw Hill.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the basics of management and its evolution.
- CO2: Learn the different managerial functions and dimensions of management in an organization.
- CO3: Application of organising strategies for better handling of business and resources
- CO4: Application of staffing concepts and utilizing human resources effectively
- CO5: Understanding the concept of direction and motivation in managing human resources
- CO6: Application of leadership and controlling in attaining organisational objectives.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO1/PSO1, PSO2, PSO3 |
| CO3 | PO2/PSO1 |
| CO4 | PO1/PSO2 |
| CO5 | PO5/PSO1, PSO4 |
| CO6 | PO1, PO2/PSO1, PSO2 |

MBHC0030: WORKSHOP ON CORPORATE ETIQUETTE

Objectives of the Course:

To deliver important aspects related to;

- Business appropriate grooming and dressing
- Ensuring great first impressions – online as well as in person
- The etiquette for a job interview
- The various rules of office communication and behaviour, including telephonic, emailmanners, video conferencing manners
- To conduct and participate in corporate social events

Credits: 3

L-T-P-I: 4-0-0-0

| MODULE NO. | CONTENT | TEACHING HOURS |
|-----------------------|---|----------------|
| Module – I | <p>Making a Great First Impression: How to present yourself to people, How to make proper introductions, Paying & Receiving Compliments, Small Talk & Networking, Personal Grooming, Developing Your Professional and Personal Image, Interview Etiquette</p> <p>Greeting and Introductions: Greeting Components, The Protocol of Shaking Hands, Introduction, Introductory Scenarios, Addressing Individuals (Seniors, Subordinates, and Juniors), Public Speaking Etiquette</p> <p>Business meeting: Planning for the meeting, Date and time, List of attendees, Location of meeting, Guest speaker or speakers, The agenda, Finalizing meeting arrangements, Use reminder systems, Taking, preparing, and distributing minutes of the meeting, Documentation, Professionalization of manpower for meetings and conventions, Preparing and giving effective presentations</p> <p>Meeting Etiquette: Do's and Don'ts, Conveying respect in a meeting, Handling interruptions</p> | (15 Sessions) |
| MID-TERM EXAMINATIONS | | |
| Module – II | <p>Telephone Etiquette: Cellular-phone Etiquette, Voice-mail etiquette, One-on-one conversations, Conference calls</p> <p>E-mail Etiquette: Opening and Closing, Tone of messages, Courtesy, Usage of fonts,</p> <p>Video Conferencing/ Skype/ Netiquette: Video Conference, Guidelines and Dos and Don'ts, Handling technology</p> <p>Dining Etiquette: Identify world-class table manners, Know what not to do at the dining table, Choose the correct eating utensil and use it properly, Know various dining styles, Show confidence as a host, guest, or guest of honor, Read a place setting to determine what comes next and what to expect, Spot the differences of formal seating for social dining vs. formal seating for business dining</p> | (15 Sessions) |

| | | |
|---------|---|--|
| | Working efficiently and effectively: Organizing your desk, Increasing productivity, Work simplification, Schedules, Tickler files, Appointments, Messages/ mail/to-do lists, Office safety and health, Stress Management, Managing toxic talent, Ethical dilemmas, Dealing with work challenges- Personal issues, handling difficult peoples | |
| * ** | Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes analysis | |

Text Books:

- Bovee, C. L., Thill, J.V. & Chatterjee, A.: Business Communication Today. Pearson Education, New Delhi, 2014
- Chaney, L. H., & Martin J. S.: The Essential Guide to Business Etiquette. Praeger Publishers Inc.

Reference Books:

- Gulati, S.: Corporate Grooming and Etiquette, Rupa Publications India Pvt. Ltd.
- Mohan, K. & Banerji, M.: Developing Communication Skills. Trinity Press.

Course Outcomes:

At the end of the course students would be able to

CO 1: Identify basic concepts related to business etiquette and corporate grooming

CO 2: Present oneself with finesse and making others comfortable in a business setting

CO 3: Understand various aspects of office communication and behaviour

CO 4: Adopt attitudes and behaviors consistent with standard workplace expectations.

CO 5: Developing basic life skills or etiquettes in order to succeed in corporate culture.

CO 6: Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|----------------------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1, PO5/ PSO1, PSO3, PSO5 |
| CO3 | PO1/ PSO1, PSO5 |
| CO4 | PO1/ PSO1, PSO3, PSO5 |
| CO5 | PO1, PO4/ PSO1, PSO3 |
| CO6 | PO1/ PSO1, PSO5 |

Trimester II

MBHC0008: Corporate Governances and Business Ethics

Objectives:

- » To provide an overview of current thinking and developments in the field of corporate governance
- » To enable students critically examine the ethical dilemmas and to understand the importance of ethical principles and governance in globalized economy.
- » To develop an understanding of ethics and values in the business community and their relationship to corporate governance.

| | | |
|-----------------------------|---|---------------------|
| UNIT – I | Corporate management: Understanding a corporate, management vs. governance, Conceptual framework of corporate governance: Concept, principles & need of Corporate Governance, Benefits of good Corporate governance. Theories of Corporate Governance – Agency Theory, Stewardship Theory, Stakeholder Theory Models of Corporate governance – the outsider & insider model, US & UK, Japanese and Indian model, Mechanism of Corporate governance | (5 Sessions) |
| UNIT –II | Corporate Governance Committees- Cadbury Committee on CG1992, Hampel Committee 1995, Confederation of Indian Industry (CII) 1996, Narayana Murthy Committee Report2003, Dr.J.J.Irani Report on company Law 2005 | (5 Sessions) |
| UNIT –III | Agents & Institutions in Corporate Governance - Role of Board of Directors (BOD), Roles, duties & Responsibilities of Auditors, Auditors failures leading to corporate scams- The Enron Debacle, Corporate Reporting, corporate Disclosure & Investors Protection in India. | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Issues & Problems of Corporate Governance in Emerging Economies: Institutional Framework for effective corporate governance, ICRA's Rating Methodology, Corporate Governance challenges and problems in emerging economies, Family- owned firms and governance issues in India. | (5 Sessions) |
| UNIT – V | Corporate Social Responsibility- Concept, CSR and corporate governance, CSR and business ethics, Drivers of CSR, Environmental aspect of CSR, the Indian scene. | (5 Sessions) |

| | | |
|-----------------------------|---|---------------------|
| UNIT – VI | <p>Business Ethics: values and ethics, benchmark of business ethics, code of ethics for business managers, ethics committee, benefits from managing business ethics, developing a comprehensive ethics programme. Indian ethos and management learnings from religious scriptures including Ramayan, Bhagwat Geeta and Bible etc.</p> <p>Application of Ethics in different functional areas: Marketing, Operation, Finance, Human resource & Information Technology.</p> | (5 Sessions) |
| <p>* sessions</p> <p>**</p> | <p>Provision for presentations / assignments / case analysis in additional</p> <p>1 Session = 60 Minutes</p> | |

Credits: 03

L-T-P-J: 3-0-0-0

Text Books:

- » Fernando, A.C., Corporate Governance: Principles Policies & Practices, Pearson Education.

Reference Books:

- » Mathur, U.C., Corporate Governance & Business Ethics, Macmillan.
- » Christine, A. Mallin, Corporate Governance, Oxford.
- » Velasquez, Business Ethics: Concept & Cases, Prentice Hall.
- » Ferrel, L. and Ferrel, O.C, Business Ethics: A case perspective, Cengage learning.

Outcome: After completion of course, the student will be able to:

- CO1: Understanding of the concept of corporate governance and various theories and models of corporate governance
- CO2: Acquaintance of the recommendations of various committees on corporate governance given from time to time
- CO3: Acquaintance of roles and duties of board of directors and auditors in ensuring stakeholders' interests
- CO4: Understanding of framework of effective corporate governance in emerging economies.
- CO5: Understanding the basis concept of Corporate social responsibility and the environmental aspects of CSR in India.

- CO6: Understanding of the concepts of ethics and values and their importance on business organizations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Course Outcome | POs/PSOs |
|----------------|-----------------|
| CO1 | PO2/PSO1, PSO2 |
| CO2 | PO2/ PSO1, PSO2 |
| CO3 | PO2/PSO1, PSO2 |
| CO4 | PO1/PSO1, PSO2 |
| CO5 | PO2/PSO1, PSO2 |
| CO6 | PO4 /PSO1, PSO2 |

MBHC0036: Corporate Finance

Objective:

- ▶▶ To develop cognizance of the importance of Financial Management in corporate valuation
- ▶▶ To enable students to describe how people analyze the corporate leverage under different conditions and understand why people value different corporates in a different manner
- ▶▶ Apply financial management concepts and tools to the decisions faced by a manager in investment decisions, financing decisions and dividend decisions faced by the firm.

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------|--|----------------------|
| Module 1 | Overview of Financial Management and Risk – Return Concept Introduction to Financial Management <ul style="list-style-type: none">Financial Management and Role of Finance ManagerGoal of a Firm, Agency Issue, Sources of Long Term Finance, Financial Securities | (15 Sessions) |
| | Time Value of Money Risk and Return <ul style="list-style-type: none">Risk and return relationshipRisk PreferenceRisk diversification through portfolio formationSystematic Risk vs. Unsystematic riskBeta concept, CAPM Model | |
| | Time Value of Money (TVM) <ul style="list-style-type: none">Concept and importance of TVMPresent Value (PV) calculationFuture Value (FV) calculationAnnuitiesPerpetuitiesMixed streamsGrowing Annuities | |
| | Investing in Long Term Assets The Basics of Capital Budgeting <ul style="list-style-type: none">Overview of Capital BudgetingPay-Back Period, NPV, IRR Techniques of Capital Budgeting <ul style="list-style-type: none">Project evaluation | |

| | | |
|---|---|---------------------|
| | <ul style="list-style-type: none">• Comparison NPV,IRR & MIRR | |
| MID-TERM EXAMINATION | | |
| Module 2 | Long Term Financing and Cost of Capital Cost of Capital <ul style="list-style-type: none">• Estimating cost of various sources of capital• WACC• Valuation of securities Leverage <ul style="list-style-type: none">• Capital structure and value of firm• Target capital structure• Optimal capital structure | (15 Session) |
| | Dividend Policy <ul style="list-style-type: none">• Dividend versus capital Gain: what do investor prefer?• Dividend Policy Issues, information content/signaling• Clientele effect• Establishing dividend policy• Stock dividends & stocks, stock repurchase | |
| | Working Capital Management <ul style="list-style-type: none">• Current assets investment policies• Current assets financing policies• Cash conversion cycle• Significance of Receivable Management | |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- I. M. Pandey, “Financial Management”, Vikas Publishing House, 2015.
- R. M. Kishore, “Financial Management- Theory, Problem, Cases”: Taxmann Publication (New Delhi), 2020.

Reference Books:

- M. Y. Khan and P. K. Jain, :Financial Management”: Tata McGraw-Hill Publication, 2018.
- P. Chandra, “Financial management”: Tata McGraw-Hill Publication, 2011.
- R. Brealey, S. Mayers, F. Allen, and P. Mohanty, “Principle of Corporate Finance”: Tata McGraw-Hill Publication, 2018.
- S. N. Maheswari, “Financial Management”: Vikas Publishers, 2007.

Outcome: After completion of the course, the student will be able to:

- CO1: Demonstrate the applicability of the concept of financial management to understand the managerial decisions and corporate capital structure
- CO2: Understanding applications of risk-return and time value of money in financial management
- CO3: Identifying the financial viability of a capital budgeting exercise in various situations and application in decision making.
- CO4: Identifying the various cost of capital its component and methods of calculation. and analyze the complexities associated with management of cost of funds in the capital Structure
- CO5: Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identifying and resolution of problems
- CO6: Applying the working capital management techniques.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|------------|------------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1/PSO2/PSO4 |
| CO3 | PO2/PSO1 |
| CO4 | PO2/PSO1/PSO2 |
| CO5 | PO3/PSO1 |
| CO6 | PO2/PSO3/PSO4 |

MBHC0011: Macro Economics

Objective:

- To analyze & interpret fundamentals of Macroeconomics.
- To study the interrelationship in an open economic system.
- To develop certain methods and techniques of strategic analysis and have a clear

Credits: 3

L-T-P-I: 3-0-0-0

| Unit No. | Contents | Teaching Hours |
|--|---|------------------|
| UNIT I | Introduction to Macroeconomics and National Income Accounting Basic issues studied in macroeconomics; basics of GDP, GNP, NDP & NNP, measurement of gross domestic product; income, expenditure and the circular flow of money; national income accounting for an open economy. | (5 Hours) |
| UNIT II | Money Functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy. , interrelationship between monetary policy and fiscal policy. | (5 Hours) |
| UNIT III | Inflation, Unemployment and Expectations Inflation and its social costs; hyperinflation. price indices, Phillips curve; adaptive and rational expectations; policy ineffectiveness debate | (6 Hours) |
| MID-TERM EXAMINATION | | |
| UNIT IV | Aggregate Demand and Aggregate Supply Curves Derivation of aggregate demand and aggregate and supply curves; interaction of aggregate demand and supply. | (5 Hours) |
| UNIT V | Closed Economy in the Short Run Classical and Keynesian systems; simple Keynesian model of income determination; IS-LM model; fiscal and monetary multipliers. | (5 Hours) |
| UNIT VI | Open Economy Models Short-run open economy models; Mundell-Fleming model; exchange rate determination; purchasing power parity; asset market approach; Dornbusch's overshooting model; monetary Approach to balance of payments; international financial markets. | (4 Hours) |
| Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes | | |

Text Books:

- N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.
- Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.

Reference Book:

- Olivier Blanchard, Macroeconomics, Pearson Education, Inc., 5th edition, 2009.
- Richard T. Froyen, Macroeconomics, Pearson Education Asia, 2nd edition, 2005. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc., 7th edition, 2011.
- Errol D'Souza, Macroeconomics, Pearson Education, 2009.
- Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia, 9th edition, 2012.

Outcomes: After completion of course, the student will be able to:

- Understand the basic concepts Macroeconomics.
- Understanding of the interrelationship in an open economic system.
- Know the dealings of Macroeconomics with the aggregate economy.
- Develop their awareness regarding careers related opportunities associated with sectors associated with macroeconomics.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Course Outcome | PO/PSO |
|-----------------------|---------------|
| CO1 | PO2/ PSO1 |
| CO2 | PO2/ PSO2 |
| CO3 | PO2/PSO 1 |
| CO4 | PO1/PSO2 |
| CO5 | PO2/PSO1 |
| CO6 | PO4/PSO2 |

MBHC0012: Research Methodology

Objectives:

- » To develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
- » To have basic knowledge on qualitative research techniques.
- » To develop basic knowledge on measurement & scaling techniques.
- » To have basic awareness of data analysis-and hypothesis testing procedures

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|-----------------------------|--|---------------------|
| UNIT 1 | Meaning - Purpose and scope of Research – Steps in Research –identifying the research problem -concepts, Constructs and Theoretical framework -Types and Methods of research. | 5 (Sessions) |
| UNIT 2 | Introduction - census VS Sampling – Characteristics of Good Sample -Advantages and Limitations of Sampling -Sampling Techniques or Methods (Probability and Non-Probability) – Sample design - Sampling frame -Criteria for selecting Sampling Techniques. | 6 (Sessions) |
| UNIT 3 | Data Meaning - types of Data - Sources of Data -primary Data – Secondary data - Data collection instruments -Questionnaire- Interview –Schedule | 4 (Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT 4 | Hypothesis Testing -Concept - Need -Characteristics of Hypothesis - Types of Hypothesis- Processing of Data: Editing Data, Coding, Classification of Data -Tabulation of Data. | 6 (Sessions) |
| UNIT 5 | Review of Literature: Need - sources to collect review - how to write review of literature survey using Internet. | 4 (Sessions) |
| UNIT 6 | Report Writing -Introduction - types -Format - Principles of Writing report -Bibliography – Citation guidelines for writing references | 5 (Sessions) |

Text Books:

- » Malhotra N.K., “Marketing Research”: Pearson Education, Inc.
- » Chawla D. and Sondhi N., “Research Methodology Concepts and Cases”: S. Chand & Company Ltd.

Reference Books:

- » Cooper, D. R. and Schindler, P.S., “Business Research Methods”: Mcgraw-Hill.
- » Kothari, C. R., “Research Methodology”: New Age International Publication, New Delhi.

Outcomes:After completion of course, the student will be able to:

- ▶▶ CO1: Understand utility of research in different areas and the process of conducting research.
- ▶▶ CO2: Understand sampling techniques and apply these techniques for sample selection from the population.
- ▶▶ CO3: Acquaintance of methods of collecting information and data and various merits and demerits of these methods.
- ▶▶ CO4: Understand of the process data entry and tabulation and the process of hypothesis testing.
- ▶▶ CO5: Understand the application of literature review using internet sources.
- ▶▶ CO6: Apply various principles of writing a research report and use of SPSS for analyzing the data.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|--------------------|
| CO1 | PO1, PO2/PSO1,PSO2 |
| CO2 | PO1,PO2/ PSO1,PSO2 |
| CO3 | PO1,PO2/ PSO1,PSO2 |
| CO4 | PO1/ PSO1,PSO2 |
| CO5 | PO2/ PSO1,PSO2 |
| CO6 | PO3/ PSO1,PSO2 |

MBHC0032: Workshop on Computational Analytics for Decision Making

Objectives of the Workshop:

- » To develop a process for knowing when and how to do managerially relevant analysis under conditions of uncertainty, many decision variables, and unstructured contexts, using both data and personal judgment.
- » To develop a framework for understanding uncertainty, a language for describing uncertainty, and methodologies for making decisions in light of uncertainty, all through field-based case studies about practicing managers.
- » To provide the basic skills and conceptual understanding of the most widely applicable methodologies of decision and risk analysis, probability and statistics, competitive analysis, optimization, and management science.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|--|---------------------|
| Module I | Descriptive Analysis using Microsoft Excel Defining and Collecting Data, Organizing and Visualizing Variables, Numerical Descriptive Measures | (5 Sessions) |
| | Inferential Decision Making using Microsoft Excel Simple Linear Regression, Introduction to Multiple Regression, Multiple Regression Model Building, Analysis of Variance, Chi-Square and Nonparametric Tests, Forecasting | (5 Sessions) |
| | Decision Making in Uncertain Conditions Basic Probability, Probability Distribution Functions, Discrete Probability Distributions, The Normal Distribution and Other Continuous Distributions, Applications in Supply Chain Decision Making | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | Multi-Criteria Decision Making Introduction to Multi-Criteria Decision Making, AHP, Fuzzy-AHP, TOPSIS, Fuzzy-TOPSIS, DEMATEL, Fuzzy-DEMATEL, ELECTRE, and Grey Theory | (5 Sessions) |
| | Game-Theoretic Applications in Business Decision Making Introduction to Game Theory, Nash Game, Stackelberg Game, Backward Induction Method, Applications in Supply Chain Decision Making | (5 Sessions) |
| | Optimization and Simulation based Decision Making using Microsoft Excel Introduction to Optimization, Linear Programming; Optimization Using Excel's Solver Add-In, Using Linear Programming; Results and Sensitivity, Optimization Modeling with Solver, Simulation using Excel | (5 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- »» Levine, D. M. Statistics for managers using Microsoft Excel. Pearson, 2020.
- »» Baker, K. R. Optimization modeling with spreadsheets. John Wiley & Sons, 2012.
- »» Osborne, M. J. An introduction to game theory. New York: Oxford university press, 2004.
- »» Guerrero, H. Excel data analysis: modeling and simulation. Springer Science & Business Media, 2010.
- »» Ishizaka, A., & Nemery, P. Multi-criteria decision analysis: methods and software. John Wiley & Sons, 2013.

Reference books:

- »» Linkov, I., & Moberg, E. Multi-criteria decision analysis: environmental applications and case studies. CRC Press, 2011.
- »» Salkind, N. J., & Frey, B. B. Statistics for people who (think they) hate statistics: Using Microsoft Excel. Sage publications, 2021.

Outcomes: After completion of course, the student will be able to:

CO1: Understand the importance of computational analytics and data management in measuring, managing and analyzing operational performance to maximize its effectiveness.

CO2: Developing quantitative decision making skill to take decisions in uncertain and competitive environment.

CO3: Understand and applying software tools to analyze quantitative data

CO4: Applying and interpret software computational analytics to take managerial decisions.

CO5: Applying and interpret analytical methods to solve real life business problems in competitive environment.

CO6: Understand the concept, process and application of optimization and simulation techniques.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------------------|
| CO1 | PO1/PSO1, PSO2, PSO3 |
| CO2 | PO1, PO2/ PSO2, PSO3 |
| CO3 | PO2, PO3/ PSO2, PSO4 |
| CO4 | PO3, PO4/ PSO1, PSO2, PSO4 |
| CO5 | PO3, PO4/ PSO1, PSO2, PSO5 |
| CO6 | PO2, PO4, PO5/ PSO1, PSO2 |

MBHC0033: Marketing Management- II

Objectives

- ▶▶ To give marketing students an overview and understanding of the important role of advertising in organizational success.
- ▶▶ To make the students familiar with the promotional tools and their role in promotion mix.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|--|---|----------------------|
| MODULE I | Promotion Mix: Advertising, Sales Promotion, Sales Promotion techniques, Personal Selling, Promotion mix: Publicity and Public relations. Direct Marketing, Factors in setting Promotionmix. Channels of Distribution: Channel of Distribution for Consumer/ Industrial Products, Functions Performed by Channel Members, Channel design decisions. Channel dynamics: Vertical Marketing System, Horizontal Marketing System, Factors Affecting Distribution channel, Channel conflict Retailing/wholesaling: Functions and Classifications | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Digital marketing: SEO and SEM, PPC, Google AdWord, Buyers' persona, Creating Blog-Vlog, Podcasting, RSS, Product Opinion Sites and Forums Marketing of services: Difference between goods and service marketing. Features of services. Classification of services. Augmented marketing mix. Brand management: Significance and benefits of branding. Brand elements. Concept of brand equity. New trends in marketing. | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- ▶▶ Kotler, P., & Keller, K. L. (2016) *Marketing Management*. 15th Edition. Pearson Education.

Reference Books:

- ▶▶ Kotler, P., Armstrong, G. & Agnihotri, P. (1999). *Principles of Marketing*. 17th Edition. Pearson Education.

- » Ramaswamy, V. S., & Namakumari, S. (2002). *Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context*. 3rd Edition. McMillan Publication.
- » Kumar, A. & Meenakshi, N. (2008). *Marketing Management*. Vikas Publishing House
- » Czinkota & Kotabe. (2001). *Marketing Management*. 2nd Edition; Australia : Thomson Learning
- » Zeithaml, V. A. (2018). *Services marketing: Integrating customer focus across the firm*

Outcomes: After completion of course, the student will be able to:

- CO1: Apply the promotion tools to generate and increase demand
- CO2: Explain distribution system and functions of channel members
- CO3: Explain emerging trends in digital marketing and the use of digital marketing
- CO4: Able to understand the concept of service marketing and its mix.
- CO5: Understand the concept of branding in brand equity.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO1/PSO1, PSO2 |
| CO3 | PO1/PSO1, PSO4 |
| CO4 | PO1/PSO1, PSO2 |
| CO5 | PO1/PSO1, PSO2 |

MBHC0034: Individual & Group Behavior at Workplace

Objectives:

- To understand the various approaches of OB as applied in the organization.
- To develop fundamental skills which they will need for understanding, diagnosing and managing the organization, i.e., the human aspects of work organizations.
- To identify the various dimensions of individual and group behavior in an organisation.
- To help the students to recognize the emerging dimensions of management and organisational behavior in the present context.

Credits: 3

L-T-P-I: 3-0-0-0

| MODULE NO. | CONTENT | TEACHING HOURS |
|------------------------------|--|----------------------|
| Module – I | Organizational Behavior: Meaning & Definition, importance of organizational behavior, Nature and scope, Frame work of OB, Challenges and opportunities in OB, Organizational behavior models. Personality: Types, Factors influencing personality, Theories Perception: Importance, Factors influencing perception, Perceptual Error Learning: Types of learners, the learning process, learning theories, Learning and behavior modification Attitude: Characteristics, Components, Formation of attitude, Measurement of attitude. Motivation: Importance, Types, Theories, Effects on work behavior Emotions: Emotional Intelligence, Theories. | (15 Sessions) |
| MID-TERM EXAMINATIONS | | |
| Module – II | Leadership: Meaning and Importance, Leadership styles, Theories Group dynamics: Formation of Groups in organizations, Group decision making techniques, Team building, Interpersonal relations Power and Politics: Sources of power, Power centers, Power and Politics. Organizational culture and climate: Organizational Culture, Factors affecting organizational climate and its importance. Organizational change: Meaning and Importance, The change | (15 Sessions) |

| | | |
|---------|---|--|
| | process, Resistance to change, Managing change. Organizational development: Characteristics, objectives. Organizational effectiveness Stress: Work Stressors, Prevention and Management of stress, Balancing work and Life. | |
| * ** | Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutesanalysis | |

Text Books:

- **Robbins, S.P. (1 November 2018), Organizational Behavior. New Delhi: Pearson Education. Eighteen Edition**
- **Rao, V.S.P. (1 December 2009), Organizational Behaviour. New Delhi: Excel books**

Reference Books:

- Newstorm, J.&David, K. (2007), OrganizationalBehavior,Human Behavior Work.New Delhi: Tata McGraw Hill Publication. 12th edition
- Greenberg, J. & Baron, R.A. (2008), Behavior in Organizations. New Delhi: Pearson Education. 9th edition
- Singh, K. (1January 2015), Organizational Behavior: Text and Cases. New Delhi: Pearson Education. 3rd edition
- Luthans, F. (2017), Organizational Behavior. New Delhi: Tata McGraw HillPublication. 12th edition

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the concept and application of organizational behavior at various levels of organization and summarize the recent trends.
- CO2: Examine the application of the concept of personality and perception in diagnosing and managing people behaviour and emotions at work.
- CO3: Understand the different aspects of employee behavior at the workplace.
- CO4: Learn fundamental skills which they need for understanding, predicting and managing the human aspects of work organizations.
- CO5: Understand the different types and reasons of employee behavior and its impact on work place performance.

- CO6: Learn emerging challenges and opportunities in the field of management and organisational behavior.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|---------------|
| CO1 | PO1/PSO1 |
| CO2 | PO2/PSO1,PSO2 |
| CO3 | PO2/PSO3 |
| CO4 | PO1/PSO2 |
| CO5 | PO2/PSO3 |
| CO6 | PO2/PSO4 |

MBHC0035: Advanced Speaking Communication

Objective:

- ▶▶ To make students learn art of public speaking and persuasion
- ▶▶ To enable students to persuade others through a team presentation
- ▶▶ To develop skills so students can communicate professionally and persuasively
- ▶▶ To make them understand how to initiate and manage team communication

Credits: 03

L-T-P-J:3-0-0-0

| Unit No. | Content | Teaching Hours |
|-----------------------------|--|----------------------|
| Module 1 | Public Speaking: Introduction, Assessments, Pedagogy, Learner-centricity, Expectation Setting, Group formation FAQs of PI, STAR (Behavioral Interview), Feedback & Discussion: Interpersonal Communication: Verbal and Non-Verbal Communication / Conversations / Voice/Tone/Gestures | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module 2 | Persuasive Presentation & Team Communication, Speaking at public forums: TED Video analysis, Occasional speech practice | (15 Sessions) |
| * | Provision for presentations / assignments / case analysis in additional sessions | |
| ** | 1 Session = 60 Minutes | |

Text Books:

- DeVito, J.A., “Essential Elements of Public Speaking 7th Edition”: Pearson Publication, 2021.
- Lesikar, R. V., Flatley, M.E., Rentz, K., Lentz, P. & Pande, N., “Business Communication- Connecting in a Digital World”: Mc Graw Hill Education, 2015.

Outcome: After completion of course, the student will be able to:

- CO1 Deliver oral presentations that communicate ideas and information effectively
- CO2 Develop a habit of delivering speeches for the intended audience and purpose
- CO3 Discovering the art of working together with others

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|------------|------------------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO1/PSO1, PSO2 |
| CO3 | PO1/PSO1, PSO2,PSO3 |

Trimester III

MBHC0015: OPERATIONS RESEARCH

Objectives:

- To enable in understanding the role and relevance of operations research in management.
- To enable them to use these techniques optimizing the profitability and solving the business problems of the organization.

Credits: 4

L-T-P-I: 4-0-0-0

| UNIT No. | Content | Teaching Hours |
|--|--|----------------|
| UNIT – I | Introduction of operation research, Scope, Nature and its Applications in Decision Making. Introduction of Decision making: Introduction, Types of Environment, Certainty, Uncertainty, Conflict and Risk, Payoff and Retreat Tables Decision Rules – One Stage Decision Making Problem and Multi Stage Decision Making Problem: Decision Tree. | (5 Sessions) |
| UNIT –II | Linear programming: Mathematical Formulations of LP Models Slack and Surplus Variables, Standard form of LPP, Graphical method, Simplex Method and Big M method for Solving LP Problems | (5 Sessions) |
| UNIT – III | Transportation problem: Mathematical model, Various Method of finding Initial Basic Feasible Solution; N-W Method, Least Cost Method, VAM Method, and Optimality; MODI Method, Max and Unbalanced problem its Application | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Assignment model: Mathematical model, Hungarian method to find optimal solution, Max and Unbalanced problem, and its Applications. Sequencing Problem: Johnsons Algorithm for n - Jobs and Two - machines, n - Jobs and Three - Machines | (5 Sessions) |
| UNIT – V | Queuing Theory: Characteristics and model of M/M/I(M/M/1:∞ /FCFS) Queue model, Estimation of Arrival and Service rate, Waiting time in queue and system study of probabilities; Applications of Queue Model for Better Service to the Customers | (5 Sessions) |
| UNIT – VI | Project Management: Introduction, Rules for Drawing the Network Diagrams, Application of CPM and PERT Techniques in Project Planning and Control | (5 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Sharma, S.D. (2005). Operations Research. Meerut: KedarNath Ram Nath.
- Vohra, N. D. Quantitative Techniques in Management. New Delhi: Tata McGraw-Hill Publication.

Reference Books:

- Sharma, J. K Operations Research. New Delhi: Macmillan Publication.
- Taha, H.A. Operations Research: An Introduction. New Delhi: Pearson Education
- Swarup, K. Operations Research. New Delhi: Sultan Chand & Sons.
- Gupta, P. K., &Hira, D.S. (2008). Operations Research. New Delhi: S. Chand & Company Ltd.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the concept of meaning of Operations Research and Decision Making. Applying the decision making techniques under different environments.
- CO2: Understand the concept of linear programming and its application in solving various optimization problems of real life.
- CO3: Understand and apply the concept of Transportation problem and its solution procedures.
- CO4: Understand and apply the concept of Assignment and Sequencing problems and their solution procedures
- CO5: Analyzing the concepts of Queue and its related theories and mathematical aspects.
- CO6: Understand and apply the concept of Project management problem and its solution procedures.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO2/PSO2,PSO3 |
| CO3 | PO2/PSO2,PSO3 |
| CO4 | PO2/PSO2,PSO3 |
| CO5 | PO2/PSO1,PSO3 |
| CO6 | PO2/PSO1, PSO3 |

MBHC0016: Human Resource Management

Objective:

- To develop a holistic understanding of Management of HR starting from procurement to separation in an Organization.

Credits: 03

L-T-P-J: 3-0-0-0

| | | |
|---|--|---------------------|
| UNIT I | Evolution of HRM, Concept of Personnel Management, HRM, Strategic Human Resource Management, Trends and emerging issues in HRM. | (4 Sessions) |
| UNIT II | Human Resource Planning: Concept of HRP, Process. Job Analysis, Human Resource Information System, Human Resource Accounting and Human Resource Audit. | (5 Sessions) |
| UNIT III | Talent Acquisition: Recruitment - Procedure, Methods and Sources, Recruitment Policy Selection- Procedure, types of selection tests, Selection Interviews, Induction and Socialization Process. Training and Development: Key Issues in Training, Challenges in Training, Training Need Assessment Process, Training Evaluation, Types and Methods of Training. Management Development Program. | (6 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT IV | Performance Management: Concept, Appraisal Process, traditional and modern techniques, Identification of Key Performance Areas and Key Result Areas –Ethical issues in performance appraisal. Concept of Potential appraisal, Feedback mechanisms. | (6 Sessions) |
| UNIT V | Compensation Management –Concepts and Components-Job Evaluation- Incentives Plans, Fringe Benefits and employee welfare schemes. | (5 Sessions) |
| UNIT VI | Industrial relations- Concept: Grievance Redressal Procedure, collective Bargaining, Worker's participation in Management, IR Machinery for handling disputes. Retirement/Separation- Concept: Superannuation, Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff. | (4 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Rao, V.S.P. Human Resources Management. Excel Books. New Delhi. 2010.

Reference Books:

- Flipppo, E. B. Personnel Management. New Delhi: Tata McGraw-Hill International Series. 2008.
- Gomez, M. & Balkin. Managing Human Resources. Pearson Education. New Delhi. 2008.
- Rao, P. Essentials of Human Resources Management & IR. (3rd Edition). Himalaya Publishing House. New Delhi. 2007.
- Aswathappa, K. Human Resource management / Text & Cases. Tata McGraw-Hill Publication. New Delhi. 2008.
- Aquinas, P.G. Human Resource Management. Vikas Publishing. New Delhi. 2009.
- Ivancevich, John M. Human Resource Management. Tata McGraw-Hill Publication. New Delhi. 2005.
- Monappa, A., & Saiyadain, M. S. Personnel Management. Tata McGraw Hill Publication. New Delhi. 2006.
- Snell & Bholander. Human Resource Management. Cengage Learning. New Delhi. 2007.

Outcome: After completion of course, Students will be able to:

- CO1: Understand the evolution, trends and emerging issues in HRM.
- CO2: Explore the concept of human resource planning, job analysis, recruitment and selection.

- CO3: Understand the concept of training and development.
- CO4: Outline the various methods of performance appraisal system.
- CO5: Identify the compensation management system.
- CO6: Understand the concept of industrial relations and employee separation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1/PSO1,PSO2 |
| CO3 | PO1/ PSO1,POS2 |
| CO4 | PO1/PSO1,POS2 |
| CO5 | PO1/PSO1, PSO2 |
| CO6 | PO1/PSO1 |

MBHC0038: International Business Management

Objectives:

- » To achieve a real understanding of the complexities, opportunities & creative challenges of international business across time, space & cultures.
- » To learn how marketers, make decision regarding foreign market entry strategies.
- » To develop an understanding regarding various functional aspects of international business.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|--|--|----------------|
| Unit – I | Conceptual Framework of International Business History, Nature & Scope of International Business, Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization, Multinational Corporations, India and International Business. Cross Cultural Communication, Effect of Environment on International Business | (15 Sessions) |
| Unit- II | International Business Theories International Trade Theories: Mercantilism, Adam Smith’s Absolute Cost Advantage Theory, Ricardo’s Comparative Cost Advantage Theory. Foreign Direct Investment (FDI) Theories: Market Imperfection Approach, International Product Life Cycle Theory, Transaction Cost Approach, The Eclectic Paradigm | |
| Unit III | International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business. | |
| MID-TERM EXAMINATION | | |
| Unit- IV | Entry Decisions for International Business- Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. | (15 Sessions) |
| Unit- V | International Financial Management An Overview of International Financial Management- Emergence of International Finance; Difference between Domestic Finance and International Finance; Development of International Monetary System. International Marketing Management Overview of International Marketing- Framework of International Marketing, International Marketing Mix Elements. | |
| Unit VI | Human Resource Management HR in International Business, Recruitment and Training & Development Performance Appraisal Ethics and International Business Ethical Business, Social Responsibility of International Business. | |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- » Hill, C.W. International Business. 5th Edition. New Delhi: Tata McGraw Hill, 2014.
- » Keegan, J. W. Global Marketing Management. 7th Edition. New Delhi: Pearson Education, 2007.

Reference Books:

- » Onkvisit, S., & Shaw, J. International Marketing. 3rd Edition. New Delhi: Pearson Education, 2004.
- » Aswattapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of real complexities, opportunities & creative challenges of international business across time, space & cultures.
- CO2: Understanding of theories involved in international trade.
- CO3: Understand the concept of evaluating risk in world markets that affect the consumer demand & shape of marketers' strategies.
- CO4: Understand the concept foreign market entry strategies.
- CO5: Understand the various concepts used for international finance and for the marketing of international business.
- CO6: Understand ethics & social responsibility and concept of international human resource management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO2/PSO2 |
| CO3 | PO2/PSO2 |
| CO4 | PO2/PSO2 |
| CO5 | PO1/PSO2 |
| CO6 | PO2/PSO1 |

MBHC0039: Workshop on Spreadsheet Modeling for Business Decision Problems

Objectives of the Course:

- The objective of this course is not only to make the students to get a basic understanding of statistical techniques, but also to develop the skill to apply the techniques in practical cases which can be used in their projects and also when the students enter the industry after finishing their courses.
- To make students aware with the use of analytical techniques to solve real-time business problems. The solutions to problems contain step-by-step instructions and Excel screen shots to reinforce the understanding of the topics.

| | | |
|---|--|---------------------|
| UNIT – I | Business decision making process. Risk and uncertainty in business decision making, Business modeling, steps in model building. Role of modeling in business decision making. | (6 Sessions) |
| UNIT –II | Model classification -Deterministic, Probabilistic and Non-probabilistic models. Models related to Linear programming, statistical methods viz, descriptive statistics; probability and inferential statistics. Decision tree and Simulation. | (4 Sessions) |
| UNIT – III | Introduction to Excel, application of excel functions-range name, Lookup, INDEX, match, Text, Date and Day, Paste and Paste special, Goal seek, Scenario Manager. The COUNTIF, COUNTIFS, COUNT, COUNTA and COUNTBLANK functions, The SUMIF, AVERAGEIF, SUMIFS and AVERAGEIFS functions, Conditional formatting | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Summarizing data by using Charts and descriptive statistics, PivotTables and Pivot charts. | (6 Sessions) |
| UNIT – V | Application of excel in marketing models: Predicting sales with Excel's CORREL and TRENDLINE functions, Times series forecasting using moving averages, exponential smoothing and trend line method, Evaluating excel forecast by the analysis of forecasting errors. | (5 Sessions) |
| UNIT – VI | Application of excel in Location model. Transportation and Assignment Models, production scheduling model, EOQ model and financial planning models. | (4 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Book:

- ▶▶ John F. Barlow (2005), Excel Models for Business and Operations Management John Wiley and Sons.

Reference Books:

- ▶▶ David Whigham (2007). Business Data Analysis Using Excel. Oxford
- ▶▶ Wayne L. Winston (2013) Microsoft Excel 2013: Data Analysis and Business Modeling. PHI

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Course Outcome | PO/PSO |
|----------------|-------------------|
| CO1 | PO1,PO4/PSO1,PSO2 |
| CO2 | PO2,PO3/PSO3 |
| CO3 | PO2,PO4/PSO4 |
| CO4 | PO2,PO5/PSO2,PSO3 |
| CO5 | PO2,PO5/PSO3,PSO1 |
| CO6 | PO2/PSO4,PSO5 |

MBHC0037: Advance Corporate Finance

Objective:

- To develop cognizance of the importance of business valuation in corporate
- To enable students to develop an understanding of risk measurement and analysis in capital budgeting
- Apply financial management concepts and tools to the decisions faced by a manager in risk management, mergers and acquisitions and foreign exchange risk management of the firm.

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|---|---|----------------------|
| Module 1 | Introduction of Course: Course overview, Approaches to Valuation. Valuation of Bond. Valuation of Equity Using Dividend Discount Model and FCFE Model. Valuation of Firm Using FCFF Model. Valuation of Equity and Firm Using Earning Multiples. Measurement of Risk in Capital Budgeting Decisions. Risk analysis in capital budgeting- Sensitivity analysis, Scenario Analysis, Simulation Analysis. Risk Analysis in Capital Budgeting- Risk Adjusted Discount Rate and Certainty Equivalent Approach. Investment decisions with capital rationing. | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module 2 | Overview of Financial Derivatives Managing Risk through Futures Managing Risk through Options Managing Interest Rate Risk through Interest Rate Swap. Mergers and Acquisitions-Overview Merger Analysis Demerger Analysis - Spin off, split up and divestiture Management Takeover – Value of Corporate Control Foreign Exchange Market – Exchange Rate Determination Managing Foreign Exchange Risk Multinational Capital Budgeting Decisions. | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Brigham, Eugene F. and Ehrhardt, Michael C., Cengage Learning (New Delhi), 14th Edition.

Reference Books:

- Brealey, Myers ,Allen and Mohanty, Principles of Corporate Finance, TMH, Tenth Edition

Outcome: After completion of the course, the student will be able to:

- CO1: Understanding basics of business valuation
- CO2: Compute the market value of equity, market value of debt and market value of firm.
- CO3: Analyze risk in capital budgeting decisions.
- CO4: Analyze financial risk management decisions.
- CO5: Analyze corporate restructuring decisions such as mergers and acquisitions.
- CO6: Analyze financial decisions in the context of multinational corporations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|-----|---------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1/PSO2/PSO4 |
| CO3 | PO2/PSO1 |
| CO4 | PO2/PSO1/PSO2 |
| CO5 | PO3/PSO1 |
| CO6 | PO2/PSO3/PSO4 |

MBHC0040: Consumer Behavior

Objectives

- ▶▶ To give marketing students an overview and understanding of the important role of advertising in organizational success.
- ▶▶ To make the students familiar with the promotional tools and their role in promotion mix.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|----------------------|
| MODULE I | Consumer Behavior – Concept, purpose & applications of consumer behavior, Reasons for studying consumer behavior, Cultural factors- Culture and Sub-culture, Core cultural values Social factors- Social Class, life style profile and applications (i.e. AIO & VALS models), reference groups- Consumer related reference groups, Celebrity and other reference groups, Family- Functions and roles, Family Life Cycle Personal/Psychological factors:- Motivation, Personality, learning theories and its application in consumer behavior, Information Processing models | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Perception and its application in consumer behavior, Attitude formation and change, consumer loyalty towards product, brand and stores, diffusion of innovation process, opinion leadership Consumer Decision Making Process: Problem Recognition, Information search- sources and implications, Evaluation of alternatives- evaluation criteria and decision rules. Purchasing Process, Purchase & Post-purchase Behavior, Models of Consumer Behavior (Engel-Kollat-Blackwell (EKB), Howard Sheth Model, Hawkins Stern Model), Organizational/institutional Buying Behavior | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Schiffman Leon G. and Kanuk Leslie Lazar- Consumer Behaviour (Pearson/ Prentice Hall, 9th Edition).

Reference Books:

- ▶▶ Hawkins, Best and Coney- Consumer Behaviour (Tata Mc Graw Hill, 9TH Edition).

Loudon, David L. and Della Bitta, Albert J. - Consumer Behavior (Tata Mc Graw Hill, 4TH Edition).

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding the concept of consumer behavior and role of culture
- CO2: Apply the concept of social factors, reference groups and family to understand their role in consumer behavior
- CO3: Understanding the role of personal and psychological factors on consumer behavior
- CO4: Understanding the role of attitude, process of diffusing the innovation and the role of opinion leaders in consumer behavior.
- CO5: Understanding the concept of consumer decision making process
- CO6: Understanding the models of consumer behavior and post-purchase behavior to know about the behavior of consumers

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|---------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO2/PSO2,PSO5 |
| CO3 | PO1/PSO1 |
| CO4 | PO1/PSO2 |
| CO5 | PO1/PSO1 |
| CO6 | PO4/PSO4 |

MBHC0041: Advanced Written Communication

Objective:

- ▶▶ To acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication
- ▶▶ To enable students, analyze communication situations and develop effective written communication strategies
- ▶▶ To develop written communication skills professionally and persuasively

| TRIMESTER III | | Focus on: Reading and Writing |
|----------------------|---|----------------------------------|
| Credits:3 | | L-T-P-I: 3-0-0-0 |
| UNIT – I | Written communication- Business letter writing (Positive Messages, Routine Messages & Negative Messages) Resume Preparation & Preparation of Cover Letter, Business Report writing. | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – II | Business Presentations: Elements of Business Presentation, Visual & Audio aids in Presentation. Designing a Presentation. Technology Enabled Communication. Creative business Meetings: Techniques to conduct different types of business meetings, Preparation of Agenda How to manage crisis communication | (15Sessions) |
| End Term Examination | | |

Text book:

- Sharma, R. C. & Mohan, K. Business correspondence & report writing. New Delhi: Tata McGraw Hill

Reference Books:

- Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition

- Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH, New Delhi
- Mohan, Krishna and Banerji M., “Developing Communication Skills”: Macmillan Publishers India Ltd, 2008.
- Sharma, R.C. and Mohan, K., “Business Report Writing and Correspondence: Practical Approach to Business and Technical Communication. 3rd Edition”: Tata McGraw-Hill Publication. 2002.
- Chaturvedi, P.D. and Chaturvedi, M., “Business Communication: Concepts, Cases and Applications”: Pearson Education, 2007.
- Lesikar, R. V. Business communication. New Delhi: Tata McGraw Hill.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the concept, process of written corporate communication
- CO2: Explain written communication with its implications
- CO3: Learn the skills related to effective letter writing & prepare business reports
- CO4: Understand and learn the skills related to effective Resume writing
- CO5: Develop the skills of effective Business Presentations
- CO6: Understand and Learn the skill of business meeting agenda preparation and minutes writing

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|-----|----------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO1/PSO1, PSO2 |
| CO3 | PO1/PSO1, PSO2 |
| CO4 | PO1/PSO1, PSO2 |
| CO5 | PO5/PSO1, PSO3 |
| CO6 | PO5/PSO4, PSO5 |

Trimester IV

MBHC0021: Project Management

Objectives

- ▶▶ To guides students through fundamental project management concepts and behavioral skills needed to success-fully launch, lead, and realize benefits from projects in profit and nonprofit organizations.
- ▶▶ To acquaint students how to use resources cost effectively in order to achieve the desired results and complete the project successfully.
- ▶▶ To guide students how to analyze risk in a project and prevent the respective organization from the loss of resources.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|----------------------|
| MODULE I | Project: Concept, Taxonomy, Project Development Cycle Project Management: Project Management Concept & Phases, Top Deliverables, Tools and Techniques for Project Management, Role & Responsibility of Project Manager Project Initiation: Project Idea Generation & Screening, Project Rating Index, Market and Technical Analysis, Project Appraisal, Cost Estimation, Project Financing Project Planning: Project Scope Management, Identifying Project Activities, Work Break Down Structure Situational Analysis and Specification of Objectives Conduct of Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting, Technical Analysis Financial Estimates and Projections | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Project Selection: Key Considerations in Project Selection Risk Analysis in Projects: Sources, Measures and Perspectives on Risk, Decision Tree Analysis, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Break-Even Analysis, Hillier Model, Social Cost Benefit Analysis: Rationale for SCBA, UNIDO Approach, Little-Mirrlees Approach Project Financing: Capital Structure, Sources of Short-term & Long-term Financing, Venture Capital, Raising Capital in International Markets Project Implementation: Project Planning & Control Network Techniques for Project Management: CPM, PERT Post Completion Audits & Abandonment Analysis, | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- » Chandra, P. Project Management. New Delhi: New Age International (P) Ltd. Publishers. 2009
- » Nagarajan, K. Project Management. New Delhi: New Age International (P) Ltd. Publishers. 2010

Reference Books:

- » Choudhury, S.). Project Management. New Delhi: Tata McGraw-Hill Publication.2004
- » Cleland, D. & Ireland, L. Project Management. New Delhi: Tata McGraw-Hill Publication.2010
- » Heerens, G. Project Management. New Delhi: Tata McGraw-Hill Publication.2010
- » Heerens, G. Project Management: 24 Steps to Help You Master Any Project. New Delhi: Tata McGraw-Hill Publication.2010
- » Horine, G. Absolute Beginner's Guide to Project Management. 2nd Edition. Que Press. 2009
- » Newton, R. Project Management Step by Step: How to Plan and Manage a Highly Successful Project. 1st Edition. FT Press.2008

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the Concepts Project Management with Tools and Techniques & Responsibility of Project Manager
- CO2: Understanding Project Idea Generation & Screening with Project Planning
- CO3: Understanding Project Analysis and its techniques
- CO4: Understanding Project Selection process along with Analysis
- CO5: Understanding Project Financing Concepts along with sources
- CO6: Clarity regarding Project Implementation with Understanding of its techniques

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|-----------------------|
| CO1 | PO1/PSO3,PSO2, PSO 4 |
| CO2 | PO1/ PSO3,PSO2, PSO 4 |
| CO3 | PO2/ PSO3,PSO2, PSO 4 |
| CO4 | PO1/ PSO3, PSO 4 |
| CO5 | PO1/PSO2, PSO 4 |
| CO6 | PO2/PSO3, PSO 4 |

MBHC0022: Strategic Management

Objectives

- » To understand the nature of strategic management and its competitive and institutional context
- » To appreciate the strengths and limitations of strategic analysis, and how it fits into the overall strategy process
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|----------------------|
| MODULE I | Introduction to Strategic Management , Strategic Management Process, Levels of Strategy Basic Concepts: Stretch, Leverage, Business Definition & Model, Business Policy, emergent and realized strategy Strategic Intent: Hierarchy of Strategic Intent Internal Environmental Analysis: The Resource Based View of the Firm, VRIO Framework & Application, SWOT Analysis, Value chain analysis, Evaluating Firm's Internal Capabilities. External Environmental Analysis: Macro Environment, Industry analysis, Porter's 5 Forces Model, Strategic Groups and Strategic Types, Imitation & Competitive Dynamics in an Industry | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Corporate Level Strategies: Portfolio Analysis – BCG and GE models, The Corporate Parent, Directional strategies – types of strategies for Growth, Stability & Retrenchment Business Level Strategy: Porter's Generic strategy model, Strategic Choice, 'Blue-Ocean' Strategy Strategy Implementation Strategy Implementation and challenges, Structural, Cultural and Functional aspects of Implementation - Strategic Management in HR, Marketing, Finance, Operations, etc., McKinsey 7S'Frame work, Corporate Restructuring Strategy Evaluation Strategy Evaluation and Control, Developing Performance Indicator-Balance Score Card, Delta Model, Porter's Diamond Model, Managing Strategic Change | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- » Thompson, Strickland, Gamble & Jain. "Crafting and Executing Strategy" New Delhi: Tata McGraw Hill Publication
- » Azhar, K. "Business Policy and Strategic Management". New Delhi: Tata McGraw Hill Publication.

» Hamel, G. & Prahalad, C. K. “Competing for the Future”. Harvard Business School.

Reference Books:

- Johnson, & Scholes. “Exploring Corporate Strategy”. Prentice Hall India.
- Hunger and Wheelen, “Strategic Management” New Delhi: Pearson Education.
- Galbraith, J.R. “Strategy Implementation: The Role of Structure and Process.” West Publishing Company.
- Macmillan, H. & Tampoe, M. “Strategic Management”. Oxford University Press.
- Pearce II, Robinson Jr., & Mittal. “Strategic Management: Formulation, Implementation and Control”. Tata McGraw Hill.

Outcomes: After completion of course, the student will be able to:

- CO1: Identify and demonstrate the key components of the strategic management process and how it can be applied in organizations in order to increase value propositions for all the organization’s stakeholders.
- CO2: Understanding internal environmental analysis using methods like VRIO framework, SWOT Analysis and Value Chain Analysis
- CO3: Illustrate the various macro environment elements for the purpose of strategy formulation.
- CO4: Create a strategy including synthesizing appropriate elements of business level strategy, competitive dynamics, corporate level strategy, cooperative strategies and international strategies.
- CO5: Understand the business level strategy and functional aspects of strategy implementation
- CO6: Acquaintance of mechanism of balance score card, delta model and porter’s diamond model for strategic evaluation

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Cos | POs/PSOs |
|-----|-------------------|
| CO1 | PO1,PO2/PSO1,PSO2 |
| CO2 | PO1,PO2/PSO1,PSO2 |
| CO3 | PO1,PO2/PSO1,PSO2 |
| CO4 | PO1,PO2/PSO1,PSO2 |
| CO5 | PO1,PO2/PSO1,PSO2 |
| CO6 | PO1,PO2/PSO1,PSO2 |

MBHC0000:Critical Reading & Writing

Objective:

- ▶▶ To acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication
- ▶▶ To enable students, analyze communication situations and develop effective written communication strategies
- ▶▶ To develop written communication skills professionally and persuasively

Focus on: Reading and Writing

TRIMESTER IV

| Credits:2 | | L-T-P-I: 3-0-0-0 |
|----------------------|---|------------------|
| UNIT – I | Course Introduction, Assessments, Pedagogy, Learner-centricity, Critical Analysis Framework, Expectation Setting, Critical Reading with AIM analysis, reading blogposts from various areas. Critical Writing with AIM analysis, writing an additional piece to a blogpost. Reading Newspaper editorials, Free writing session (Creative Writing), Analyzing and creating infographics. Analyzing & reviewing a movie/documentary. Analyzing a magazine article. | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – II | Analyzing Job Descriptions and writing resume for a specific job description. Analyzing emails for various intents & audiences: Good news, bad news, information sharing, complaining etc. Critically analyzing an experience (Visiting a place or doing something), Book review. Critically analyzing an experience (Visiting a place or doing something). Guest Session(preferably industry experts who are newspaper article writer or blogger). Summing up the course and experience sharing (Panel discussion of students sharing their experiences of the course) | (15Sessions) |
| End Term Examination | | |

Text book:

- Sharma, R. C. & Mohan, K. Business correspondence & report writing. New Delhi: Tata McGraw Hill

Reference Books:

- Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition
- Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH, New Delhi
- Mohan, Krishna and Banerji M., “Developing Communication Skills”: Macmillan Publishers India Ltd, 2008.
- Sharma, R.C. and Mohan, K., “Business Report Writing and Correspondence: Practical Approach to Business and Technical Communication. 3rd Edition”: Tata McGraw-Hill Publication. 2002.
- Chaturvedi, P.D. and Chaturvedi, M., “Business Communication: Concepts, Cases and Applications”: Pearson Education, 2007.
- Lesikar, R. V. Business communication. New Delhi: Tata McGraw Hill.

Outcome: After completion of course, the student will be able to:

- CO1: Critique and analyze written text to form opinions (Analyzing)
- CO2: Compose written text based on the critical analysis of the genre and life-experience (Create)
- CO3: Develop of the textual analytical skills, reading, comprehending and writing in the business context with clarity and depth in content and proper organization.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|-----|----------------------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO1/PSO1, PSO2 |
| CO3 | PO1/PSO1, PSO2, PSO3, PSO5 |

MBHC0031: Personality Development I

Objectives

- »» To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques.
- »» The purpose of this course is to make them agile in solving these problems on basis of sound logics and to develop a habit of doing this so they can achieve their target.
- »» To help them developing their oratory skills for corporate world to express their opinions with right attitude and precise meaning in day-to-day life.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|--|--|----------------------|
| MODULE I | <p>Speed Mathematics: Short and effective techniques for basic calculation, Vedic math tricks. Average: Concept of average, weighted average, deviation method, other ways of finding average, application of average in other topics.</p> <p>Percentage: Meaning, Short cut approach, converting “%” to fractions, Comparing fractions, Successive change method.</p> <p>Reasoning Ability:</p> <p>Blood Relation: General approach, family tree method, relation puzzles, coded relation.</p> <p>Soft Skills and Personality Development: Body Language: Postures & Gestures, Albert Mehrabian Rule, Interview Skills, Behavioral Interview Questions, Do’s and Don’ts of an Interview. HR and Situational Interview Questions, Instructions to present an appealing self-introduction video – Sample video profile screening, Presentation of self-introduction video for assessment, Vocabulary Building.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | <p>Quantitative Aptitude: Numbers: Types of numbers, numbers basic properties, Identify the rationality of numbers, L.C.M and HCF. Finding Unit Place Digit, Number of Zeroes, Ones, Twos etc in given expression.</p> <p>Reasoning Ability: Clocks: Finding angle between minute hand and hour hand, Situations when both of them coincide and other related problem.</p> <p>Soft Skills and Personality Development: Activities: Johari Window, Mock Interview, Role Plays, Video Profile</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Reference Books/ Text Books / Cases:

- How to prepare for Quantitative aptitude test for CAT, by Arun Sharma, Fifth edition, T.M.H publication
- How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication.
- Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication.
- SOFT SKILLS-2, TRAINING & DEVELOPMENT, GLA University
- AnandGanguly, “Group Discussion for Admissions and Jobs”, Pustak Mahal Publications.
- Gerald M. Philips, Douglas J. Pedersen, “Group Discussion: A Practical Guide to Participation Leadership”, Waveland Press
- Susan Hodgson, “Brilliant Answers to Tough Questions”, Pearson

Intended Outcome:

- Increase in ability to deduce inferences from problems.
- Enables a student to become agile in solving problems.
- Increase in logical and visualizing ability.
- Increase in perseverance to solve problems.
- To understand the concepts and importance of being an effective communicator in today's workplaces.
- To be able to demonstrate effective communication skills while working in an organization
- To be able to distinguish among various levels of organizational communication keeping in mind key people of the organization
- To organize and deliver professional oral presentations in an effective manner
- To be able to create effective correspondence while participating in Interviews, Group Discussions and Seminars.

Trimester V

MBHC0025: Entrepreneurship Management

Objectives

- » To provide the basics conceptual framework on entrepreneurship development and management of business enterprise.
- » To understanding the contribution of Small Scale Industries in the growth and development of individual and the nation.
- » To acquaint students with the emerging challenges and concepts in the field of entrepreneurship.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|--|--|----------------------|
| MODULE I | <p>Importance to Entrepreneurship, Entrepreneurial motivation, Schumpeter's views, characteristics and types, functions, difference between manager and entrepreneur, functions of an entrepreneur, entrepreneurial process, Internal and External Factors affecting entrepreneurship, Barriers to entrepreneurship, Intrapreneurship.</p> <p>Entrepreneurship Development: Objectives, entrepreneurship development cycle, phases of training.</p> <p>Institutes engaged in EDPs – NIESBUD, SIDO, SSIDCs, DICs</p> <p>Small and Medium enterprises: definitions, types, characteristics and problems, growth and role of SMEs in India, incentives and subsidies by government for MSME.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | <p>Setting up a small business enterprise: identifying the business opportunity- importance of creativity, opportunities in various sectors, stages for setting up of a small enterprise, Concept of elevator pitch.</p> <p>Project: definition, types and importance, phases of project, project identification, sources of idea generation, selection, feasibility studies, formulation and project report, appraisal, implementation, evaluation and control.</p> <p>Business plan: Meaning, Objectives, preparation.</p> <p>Project financing: Capital structure, sources of funds, Venture capital, financial institutions – SIDBI, IFCI</p> <p>Family entrepreneurship, Women entrepreneurship, International entrepreneurship, Social entrepreneurship, Agripreneurship</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- Desai,V. Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai. 2019.

Reference Books:

- Holt, D.H. Entrepreneurship: New Venture Creation, Prentice-Hall, New Delhi. 2016.
- Charantimath, P. Entrepreneurship Development Small Business Enterprises, Pearson Education, New Delhi. 2018.
- Sahai,S. & Lall,M. Entrepreneurship, Excel Books, New Delhi. 2016.
- Drucker, P. F. Innovation and Entrepreneurship, Elsevier India Pvt Ltd. 2018.

Outcomes:After completion of course, the student will be able to:

- CO1: Determine the factors affecting entrepreneurial activities in nearby localities.
- CO2: Understand the role and importance of various institutions in EDP.
- CO3: Understand various incentive and subsidies schemes of Govt. for MSMEs.
- CO4: Develop a detailed project report including appraisal, implementation, evaluation and control.
- CO5: Apply concept of capital structure to determine a firm capital structure (Might take any company from moneycontrol.com and exercise the concept).
- CO6: Differentiate amongst Family entrepreneurship, Women entrepreneurship, International entrepreneurship, Social entrepreneurship, Agripreneurships.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO2/PSO1,PSO2 |
| CO3 | PO2/PSO1, PSO2 |
| CO4 | PO1/PSO1 |
| CO5 | PO2/PSO1, PSO2 |
| CO6 | PO2/PSO1 |

MBHC0026: Supply Chain Management

Objectives

- » Understand the framework and fundamentals of Logistics & Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.
- » Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods & services to meet varying customer demand.
- » Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|----------------------|
| MODULE I | <p>Evolution, Flows in Supply Chain Management (SCM), Process View of SCM, Drivers of SCM, Macro Process of SCM, Value Chain Analysis, Supply Chain Decision Phases. Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit.</p> <p>Forecasting in Supply Chain: Methods of Forecasting, Planning Supply and Demand in a Supply Chain.</p> <p>Inventory Management: Concept and Types of Inventory, Inventory Systems, Inventory Modeling: Deterministic and Probabilistic Models(Single Period Decision Model).ABC/VED and other Inventory Control Techniques</p> <p>Designing Distribution Network: Role of Distribution in Supply Chain, Factors influencing Distribution Network Design, Design Options for a Distribution Network, Role of Network Design in Supply Chain, Risk Management and Network Design</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | <p>Role of logistics in SCM, Difference between SCM and Logistics, Logistics Costs, Logistics Models, Bullwhip Effect, 3PL, 4PL.</p> <p>Transportation Management: Role of Transportation in SCM, Transportation Decisions, Push vs. Pull System, Cross Docking</p> <p>Purchasing Management: Meaning, Functions of Purchase Department, Purchasing Policies.</p> <p>Material Handling System Design and Decision: Warehousing, Store Management</p> <p>Role of Sourcing in Supply Chain, & Outsourcing, Vendor Rating & Vendor Management</p> <p>IT in SCM: Supply Chain Integration, Role of IT in SCM, EDI, ERP, Internet and Intranet, Bar-coding, RFID</p> <p>Supply Chain Restructuring, Demand Chain Management, Virtual Supply Chain Management.</p> | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |

Text Books:

- Chopra, S., & Meindel, P. Supply Chain Management –Strategy, Planning and Operation. Pearson/PHI.

Reference Books:

- Levi, S. D. et al. Second Edition. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Tata McGraw-Hill.
- Christopher, M. Second Edition. Logistics & Supply Chain Management: Strategies for Reducing Cost & Improving Service. Pearson, India.
- Shapiro, J. F. Modeling the Supply Chain. Duxbury.
- Sople, Logistics Management. Pearson, India.
- Agrawal, D. K. Supply Chain Management-Strategy, Cases & Best Practices. Macmillan.
- Shah, J. Supply Chain Management- Text and Cases. Pearson, India.

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of the basic concept of supply chain management.
- CO2: Application of deterministic and probabilistic inventory modeling techniques.
- CO3: Understanding of the basics of distribution network designing.
- CO4 : Understanding of the working of different transportation model along with functioning of 3PL and PL.
- CO5: Understanding of functioning of warehousing and vendor rating methods.
- CO6 : Understanding of the working of Virtual supply chain with the application of Information Technology in supply chain management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Course Outcome | PO/PSO |
|-----------------------|----------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO2/PSO3, PSO4 |
| CO3 | PO1/PSO1,PSO2 |
| CO4 | PO1/PSO1,PSO2 |
| CO5 | PO1/PSO1,PSO2 |
| CO6 | PO1/PSO1,PSO2 |

MBHC0042: Personality Development II

Objectives

- ▶▶ To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques.
- ▶▶ The purpose of this course is to make them agile in solving these problems on basis of sound logics and to develop a habit of doing this so they can achieve their target.
- ▶▶ To help them developing their oratory skills for corporate world to express their opinions with right attitude and precise meaning in day-to-day life.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|--|---|----------------------|
| MODULE I | <p>Quantitative Aptitude: AP & GP Progression: Arithmetic Progression, Geometric Progression. Problem based on summation, Arithmetic mean, Geometric Mean, Finding the value of a given term of given progression. Permutation & Combination: Basic theory of Selection and Arrangement, Relation between Permutation and Combination. Reasoning Ability: <i>Deductive Reasoning: Introduction to Primary Statements of logical deduction. Understanding of different premises (like ALL, SOME, SOME NOT, NO).</i> Verbal Ability: Sentence Improvement; Sentence Correction; Spot the error Soft Skills and Personality Development: Meaning, Purpose of Group Discussion in Recruitment Process; Types of Group Discussion; Understanding Evaluation Criteria; Dos and Don'ts of GD; How to start, develop and summarize or conclude the Group Discussion; Different Phrases, Time Management</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | <p>Quantitative Aptitude: Probability: Basic Concept of probability Surds & Indices: Basics of arithmetic rules and operations. Simplification and comparison of given surds and indices etc. Reasoning Ability: Circular and Row Arrangement: Circular and row arrangement. Advance problems including blood relation, Ranking, direction sense. Verbal Ability: Fill in the blank; Critical Reasoning- Assumption and equivalence Soft Skills and Personality Development: Activities: Mock GD, Communication activities</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes</p> | | |

Reference Books/ Text Books / Cases:

- How to prepare for Quantitative aptitude test for CAT, by Arun Sharma, Fifth edition, T.M.H publication
- How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication.
- Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication.
- SOFT SKILLS-2, TRAINING & DEVELOPMENT, GLA University
- AnandGanguly, “Group Discussion for Admissions and Jobs”, Pustak Mahal Publications.
- Gerald M. Philips, Douglas J. Pedersen, “Group Discussion: A Practical Guide to Participation Leadership”, Waveland Press
- Susan Hodgson, “Brilliant Answers to Tough Questions”, Pearson

Intended Outcome:

- Increase in ability to deduce inferences from problems.
- Enables a student to become agile in solving problems.
- Increase in logical and visualizing ability.
- Increase in perseverance to solve problems.
- To understand the concepts and importance of being an effective communicator in today's workplaces.
- To be able to demonstrate effective communication skills while working in an organization
- To be able to distinguish among various levels of organizational communication keeping in mind key people of the organization
- To organize and deliver professional oral presentations in an effective manner
- To be able to create effective correspondence while participating in Interviews, Group Discussions and Seminars.

Trimester - VI

MBHC0043: Innovating for Sustainability

OBJECTIVES:

- » To develop an understanding of how sustainability can create value for a corporation by addressing social challenges and opportunities, both for the corporation itself and its customers. This can be through a lower cost structure, higher pricing and margins, greater market share, faster growth, better risk management, and brand enhancement.
- » To explore how innovation in products, processes, and business models can improve both financial and nonfinancial performance.

Credits: 03

L-T-P-J: 3-0-0-0

| | | |
|-----------------------------|--|---------------------|
| UNIT – I | History Defining sustainable development – concept and evolution. Environmental issues – the growing awareness and need for regulation. The paradigm shift in doing business – the triple bottom line approach to business sustainability. Corporate social and environmental responsibility | (5 Sessions) |
| UNIT –II | Sustainability Innovation in Business Environmental challenges and business management issues. Limits to conventional growth model. Concept of efficiency and eco-efficiency. Defining sustainability innovation. Basic corporate environmental strategies. Sustainable product development. Managing creativity & innovation for business. | (5 Sessions) |
| UNIT – III | Sustainable Marketing: Concept and definition, Framework of sustainable marketing. Creating and implementing a sustainable marketing strategy. Consumer behaviour and sustainable marketing. | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Entrepreneurship and Sustainability Innovation Analysis Entrepreneurial process Linear thinking, systems thinking and molecular thinking Weak ties, Strong Ties and Adaptive collaboration through value added networks. Social entrepreneurship and Innovation. Analysis of how corporate leaders/businesses are approaching sustainability innovation and sustainability strategy. | (5 Sessions) |
| UNIT – V | Energy and Climate The industrial revolution and the role of human induced global warming. The energy scenario and the linkages to environmental sustainability and climate change. Global climate negotiations framework- UNFCCC The issues plaguing the current talks between developed and | (5 Sessions) |

| | | |
|---|---|---------------------|
| | developing nations. | |
| UNIT – VI | Going Green What is Green and Green Washing. The pitfalls to avoid green washing and Sins of Green Washing. Sustainability in the Value Chain ; Developing sustainable channel operations. | (5 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- »» Andrea Larson. Sustainability, Innovation, and Entrepreneurship, Flat World Knowledge.2010
- »» Tracey Strange, Anne Bayley. Sustainable Development, Organization for economic cooperation and development. 2010
- »» Diane Martin, John Schouten. Sustainable Marketing, Pearson. 2015

Outcomes:After completion of course, the student will be able to:

- CO: Understanding the concept of Sustainable development with a paradigm shift towards Triple Bottom Line Business approach
- CO2: Extending creativity and sustainability innovation in Business.
- CO3: Construct sustainable marketing strategy.
- CO4: Understand role of Innovation Analysis in Entrepreneurial process
- CO5: Summarize the dimensions of energy scenario and its impact on environmental sustainability
- CO6: Explain Green Washing and Sustainability in the Value Chain.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|-----|---------------------------|
| CO1 | PO1/PO2/PO5/PSO1,PSO2 |
| CO2 | PO5/PO4/PSO1,PSO2 |
| CO3 | PO3/PO5/PSO1,PSO2, PSO3 |
| CO4 | PO3/ PO5/PSO1, PSO2, PSO3 |
| CO5 | PO5/PO4/PSO2, PSO3, PSO4 |

| | |
|-----|-------------------------|
| CO6 | PO5/PO3/PSO1,PSO2, PSO3 |
|-----|-------------------------|

Human Resource Management – Electives

MBHE0001: Talent Management

Objectives:

- » Develop an understanding of the principles and theoretical foundations of talent management system and its linkage with organizational strategy and other HR practices.
- » Develop an understanding of strategic values and competitive advantages of the employee performance.

Credits:03
0-0

L-T-P-J:3-0-

| Unit No | Content | Teaching Hours |
|-----------------------------|--|---------------------|
| UNIT I | Introduction of Talent Management: Knowledge, Skill and Talent, Concept of Talent management, Objectives, Benefits, Valuing human capital, Tapping Talent, Becoming a talent magnet, Talent management system, Four Steps to Creating a Talent Management System, Creating a Talent Management System for Organization Excellence, The Journey to Organization Excellence: Navigating the Forces Impacting Talent Management, | (5 Sessions) |
| UNIT II | Talent Planning: Achieving Organization Excellence Through Talent Planning and Development, Developing Superkeepers, Keepers, and Solid Citizens: Measurement Makes a Difference, Optimizing Your Investment in Your Employees, CEO Succession Planning: Ensuring Leadership at the Top, Talent Management in a Global Firm, How Boards Can Shape Talent Planning, Building a Reservoir of High-Potential Women and Diverse Groups | (5 Sessions) |
| UNIT III | Talent Acquisition: Developing the Building Blocks of Talent Management: Competencies-The essential Block of Talent Management, How Competencies Create Economic Value, Recruiting Superkeepers-Finding and Hiring Fast-Track Talent, Using a Talent Management Model for Selection: Guarding the Entrances to Your Organization, Performance Management-Selecting the Right Performance Management, Performance Appraisal: Myth and Reality, Using 360-Degree Feedback in a Talent Management System, Evaluating Employee Potential-Determining Every Employee's Potential for Growth, Finding High-Potential Talent Throughout the Organization, Finding the Crown Jewels: Locating the Superkeepers, Using Outplacement Techniques to Evaluate Employees, | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT IV | Using Compensation to Implement a Talent Management Plan: Integrating Compensation with Talent Management, Compensating Superkeepers: Talent Your Company Needs to Thrive, Linking Competencies to Performance and Pay, Using Long-Term Incentives to Retain Top Talent: Super Rewards for Superkeepers. Developing a | (5 Sessions) |

| | | |
|---------|--|--------------|
| | Talent Management Information Strategy | |
| UNIT V | Talent Development: Integrating Coaching, Training, and Development with Talent Management, Leadership Coaching, Coaching the Superkeepers, Differentiating Leaders Throughout an Entire Organization | (5 Sessions) |
| UNIT VI | Talent Engagement and Retention– Understanding Employee Engagement, Process, Benefits, Elements, and Phases of Employee Engagement, Zinger Model of Employee Engagement, Drivers and Employee Engagement Strategies, The Importance of Employee Engagement in an Age of Distraction and Automation, Employee retention-Concept, objectives, Challenges of Retaining Top Talent, Employee Retention Techniques (How to Retain Employees), employee retention- motivation and engagement. | (5 Sessions) |
| * ** | Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes | |

Text Book:

- Berger, L. A., & Berger, D. R. (2018). *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People*. McGraw-Hill Education. India.
-

Reference Books:

- Frost, S., & Kalman, D. (2016). *Inclusive talent management: How business can thrive in an age of diversity*. Kogan Page Publishers. India.
- Janson, K. (2015). *Demystifying Talent Management: Unleash People's Potential to Deliver Superior Results*. Maven House Press. United States
- Joshi, G., & Vohra, V. (2017). *Talent Management*. Cengage. India
- Lawler, E. E. (2017). *Reinventing talent management: Principles and practices for the new world of work*. Berrett-Koehler Publishers. India.
- Weiss, A., & MacKay, N. (2009). *The talent advantage: How to attract and retain the best and the brightest*. John Wiley & Sons. India.

Outcomes: After completion of course, students will be able to:

- CO1: Outline the concept and process of talent management system.
- CO2: Understand the concept of talent planning and its perspectives
- CO3: Define the concept of related terminology of talent acquisition
- CO4: Summarize the role of compensation to implement a talent management plan
- CO5: Explain the integration of coaching, training, and development with talent management
- CO6: Demonstrate the special issues and future trends in talent engagement and retention.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1/PSO1,PSO2 |
| CO3 | PO1/PSO2 |
| CO4 | PO1/PSO3 |
| CO5 | PO2/PSO1, PSO3 |
| CO6 | PO1/ PSO3, PSO4 |

MBHE0002: Performance Management System

Objectives:

- » Understand what Performance Management is, and its positive impact on organizations
- » Understand how a Performance Management system plays into overall employee engagement and morale
- » To understand and develop key skills involved in effective performance management.

Credits: 3

L-T-P-I: 3-0-0-0

| UNIT No. | Content | Teaching Hours |
|-----------------------------|---|---------------------|
| UNIT – I | Introduction: Basic concept of performance and performance management (Cycle), objectives, components, benefits, the performance management model, Approaches to performance management and performance management process. | (5 Sessions) |
| UNIT –II | Performance Appraisal: Need and methods for Performance Appraisal Assessment center and its process, PJ Job fit Theory, PE fit Theory, Holland Theory ,Identifying, defining, and measuring performance metrics and competencies (KRAs, KPAs, and KPIs)) | (5 Sessions) |
| UNIT – III | Performance Appraisal Techniques: Psychometric tests, Leaderless group discussions, Management games, Simulation exercises, Role Plays, Self-appraisal, 360 Degree appraisal, Graphic Rating System, BARS, Balance score card, Performance analysis, Designing Appraisal Form, Performance review discussion | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Components of Performance Management System: Performance planning; Ongoing support and coaching; Appraisal Communication; Counselling, Identifying potential for development; Linking pay with performance. | (5 Sessions) |
| UNIT – V | Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Role of HR professionals in performance | (5 Sessions) |

| | | |
|--|---|---------------------|
| | management; Performance management as an aid to learning and employee empowerment; | |
| UNIT – VI | <p>Performance management audit; Ethical and legal issues in performance management; Performance management documentation, performance feedback, Use of technology and e-PMS, Performance management practices in Indian organizations.</p> <p>Live Projects based on activities and Exercises towards the end of chapter or as decided by the subject faculty/ Live experiences/ Industry-defined projects, Projects on designing industry-specific competencies and its implications on Performance Mgt. (Eg. BPOs/ IT-ERP Companies/ Retail Companies/ Hospitals/ NGOs/Educational Institutions etc)</p> | (5 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes</p> | | |

Text Books:

R. K. Balyan, Vikramender Singh Balyan, Suman Balyan Performance Management (Text & cases) Himalaya Publishing House -2017 first edition.

Reference Books:

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai. first edition, 2008.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London. Second edition, 2000
3. Bagchi, S. N., Performance management, Cengage Learning India. Second edition
4. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education. First edition.
5. Robert B., Performance management, McGraw-Hill Education India. Second edition.

Outcomes:After completion of course, the student will be able to:

- CO1: understand about performance management and strategies adopted by the organizations to manage employees' performance.
- CO2: understand the importance of performance management and organizational strategic planning using KRAs.

- CO3: Explore and identify ways to utilize the personal self as an instrument in the performance management process.
- CO4: Students can explain how to best implement a performance management system.
- CO5: Identify the difference between Performance Appraisal and Performance Management
- CO6: Understand the various Ethical and legal issues in performance management

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO5/PSO1,PSO2 |
| CO3 | PO5/PSO3 |
| CO4 | PO1/PSO1 |
| CO5 | PO2/PSO2 |
| CO6 | PO4/PSO4 |

MBHE0003: Industrial Relations and Trade Union

Objectives:

- Understanding of the interaction pattern among Labor, Management and the State.
- Categorizing the critical issues in industrial relations and impart knowledge of the contents of labor laws to the stakeholders.

Credits:03

L-T-P-J:3-0-0-0

| | | |
|---|---|---------------------|
| UNIT – I | Industrial Relations: Concept and structure, Significance, Approaches: Unitary approach, Systems approach (Dunlop Model), Conflict approach, Weber's social action approach, Gandhian or trusteeship approach, Principles of good industrial relations, Status of Actors and their interrelationships | (5 Sessions) |
| UNIT –II | Trade Unionism and Industrial Relations: Forms of collective bargaining, process of negotiation during bargaining, Labour movement, Types and structure of Trade Union, Union security, Functions and Problems of trade unions | (5 Sessions) |
| UNIT –III | The Trade Union Act, 1926 Definition of a trade union, Registration of trade union, rights and privileges of a registered trade union, Duties and liabilities of a registered trade union, regulations, penalties. | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Introduction to Industrial Disputes Act 1947: Meaning, Causes and forms. Industrial Relations machinery to solve industrial disputes: Works Committee, Conciliation, Conciliation Officers--Board of Conciliation – Court of Enquiry, Arbitration, Adjudication-Labor Court-Industrial Tribunal - National Tribunal. | (6 Sessions) |
| UNIT – V | Worker's Participation in Management: Objectives of W.P.M, Forms of Worker's Participation in India, Sachar Committee and Varma Committee on Worker's Participation. Necessary Conditions for effective working of WPM, | (4 Sessions) |
| UNIT – VI | Industrial relations and technological change: Concept, employee response to technological change, technology change with human face, impact of rationalization and automation in India, recent trends in IR, structure of the ILO. Concept of Gig Workers. | (5 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- C.B. Mamoria, S.V. Gankar and S. Mamoria. Dynamics of Industrial Relations: New Delhi: 13th Edition, Himalaya Publishing House, 2010.

Reference Books:

- VenkataIn.dustrial Relations. New Delhi: 13th Edition. Oxford University Press, 2010.
- B.D. Singh. Industrial Relations and Labour Laws: New Delhi: Excel Books, 2010.
- A.Monappa. Industrial Relations: New Delhi: 1st Edition. Tata McGraw Hill Publishing Company Ltd, 2006.
- P.N. Singh, and N. Kumar. Employee Relations Management: New Delhi: Pearson Publication, 2010.
- S.C. Srivastava. Industrial Relations and Labour Laws: New Delhi: 4th Edition. Vikas Publishing House Pvt. Ltd. 2013.

Outcome: After completion of course, Students will be able to:

- CO1 Define the concept, approaches, and the role of state, employers and the unions in industrial relation
- CO2 Explain the development of trade unionism in India
- CO3 Outlining the Trade Union Act, 1926
- CO4 Demonstrate the causes, forms and Industrial Relations machinery to solve industrial disputes
- CO5 Identifying the evolution of concept, objectives and forms of Worker's Participation in India
- CO6 Industrial relations and technological change

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1/PSO1 |
| CO3 | PO1/PSO1 |
| CO4 | PO1/PSO1, PSO3 |
| CO5 | PO1/PSO1, PSO3 |
| CO6 | PO1/PSO1, PSO3 |

MBHE0004: Leadership and Team Building

Objectives:

- » Assess adequately preconditions for leadership and team-building.
- » Respect other people' personality and take the full advantage of differences between them as well as of their individual abilities and skills for the synergic effect.
- » Understand the conditions for formation and development of team co-operation.
- » Adopt crucial competences like Problem-solving, creativity, independence and responsibility-taking.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|-----------------------------|--|---------------------|
| UNIT – I | Leadership: Concept, Art and Science of Leadership, Leadership as a process and not a position, Components of Leadership- Leader, Followers and situation, Leadership myths. Measuring effects of Leadership: Superior's effectiveness & performance ratings, subordinate's rating of satisfaction, organizational climate, morale, motivation and leadership effectiveness, and Unit performance indices. | (4 Sessions) |
| UNIT – II | Power, Influence and leadership: Sources of power, Power acquisition for leadership, approaches to understand power: Emerson's power dependence theory, Salancik & Pfeffer Strategic Contingency Model, Mintzberg's Genesis of power theory. Influence tactics. Developing Leaders: Personality and Leadership, Founder as a leader, Developing junior leaders, Courage, Morals and Leadership, Leader-Communication. | (5 Sessions) |
| UNIT – III | Leadership Theories: Evolution of leadership theories, Basic leadership models- Trait theory, Behavioural theories- Ohio State studies, University of Michigan Studies, Blake and Mouton's Managerial Grid, Contingency Models- Fiedler's Contingency Theory, Hersey and Blanchard's Situational Leadership theory, Contemporary theories- Servant leadership, transactional and transformational leadership. | (6 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Leadership and Change: Concept, approaches to organizational change. Leadership traits: bright side of personality and dark side of personality. Leadership skills: Basic and advanced skills. Leadership styles: Lewin's leadership styles. Behavioural, charismatic, traditional and Situational leadership styles. | (4 Sessions) |
| UNIT – V | Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. | (7 Sessions) |

| | | |
|---|--|---------------------|
| | Group Dynamics: Factors affecting group dynamics, Teams – Types, Ginnett's Team Effectiveness Leadership Model, Leadership prescription of the model, Workgroup Vs. Teams. Interpersonal Competence & Team Effectiveness: Interpersonal process and conflict resolution, Team Effectiveness, Measuring Interpersonal Competence using FIRO-B. | |
| UNIT – VI | Team Building: Stages in team building, Effective Team Characteristics, Team building skills. Team building interventions: Levels of Team Building interventions, types of interventions. Building high performance teams: The Rocket Model. | (4 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.) 2010

Reference Books:

- Halder U - Leadership and Team Building (Oxford university Press, 2nd Ed.) 2010
- Yukl G - Leadership in Organizations (Pearson Education Ltd., 6th Ed.)2007
- West Michael - Effective Team Work (Excel Books, 1st Ed.)2003
- Sadler Philip - Leadership (Crest Publishing House) 2007

Outcomes: After completion of course, student will be able to:

- CO1: Understand the concept of Leadership and its components with measuring effects.
- CO2: Illustrating the power acquisition model and stages of leadership culture development with organizational politics.
- CO3: Explaining the leadership theories and basic contingency models.
- CO4: Identifying the leadership traits and skills with styles.
- CO5: Summarize the group dynamics and its theories with stages.
- CO6: Extending various team building interventions mechanism at each stage.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO5/PSO1, PSO2 |
| CO3 | PO5/PSO3 |
| CO4 | PO1/PSO1 |
| CO5 | PO2/PSO2 |
| CO6 | PO4/PSO4 |

MBHE0005 : Human Resource Analytics (HR Analytics)

Course Outcomes (CO):

- 1)
o understand the Philosophical Dimensions of HR Analytics and its relevance for HR driven industries.
- 2) To understand the alignment between Strategic HRM and HR Analytics, its implementation.
- 3) To understand and appreciate the HR Metrics used in HR Analytics
- 4) To learn about techniques of HR Decision making through Predictive Analytics and develop a scientific approach to solve business problems through Forecasting and Measuring HR Value.
- 5) To learn various Statistical Modeling for HR Research, HR Analytics and Predictive Analytics.
- 6) To effectively use the knowledge of Statistics for Predictive Analytics to solve problems of Attrition, Low motivation and Productivity, and use Predictive Modelling to solve HR problems.

Credits: 03

L-T-P-J:3-0-0-0

| Unit No. | Content/Topics | Teaching Hours |
|----------|---|----------------|
| 1 | Analytics: Define, Levels, Analytic Model. HR Analytics: Concepts and Definitions, Reinforcement of HR Strategy with HR Analytics, Application of HR analytics, Three Value Paths, HR Analytics Unit Development (Process), Importance of HR Analytics. | 5 |
| 2 | HR Data Analytics (Process): Concept, HR data and Data quality, Process of HR data collection , HR Reporting, HR Report Visualization , Performing root cause Analysis, Datafication of | 4 |

| | | |
|----|---|---|
| | HR. | |
| 3 | HR Business Process and HR Analytics: Concepts, Statistics and statistical modelling for HR research, HR research tools and techniques, HR metrics: Life cycle, Recruitment metrics and T&D metrics, HR scorecard, HR Dashboards. | 6 |
| 4 | Forecasting and Measuring HR Value: Concepts of Value propositions, HR Analytics and HR Value propositions, HR Optimization through HR analytics, HR forecasting. Coca - Cola Enterprises (CCE) Case Study. | 4 |
| 5. | HR Analytics and Predictive Analytics: Phases, Data Cleaning and Analysis, Data quality and errors, Analyze and Report the data, Introduce Predictive Analytics Tools and Techniques. | 4 |
| 6. | Statistics for Predictive Analytics: Statistical analysis for HR: Mean, Median, Mode, Correlation, Regression, Structural Equation Modeling, and Interpretation in HR domain. HR Report writing , Predicting the Future of HR Analytics, HR Analytics for Consultancy Work and Processes. | 6 |

* Provision for presentations / assignments / case analysis in additional sessions

** 1 Session = 60 Minutes

Text Book:

1) HR Analytics :Understanding Theories and Applications : Deepak Kumar Bhattacharya, Sage Publications, 2017.

- 2) Predictive Analysis for Human Resources , JacFitz-enz and John R. Mattox II , Wiley Publications, 2019.
- 3) Winning on HR Analytics: Leveraging Data for Competitive Advantage, Ramesh Sundarajan and Kuldeep Singh, Sage Publications, 2016.
- 4) Excellence in People Analytics: How to use workforce data to create business Value,Jonathan Ferrar and David Green, 2021.
- 5) Fundamentals of HR Analytics , FerminDiez, Mark Bussin, Venessa Lee, 2019.
- 6) Introduction to People Analytics :A Practical Guide to Data driven HR ,Nadeem Khan , Dave Millner, 2020.
- 7) HRD Scorecard : T V Rao, 2008.

Websites for Reference:

www.shrmindia.org, www.nipm.com, www.tvrls.com, https://www.cipd.co.uk/Images/case-study-coca-cola_tcm18-19987.pdf

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|-----------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1/PSO1,PSO2 |
| CO3 | PO1/PSO2 |
| CO4 | PO1/PSO3 |
| CO5 | PO2/PSO1, PSO3 |
| CO6 | PO1/ PSO3, PSO4 |

MBHE0006: Training and Development

- ▶▶To enable one to develop the necessary knowledge, skills and confidence for undertaking training activities.
- ▶▶To develop an understanding of how to identify and assess training needs, and to develop, plan, organize, deliver and evaluate the training programmes in an organisational setting.
- ▶▶To develop an understanding on various training and development solutions to improve employees' performance.

Credits:03

L-T-P-J:3-0-0-0

| Unit No. | Content | Teaching Hours |
|----------|--|----------------|
| 1. | Introduction to Employee Training: Concept, need of Training and Development. Evolution of training's role: movement from training as an event to learning, forces influencing training, the strategic training and development process. Models of organizing training department: faculty model, customer model, matrix model, corporate university model, business embedded model. Training & development as source of competitive advantage, Outsourcing of training. | 5 |
| 2. | Training Needs Assessment: causes, outcomes, process, methods of Needs Assessment, Designing effective Training Process. Training Evaluation: Design of Evaluation Programme, Types and Methods of Training Evaluation (Kirkpatrick Model of Evaluation), Determining Return on Investment. | 6 |
| 3. | Employee Development: Approaches to employee development, the development planning process, company strategies for employee development. | 4 |
| 4. | Employee's career management, a model of career development, role of employees, managers, and company in career management, challenges in career management, Evaluating career management systems. | 4 |
| 5. | Domains of Learning: Principles of Learning, Loops of learning, Learning Process in training: David Kolb's experiential learning cycle. Key attributes and factors influencing the learning process during training. Learning organization: concept and need values of learning organization, manager's role in learning organization. | 6 |

| | | |
|----|---|---|
| 6. | Special issues and Future trends in Training & Development for sustainability: E-learning and use of technology in training: developing effective online learning, blended learning, use of technologies for training delivery, training for virtual work arrangements, computer based training. Modern Training methods: simulations, case studies, business games, role plays, behavior modeling, Group building methods – adventure learning, team training, action learning. Ethical issues for training & Development Professionals, future trends of training and development for sustainability. | 5 |
|----|---|---|

* **Provision for presentations / assignments / case analysis in additional sessions**

** **1 Session = 60 Minutes**

Text Book:

- Raymond A. Noe and Amitabh Deo Kodwani, Employee Training & Development. Tata McGraw-Hill Education, 7th Edition, 2018.

Reference Books:

- »» Deb, T. Training & Development- Concepts & Applications. Ane's Books India, 2009.
- »» Krishnaveni, R. HRD- A Researcher's Perspective, Excel Book Publication, 2008.
- »» Lall, M., & Sharma, S. Personal Growth and Training and Development, Excel Book Publication, 2012.

Outcome: After completion of course, students will be able to:

- »» CO1: Outline the concept, models and process of employee training and development and Strategic training
- »» CO2: Understand the methods of training needs assessment and training evaluation
- »» CO3: Define the concept of employee development and its approaches
- »» CO4: Summarize the role of employees, managers, and company in career management and a model of career development
- »» CO5: Explain the learning process in training and practices and values of learning organization
- »» CO6: Understand the Special issues and Future trends in Training & Development for sustainability

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1/PSO1,PSO2 |
| CO3 | PO1/PSO2 |
| CO4 | PO1/PSO3 |
| CO5 | PO2/PSO1, PSO3 |
| CO6 | PO1/ PSO3, PSO4 |

MBHE0007: Labour Laws

Objectives:

- » To make aspirants understand the ground rules relating to labor laws
- » To equip the students with the working knowledge of various labor laws

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|-----------------------------|---|---------------------|
| UNIT – I | Fundamentals of Labour Legislations & Labour Welfare: Philosophy of Labour Welfare; Historical Development of Labour welfare legislation; Constitution of India- Fundamental Rights including Writs, Directive Principles of State Policy, Health, Safety and welfare measures under Factories Act, 1948 ; Labour Code on Occupational Safety & Health | (5 Sessions) |
| UNIT –II | Law relating to wages and Bonus: Concepts of wages: minimum wage, fair wage, living wage. Payment of Wages Act, 1936: Regulation of payment of wages; Authorized Deductions, Minimum Wages Act, 1948: Objectives and constitutional validity of the Act; procedure for fixation and revision of minimum rates of wages – exemptions and exceptions; | (5 Sessions) |
| UNIT –III | Payment of Bonus Act, 1965; Bonus - Its historical background, present position and exemptions. Legislation related to Social security: Protective provisions under Equal Remuneration Act 1976 & Maternity Benefit Act 1961. Labour Code on Wages | (5 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Contract Labour (Regulation and Abolition) Act, 1970- Historical Background, Scope and Object, Application, Constitutional Validity, Advisory Boards, Registering Officers, Registration of Establishment, Grant of Licenses, Offences. Apprenticeship Act, 1961: Learning Objectives, Object and Scope of the Act, Qualification for being engaged as an apprentice, Contract of apprenticeship, Obligations of employers, Obligations of apprentices, Records and Returns, Payment to apprentices, Hours of work, overtime, leave and holidays, Conduct and discipline. | (4 Sessions) |
| UNIT – V | Social security against employment injury and other contingencies : Concept and development of social security | (6 Sessions) |

| | | |
|---|---|---------------------|
| | measures; Employers liability to pay compensation for employment injury; Legal protection: Employees State Insurance Act, 1948: Benefits provided under the Act; Employees State Insurance Fund and Contributions; Machinery for the implementation of the Act; ESI court and appeal to High Court. | |
| UNIT – VI | Law relating to retirement benefits: Employees Provident Fund and Miscellaneous Provisions Act, 1952; Family Pension Scheme 1971 and Employees Pension Scheme 1995; Payment of Gratuity Act, 1972 – Concept of gratuity; Eligibility for payment of gratuity; Determination of gratuity; Forfeiture of gratuity.Labour Code on Social Security | (5 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- » Kapoor, N. D. 38th Edition. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.2020
- » Mamoria, C. B., Gankar, S.V., & Mamoria, S. (2021). 16th Edition. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House.2021

Reference books:

- » Sinha, N. 3rd Edition. Industrial Relations, Trade Unions and Labour Legislation. New Delhi: Pearson Education.2017
- » Singh, B.D. 7th Edition. Industrial Relations and Labour Laws. New Delhi: Excel Books.2020
- » Kumar, H. L. 12th Edition. Labour Laws. New Delhi: Universal Law Publishing.2018
- » Srivastava, S.C. 7th Edition. Industrial Relations and Labour Laws. New Delhi: Vikas Publishing House Pvt.Ltd.2019
- » Singh,P.N.,& Kumar,N.,Employee Relations Management. New Delhi: Pearson Education.2011
- » Mann, Jeet Singh., Labour Law Reforms 2021, Centre for Transparency and Accountability in Governance, National Law University, Delhi

Outcomes:After completion of course, student will be able to:

- CO1: Understand the concept of Labour welfare and its sources with its application to remove disputes by industrial dispute Act.
- CO2: Illustrating the constitutional validity of the wages Act and outline the procedure for fixation and revision of minimum rates of wages.
- CO3: Explaining the Legislation related to Social security and Protective provisions in relations to Bonus Act.
- CO4: Identify the provisions related to contract labour (Regulation and Abolition Act) and Apprenticeship Act
- CO5: Summarize the benefits provided under the employees state Insurance Act.
- CO6: Extending various mechanism for relating to retirement benefits (Employees Provident Fund Act, Payment of Gratuity Act) .

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO2/PSO2, PSO4 |
| CO3 | PO2/PSO1 |
| CO4 | PO1/PSO2 |
| CO5 | PO1/PSO1 |
| CO6 | PO1/PSO4 |

MBHE0008: Compensation Management

Objective:

- »» To make the student aware about the very basics of compensation focusing on the essentials that will get them equipped to get a good placement
- »» To provide the student with a thorough knowledge of various methods and practices of Compensation Management and to familiarize the role of various regulatory bodies involved in Compensation Management
- »» To examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance
- »» To explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions

Credits: 03

L-T-P-J: 3-0-0-0

| | | |
|-----------------------------|---|---------------------|
| UNIT – I | Introduction: Compensation, types of compensation, Overview of Compensation management; conceptual framework of compensation management, Theories of wages; criteria of wage fixation; Institutional and cultural factors on compensation practices; National differences in compensation; Compensation system design issues: Compensations Philosophies, compensation approaches – | (6 Sessions) |
| UNIT –II | Developing Compensation Programs: Job analysis, Job description & Job Evaluation, Pay structure architecture, Wage payments and Total Salary Structure, The need for more than one pay structure, Identifying lowest and highest rates of pay, developing pay grades, Compensation Surveys, Hay Plan, Strategic Compensation Planning, Developing Salary Structures, Planning a Job Analysis Program, Measuring Cost- to- Company (CTC). | (5 Sessions) |
| UNIT –III | Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans; group incentive plans; Team compensation; ESOPs; Performance measurement issues, incentive application and globalization | (4 Sessions) |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Measuring and paying for performance Merit pay, performance appraisal: cost- effectiveness analysis, designing a job content-based performance appraisal program, Rating scale design and development, performance standards, maintaining an employee documentation File | (4 Sessions) |
| UNIT – V | Wage Determination: Principles of wage and salary | (6 Sessions) |

| | | |
|---|---|---------------------|
| | administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions; Pay Commissions. Executive compensation: elements of executive compensation and its management; Executive compensation in an international context | |
| UNIT – VI | International Compensation - Global convergence of compensation practices; Pay for performance for global employees; practices in different industries; Employee benefits around the world; CEO pay in a global Context; Beyond compensation | (5 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- » Compensation Management in a knowledge- based world, Richard I. Henderson, Pearson Education
- » Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition

Reference books:

- » Compensation planning, George T Mulkovich & Jerry Newmann, McGraw Hill Publication
- » Compensation and reward management, B. D. Singh, Excel Publication
- » Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
- » Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
- » Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

Outcome: After completion of course, the student will be able to:

- » CO1 Understanding the basics of compensation management.
- » CO2 Analyzing the various compensation programs and its derivatives.
- » CO3 Understanding and analysing the current trends in Compensation Management.
- » CO4 Recognize how pay decisions help the organization achieve a competitive advantage

- » CO5 Design rational and contemporary compensation systems in modern organizations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|-----|-------------------|
| CO1 | PO1,PO2 /PSO4 |
| CO2 | PO1/PO4/PSO1/PSO4 |
| CO3 | PO1PSO1/PSO4 |
| CO4 | PO1/PO3/PSO3 |
| CO5 | PO1/PO3/PSO3 |
| CO6 | PO5/PSO1/PSO4 |

MBHE0009: Competency Mapping

Objectives:

- » Understand the basic approaches of competency
- » Discover the professional applications of competency mapping in a business context.
- » Understand integration of competency profiling to other HR applications

Credits: 3

| UNIT No. | Content | Teaching Hours |
|-----------------------------|--|----------------|
| UNIT – I | Competency: Concept, origin and development, Objectives of Competency Mapping, classification of competencies, Defining Competence and Competency, factors affecting competency | 5 |
| UNIT –II | Competency mapping: Concept, process. Methods of Competency Mapping: Critical incident technique, interview technique and questionnaires. | 5 |
| UNIT – III | Developing Competency Models: The Lanchester Model of Managerial competency, the Transcultural Managerial competencies. | 5 |
| MID-TERM EXAMINATION | | |
| UNIT – IV | Frameworks in Competency Mapping: The Iceberg Model, The KIPP Leadership Competency Model, Competency Model for HR Professionals | 4 |
| UNIT – V | Issues related to development of competency models, resistance and recommendations | 5 |
| UNIT – VI | Application of Competency Mapping: Competency based: recruitment, selection, performance linked remuneration system, Training, development and succession planning | 6 |

Text Book:

- The Handbook Of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations, 3rd Edition, 2016, SAGE Publications India

Reference Book:

- Competency Management – A Practitioner's Handbook, 1st Edition, 2019

Course Outcomes (Cos):

CO1- Students will be able to understand about Competency Mapping

CO-2 Students will be able to understand about different methods of Competency Mapping

CO3- Students will be able to understand about strategies adopted by the organizations to manage employees' competency

CO-4-Students will be able to understand about managerial competency

CO-5-Students will be able to understand about different frameworks in Competency Mapping

CO-6- Students will be able to understand about Applications of Competency Mapping

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO5/PSO1, PSO2 |
| CO3 | PO5/PSO3 |
| CO4 | PO1/PSO1 |
| CO5 | PO2/PSO2 |
| CO6 | PO4/PSO4 |

Marketing Management-Electives

MBHE0010: Digital Marketing

Objectives:

- » To expose the students to a variety of product-market situations in digital era
- » To share the concepts and frameworks which may be more relevant in digital marketing situations
- » To share insights for evaluating the opportunities and risk factors involved in digital marketing context
- » Assisting in the incorporation of digital marketing strategy into the organization's goals and objectives.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------|---|----------------|
| I | Introduction to Digital Marketing, Traditional Vs. Modern Marketing, Role and Growth of Digital Marketing in India, Challenges associated with digital marketing, Concept and practices for Buyer's Persona Consumer segmentation and behavioral dimension, Marketing Mix in digital era, Models of Digital Marketing- Forrester's 5I model, 6Cs of Customer Motivation- McKinsey's consumer decision journey, Race Planning, The Honeycomb Model Overview of SEO and SEM, Basics of search marketing: organic & paid search results, Overview of Google AdWords, Strategizing marketing through smart devices, Basics of email marketing, Concept of A/B testing & its use | 15 |
| | MID TERM EXAMINATION | |
| IV | Display marketing ecosystem, Digital Advertisement- designing and display decisions, Pricing methods Evolution of social media channels, Brand Building- PR and Customer Engagement on social media, Choosing relevant social media channel Considerations in building and managing content in a digital environment, Concept of Active Listening- Significance and practices in digital era, Digital Strategy Measurement Framework, Common ways to measure and improve ROI of digital strategies Content Marketing: Creating Blog-Vlog, Podcasting, RSS, Product Opinion Sites and Forums. Role of web analytics in digital decision making, Legal and ethical issues in Digital Marketing, Digital marketing as career option | 5 |

*Provision for presentations/assignments/case analysis in additional sessions

**1 Session = 60 Mins.

Text Book:

- Bhatia Puneet, Fundamentals of Digital Marketing, India, Pearson Education

Reference Books:

- ▶▶ Kotler, Kartajya, Setiawan; Marketing 4.0: Moving from Traditional to Digital, John Wiley & Sons, Inc.
- ▶▶ Havaladar, K. Industrial Marketing, New Delhi, India: Tata McGraw Hill.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the concept of digital marketing and its application in buyer's context
- CO2: Apply the concept of segmentation, targeting & positioning to understand the digital marketing models
- CO3: Understanding the concept of SEO & SEM in strategic context
- CO4: Understanding the concept of digital advertisement and display marketing
- CO5: Understanding the concept of digital advertisement measurement framework
- CO6: Understanding the concept of content marketing and web analytics

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO2/PSO2, PSO2 |
| CO3 | PO2/PSO1, PSO2, PSO5 |
| CO4 | PO1/PSO2, PSO4, PSO5 |
| CO5 | PO2, PO4/PSO1, PSO5 |
| CO6 | PO2, PO4/PSO4, PSO5 |

MBHE0011: Marketing of Services

Objectives:

- » To provide an overview of current thinking and developments in the field of services marketing
- » To enable students critically examine the concept of relationship marketing in service prospective
- » To develop an understanding of the concept of service product mix & promotion mix to make the pricing and service distribution process more efficient

Credits: 3

L-T-P-I: 3-0-0-0

| UNIT No. | Content | Teaching Hours |
|---|--|----------------------|
| Module – I | Introduction: Difference between Product and Services Marketing, Augmented Marketing Mix, Characteristics of Services, Classification of Services. Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmenting, Targeting and Positioning of Services. Managing Perishability. Services Marketing Mix: , Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions. | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module – II | Delivering service: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Service Recovery, Role of Technology in Services Marketing. CRM IN services: Relationship marketing, Customer profitability segment, Relationship- tools and strategies, Use of information technology for CRM Marketing of Financial Services: Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Insurance Services. Services in Global Perspective: Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing. Branding in Services: Brand Equity in Services, Branding Services. | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- » Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India : Tata McGraw Hill (2008)..

Reference Books:

- » Rao, K. Ramamohan. Services Marketing. New Delhi India: Pearson Education. (2006).
- » Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books (2008)..
- » Lovelock, Christopher. & Wirtz, Jochen Services Marketing: People, Technology, Strategy. New Delhi India: Pearson Education (2007).
- » Nargundkar, Rajendra Services Marketing: Text & Cases. New Delhi, India: TMH (2008).

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of services and difference between product and services
- CO2: Apply the concept of service quality to make the STP process more effective.
- CO3: Understand the concept of service product mix & promotion mix to make the pricing and service distribution process more efficient
- CO4: Understand the role of communication to make the service recovery process effective.
- CO5: Understand the concept of relationship marketing in service perspective
- CO6: Understand the recent trend of service marketing in international perspective

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO4 |
| CO2 | PO2/PSO2 |
| CO3 | PO1/PSO4 |
| CO4 | PO1/PSO4 |
| CO5 | PO1/PSO2 |
| CO6 | PO4/PSO4 |

MBHE0012: Marketing Research

Objectives

- »» To aware about the importance of marketing research and impart knowledge about tools available for carrying out research
- »» To introduce the basic concepts and need of research methodology that will help in data analysis and preparation of reports.
- »» To learn about the various univariate and multivariable data analysis techniques and their application in marketing research
- »» To familiarize with research design and software use in research.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|----------------------|
| MODULE I | Introduction: Definition, Objective, Application and Limitations of Marketing Research, Research Design: Exploratory, Descriptive and Conclusive research, Experimental Research Design Methods of Collecting Data: Observation, Interview and Questionnaire, Process and guidelines for preparation of Questionnaire. Measurement and Scaling: Levels of measurement, Types of Scales, Development of Marketing Measures. Scaling techniques: Comparative and Non-Comparative Scaling Techniques, Reliability and Validity of Scales Introduction to selected Attitude Scales, Limitations of Attitude Measurement. | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Sampling: Introduction to Sample and population, Probability and Non-Probability Sampling Techniques, Sample Size determination Data Processing and Analysis: Introduction to SPSS, coding and feeding of data in SPSS. Overview of Univariate and multivariate data analysis techniques, Application of common techniques like exploratory factor analysis, correlation and regression through SPSS. Report Preparation: Layout of Research Report. Citation and Referencing, Concept of Plagiarism | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Malhotra & Dash. Marketing Research, Pearsons Education, New Delhi.

Reference Books:

- » Beri, G.C. Market Research. New Delhi, India: Tata McGraw Hill. 2010
- » Cooper, Donald, R., & Schindler, Pamela, S. Marketing Research: Concept and Cases. New Delhi, India: Tata McGraw Hill. 2007
- » Burns, Alvin, C., & Bush, Ronald, F. Marketing Research. Delhi, India: Pearson Education. 2007

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the process of marketing research and its different processes.
- CO2: Understand the various methods of data collection and its appropriateness
- CO3: Compare and explain the various types of scales used in marketing research
- CO4: Understand the concept of sampling and its utilization in marketing research.
- CO5: Demonstrate competency with the SPSS statistical software package and the ability to use SPSS to enter marketing data.
- CO6 Able to prepare research report and understand its various components.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO2/PSO1, PSO2 |
| CO2 | PO2/PSO2, PSO4 |
| CO3 | PO2/PSO1 |
| CO4 | PO2/PSO2 |
| CO5 | PO2/PSO4 |
| CO6 | PO4/PSO4 |

MBHE0013: Sales and Distribution Management

Objectives

- » To give marketing students, an overview and understanding of sales and distribution function in business and other disciplines.
- » To give the students the understanding of the role of the sales manager in improving sales by hiring, training, motivating and leading the sales force.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|----------------------|
| MODULE I | Introduction to Sales Management, Difference between sales and marketing, Qualities of a Successful Salesman, and Goals in Sales Management, Selling Styles, Personal Selling, Process of Personal Selling, Sales resistance and Objection handling Analyzing Market Demand and Sales Potential, Preparation of Sales Budget, Sales Quota and Designing Sales Territories. Sales Organization, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Motivating, Training and Compensating the Sales Force, Analysis and Performance Evaluation of sales force. Distribution Channels: Introduction, Importance, Types, Functions, and Design of Channels. Overview of Channel Management decisions, Channel conflict and resolution. International Channels of Distribution: Major modes of transportation, Overview of Multimodal Transport System, Containerization, Multi-modalism in India. Third Party Logistics- Service providers, Risks of Outsourcing and risk management. | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Jobber, D. & Lancaster, G. Selling and Sales Management. New Delhi: Pearson Education. 2008
- Still, Richard R., Cundiff, E. W. & Govoni, N. Sales Management – Decision, Strategies and Cases. New Delhi: Pearson Education/Prentice Hall of India. 2007
- Spiro, R., Stanton, W. and Rich, G. Management of a Sales Force. New Delhi: McGraw Hill. 2003

Reference Books:

- » Kapoor, S. K., & Kansal, P. Basics of Distribution Management. New Delhi: Prentice Hall of India. 2006
- » Rosenbloom, B. Marketing Channels: A Management View. New Delhi: Thomson Learning. 2008

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of personal selling and salesmanship.
- CO2: Understand the methods of forecasting future demand and designing sales territories.
- CO3: Estimate the size of sale force required for future and understand the methods of recruiting and selecting the sales force.
- CO4: Understand the methods of training and motivating the sales force.
- CO5: Apply the concept of distribution channels for different industry or product types.
- CO6: Understand the methods for entering foreign markets.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|-----------|
| CO1 | PO1, PSO1 |
| CO2 | PO1, PSO1 |
| CO3 | PO2, PSO1 |
| CO4 | PO2, PSO1 |
| CO5 | PO2, PSO1 |
| CO6 | PO2, PSO1 |

MBHE0014: Marketing Analytics

Objectives

- »» To learn the power and methodology behind marketing analytics
- »» To Identify market trends and metrics to measure marketing success

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|---|----------------------|
| MODULE I | Introduction to Marketing Analytics, Marketing analytics as an enabler of marketing strategy, Slicing & dicing of marketing data, Market Basket Analysis RFM, LTVC. Product-Market Fit: Gap Analysis, Carrying out/steps in gap analysis, Importance Index, Performance Index, Competitor Analysis Purchasing Behavior: Factor Analysis, Studying factors or characteristics influencing purchasing decisions, Carrying out Principal Component Analysis, Understanding Communalities and Rotation of Factors, Checking appropriateness for factor analysis-KMO Index & Barlett's Test of sphericity | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Market Segmentation: Cluster Analysis, Identification of homogeneous groups for segmenting prospective customers, Carrying out Cluster analysis, Understanding similarity measures, Profiling the clusters Customer Loyalty: Linear Discriminant Analysis, Understanding key client characteristics, Developing a Linear Discriminant Analysis Model, Checking for model fit - Wilk's Lambda, group centroids, eigenvalues and developing classification table and hit-ratio, Developing structure matrix - canonical loadings Conjoint Analysis: Concept, Process, Applications, Assumptions and Limitations. Multidimensional Scaling: Concept, Process, Applications, Perceptual Map and Model Fit. | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- »» Winston, Wayne L. Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons, 2014.
- »» Sorger, Stephan. Marketing Analytics: Strategic Models and Metrics. Admiral Press, 2013.
- »» Grigsby, Mike. Marketing analytics: A practical guide to real marketing science. Kogan Page Publishers, 2015.

Reference books:

- » Business Research Methods by Bajpai, N., Pearson, New Delhi
- » Marketing Research by Malhotra & Dash, Pearsons Education, New Delhi.

Outcomes: After completion of course, the student will be able to:

CO1: Understand the importance of marketing analytics and data management in measuring, managing and analyzing marketing performance to maximize its effectiveness.

CO2: Carrying and Comparing customer needs and extent of need satisfaction through Gap analysis.

CO3: Understand and Applying factor analysis to extract factors for solving various marketing related issues

CO4: Applying and interpret Cluster analysis in order to determine how likely a population cluster is to purchase products or services.

CO5: Applying and interpret discriminant analysis to make better segmentation decisions in marketing applications.

CO6: Understand the concept, process and application of Conjoint and Multidimensional scaling techniques.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO2/ PSO1,PSO2 |
| CO3 | PO2/ PSO1,PSO2 |
| CO4 | PO3/ PSO1,PSO2 |
| CO5 | PO3/ PSO1,PSO2 |
| CO6 | PO2/ PSO1,PSO2 |

MBHE0015: Advertising Management

Objectives

- ▶▶ To give marketing students an overview and understanding of the important role of advertising in organizational success.
- ▶▶ To make the students familiar with the promotional tools and their role in promotion mix.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|---|--|----------------------|
| MODULE I | Advertising Management: Meaning, Evaluation of Advertising, Objectives, Importance, Integrated marketing communication (IMC) process & its significance, Classification of advertisement, Economic and Social Effects of Advertising Advertising media management, Media Rates, Campaign Planning and Media Scheduling. Advertising creativity: Advertising Copywriting for print and Broadcast Media-Principles, Styles, Advertising visualization and Design production of Print, Broad and other advertisements | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | Media strategy: setting and allocating media budget, media scheduling, testing advertising effectiveness – pre-testing and post testing Advertising agencies Management: Organization and functioning, Organization of Advertising, advertising regulations. Social media Advertisement: Advertisement on face book, youtube, Linkdin and other contemporary platforms; function, strategies and tools to measure effectiveness | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Belch, G. E., & Belch, M. A., Advertising and Promotion. Delhi: Tata McGraw-Hill Publication.

Reference Books:

- Batra, R. & Myers, J. G. Advertising Management. Delhi: Prentice Hall of India. 2006
- Jethwaney, J., & Jain, S. Advertising Management. New Delhi: Oxford University Press.

Outcomes: After completion of course, the student will be able to:

- CO1: Explain the concepts, tools and techniques of promotion mix.
- CO2: Identifying and compare the various methods of direct marketing for the marketing of different types of product and services.
- CO3: Compare, classify and explain advertisement management and its planning.
- CO4: Explain the importance of media management and its component.
- CO5: Demonstrate the importance of creativity and visualization in advertisement.
- CO6: Understand the importance of developing media strategy and functions of advertising agency.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/ PSO1 |
| CO2 | PO1/ PSO1, PSO2 |
| CO3 | PO2/ PSO1 |
| CO4 | PO1/ PSO1 |
| CO5 | PO2/ PSO1, PSO4 |
| CO6 | PO1/ PSO1 |

MBHE0016: Business to Business Marketing

Objectives

- »» To prepare for a career in “Business to Business Marketing”
- »» To share the concepts and frameworks which may be more relevant in industrial Marketing situations
- »» To have a understanding of various data analysis techniques.
- »» Evaluating the opportunities and risk factors involved in conducting e-Business.
- »» Identifying organizational processes and relationship that may have value added through the application of an e business strategy
- »» Assisting in the incorporation of an e-business strategy into the organization’s goals and objectives.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|-----------------------------|---|----------------------|
| MODULE I | <p>B2B Market, B2B Versus Consumer Marketing, Understanding B2B Markets, Types of Industrial Markets, Types of Business customers, Classifying Industrial Products & Services,</p> <p>B2B Marketing Environment, Strategies for managing the B2B marketing environment, Nature of Business Buying,</p> <p>Interpersonal dynamics of organizational buying behavior, The Webster & Wind model of Organizational Buying Behavior, Accessing market opportunities, Segmentation, targeting and positioning in B2B marketing</p> <p>Analyzing Industrial Product Life Cycle, Strategic innovation and new product development, Products adaptation strategies, Branding process & Brand strategy in B2B</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | <p>Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Terms of Payment, Competitive Bidding, Leasing</p> <p>The Promotional Strategies: Communication Objectives, Role of Advertising in B2B marketing, Sales Promotion in Industrial Markets, Trade shows and Exhibitions</p> <p>Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts, SCM, Logistics Management, Customer Service, Major cost centers of Market Logistics.</p> <p>Management of Sales Force: Personal Selling and Process, Key Account Management, Managing Industrial Sales Force,</p> | (15 Sessions) |

| | | |
|---------|--|--|
| | Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues. | |
| * ** | Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes | |

MBHE0017: Customer Relationship Management

Objectives of the Course:

- ▶▶ To understand the concepts and principles of CRM
- ▶▶ To appreciate the role and changing face of CRM as an IT enabled function, and
- ▶▶ To enable managing Customer Relationship.

| | | |
|-----------------------------|--|----------------------|
| Module I | <p>CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level</p> <p>Agreements (SLAs), creating and managing effective SLAs.</p> <p>CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling- Customer Retention, Behaviour Prediction</p> <p>- Customer Profitability & Value Modeling, Channel Optimization - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.</p> <p>Sales Force Automation - Sales Process, Activity, Contact-Lead and Knowledge Management - E-Commerce and Customer Relationship on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | <p>Analytical CRM - Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.</p> <p>CRM Implementation - Choosing CRM tools - Defining functionalities – Homegrown versus out-sourced approaches. Defining a CRM Strategy and Designing CRM Implementation Road Map (Taken from NIT Rourkela)</p> <p>Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development. . CRM Implementation and Effectiveness – Banking- Health Care- Insurance- Travel Industries. (Taken from NIT Surathkal)</p> <p>Team - Scoping and prioritizing - Development and delivery - Measurement.</p> | (15 Sessions) |

| |
|---|
| <p>* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes</p> |
|---|

Text Books:

- »» *Customer Relationship Management* by J N Sheth, Atul Parvatiyar, G. Shainesh, Tata McGraw Hill.
- »» *Customer Relationship Management Concept & Cases* by Alok Kumar Rai, Prentice Hall of India Private Limited, New Delhi.

Reference Books:

- »» *Customer Relationship Management* by S. Shanmugasundaram, Prentice Hall of India Private Limited, New Delhi.
- »» *Customer Relationship Management* by Kaushik Mukherjee, Prentice Hall of India Private Limited, New Delhi.
- »» *Customer Relationship Management* by V. Kumar & Werner J., Wiley India,

Journals:

- »» Marketing Intelligence & Planning (Emerald)
- »» Service Marketing Quarterly (Taylor and Francis)
- »» Customer Needs and Solutions (Springer)

Learning Outcomes

- »» Appreciate and evaluate Customer Relationship
- »» Understand Customer Loyalty
- »» Analyze the Success factor of CRM
- »» Understand levels of Services
- »» Understand Service- Level Agreement

MBHE0018: Product and Brand Management

Objectives

- ▶▶ This course will attempt to understand various types of products in the product portfolio of an organization.
- ▶▶ Developing new products and eliminating exiting products from the portfolio will be examined. Why a marketer needs brand names and what is the need to maintain brands equity

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|--|---|----------------------|
| MODULE I | <p>Product Management: Product Mix concepts, Product Classification, Product Development, Marketing Organization: Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.</p> <p>Product Market Strategies: Product Life Cycle Stages and corresponding Strategies, Product Evaluation</p> <p>Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation</p> <p>Brand Management: Brands Vs Products, Benefits of branding; Brand attributes, Brand Elements, Brand types and consumer value spaces- functional, emotional, experiential brands</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE II | <p>Brand Equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Brand Building: Brand building blocks and implications, Measuring Brand equity: Brand Value Chain and Brand Tracking, Brand Equity Management System</p> <p>Brand Positioning & Values: Brand Knowledge, Identifying and establishing Brand Positioning, Positioning Guidelines, Brand Values and Brand mantras, brand life cycle- challenges and strategies</p> <p>Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time- Reinforcing Brands, Revitalizing Brands, Co-branding, Celebrity endorsement, Brand Crisis</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

MBHE0020: Financial Market and System

Objective:

- To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------------------|---|----------------------|
| Module I | <p>Management of Commercial Banking Institutions (I): Banking industry in India and its constituents, RBI – introduction & major functions, Commercial Banks in the Emerging Environment of Privatization and Globalization, Internet banking and mobile banking.</p> <p>Management of Commercial Banking Institutions (II): Management of deposits of commercial banks, management of loans in commercial banks, Asset liability management, Management of NPAs, Interest rate structure</p> <p>Management of Financial Services: Mutual Fund – origin and growth of mutual fund, Constituents and management of Mutual Fund – sponsors, trustees, AMC's and custodian, Type of mutual fund schemes, benefits of mutual fund as an investment option.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | <p>Management of development Financial Institutions: Meaning and importance of development financial institutions. IDBI, ICICI, IFCI, NABARD and SFCs – introduction and major objectives. Microfinance: Need, Evolution, Initiatives, Challenges, SHG – Bank Linkage Programme, Financial Inclusion Micro Finance Institutions – concept and services.</p> <p>Merchant Banking and Venture Capital: Merchant banking – origin and development of merchant banking in India. Importance of merchant bankers, guidelines of SEBI towards merchant banking. Venture Capital – concept and importance of venture capital,</p> | (15 Sessions) |

| | | |
|---------|---|--|
| | venture capital in India, guidelines for venture capital. Management of NBFCs: Non-Banking Financial Institutions: Activities and Role of NBFC; Regulatory Framework of NBFC; Recent Development. Leasing & Hire Purchase – concept of lease & hire purchase, lease vs. hire purchase, benefits to lesser and lessee. | |
| * ** | Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes | |

Text Books:

- Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.

Reference Books:

- ▶▶ Bharti V Pathak. Indian Financial System. Pearson Publication.
- ▶▶ Meir Kohn, Financial Institutions & Markets, TATA McGraw Hill.
- ▶▶ M Y Khan. Indian Financial System (Fourth Edition), TATA McGraw Hill.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding basic banking functions, RBI and role in the economy. Internet and mobile banking.
- CO2: Acquaintance of management of deposits and loans, ALM and management of NPA.
- CO3: Defining the development of financial institutions. Micro finance and its services.
- CO4: Defining the development of financial institutions. Micro finance and its services.
- CO5: Evaluating the sources of finance merchant banking and venture capital.
- CO6: Understanding the role of NBFC, its types and concept of leasing and hire purchase.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|-----------------|
| CO1 | PO1/ PSO1 |
| CO2 | PO2 / PSO2 |
| CO3 | PO1 /PSO1, PSO4 |
| CO4 | PO1 /PSO2, PSO3 |
| CO5 | PO1/PSO1 |
| CO6 | PO1 /PSO4 |

MBHE0021: Financial Planning & Wealth Management

Objectives:

- » To enable understanding of role and relevance of wealth management.
- » To enable scholars to use these techniques optimizing the profitability and attaining the financial objectives of Individuals.

Credits: 3

L-T-P-I: 3-0-0-0

| UNIT No. | Content | Teaching Hours |
|-----------|---|----------------|
| Module I | Financial Planning& Wealth Management: Financial Planning: Financial Planning Process, Need for Financial Advisory Services, Scope of Financial Advisory Services Wealth Management: Financial Planning to Wealth Management, Life Cycle, Wealth Cycle Investment Products and Services: Venture Capital, Private Equity Funds, Hedge Funds, Portfolio Management Services | (15 Sessions) |
| | Personal Financial Planning: Financial Plan: Goal-based Financial Plan, Comprehensive Financial Plan, Contingency Planning Estimating Financial Goals, Concept of Compounding Systematic Approach in Investing: Systematic Investment Plan, Systematic Withdrawal Plan, Systematic Transfer Plan Operational Aspects of Financial Transactions: PAN & KYC Process, e-KYC, Power of Attorney, Online Investments | |
| | Debt Counselling: Computation of EMI, Loan Amortization Schedule, Tax and Time Value of Money Implications on Loan Evaluation Risk Profiling & Asset Allocation: Risk Profiling of Investors, Managing Investment Risk, Measuring Investment Returns (Tax Adjusted and Risk Adjusted Returns) Asset Allocation: Strategic and Tactical Asset Allocation, Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation | |
| | MID-TERM EXAMINATION | |
| Module II | Insurance Planning: Need for Insurance, Requirements of an Insurable risk, Role of Insurance in Personal Finance, Steps in Insurance Planning, Insurance Products, Life Insurance Need Analysis Retirement Planning: Introduction to Retirement Planning Process, Estimating Retirement Corpus, Determining the Retirement Corpus, Investment Planning to meet Retirement Goals, Retirement Products | (15 Sessions) |

| | | |
|---|--|--|
| | Tax & Estate Planning: Tax Planning: Understanding Income Tax Principles, Tax Aspects of Investment Products, Advance Tax, Filing of Return Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust | |
| | Regulatory and Compliance Aspects: SEBI (Investment Advisers) Regulations, Ethical Issues in providing financial advice, Redressal in Capital Market, Redressal in Banking, Regulations relating to Insurance, Pension Funds, Alternate Investment Schemes, Investment Grievance Redressal Mechanism | |
| * Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes | | |

Text Books:

- » Gitman & et al. Personal Financial Planning, South-Western College Pub.
- » Keown, Arthur J. Personal Finance. Pearson Education.

Reference Books:

- » NISM. Investment Adviser Level - 1 (NISM Series X-A)
- » NISM. Investment Adviser Level - 2 (NISM Series X-B)

Outcomes: After completion of course, the student will be able to:

- » CO1: Understanding of personal financial planning and wealth management tenets in context of Investment Planning of individuals with exposure to real life problems
- » CO2 : Application of operational aspects of financial transactions in context of financial planning
- » CO3 : Determine the ideal scheduling of Loans and optimum asset allocation mix for individual financial planning
- » CO4 : Acquaintance of selection mechanism of suitable insurance plans for individuals and assessment of requisite retirement corpus and corresponding plan to achieve the targets
- » CO5 : Application of Tax Planning to minimize tax liabilities following all legitimate and practical methods
- » CO6 : Understanding of Regulatory and Compliance Aspects applicable on Capital Market and Securities Market along with the exposure to Investment Grievance Redressal Mechanism

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|------------------|
| CO1 | PO1 / PSO1 |
| CO2 | PO1 / PSO1, PSO2 |
| CO3 | PO2 / PSO1, PSO2 |
| CO4 | PO2 / PSO1, PSO2 |
| CO5 | PO2 / PSO1, PSO2 |
| CO6 | PO4 / PSO3 |

MBHE0022: Investment Management

Objective:

- To develop an understanding of the investment alternatives that exists in the investment markets
- To develop ways of analysis of different securities.
- To instill in them the ability to construct and analyze a portfolio of investments.

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------------------|--|----------------------|
| Module I | <p>Introduction: The Investment Environment, Financial Markets, Investment Alternatives, Trading Procedure Investment Approaches, Structure of Securities Market, Participants in Security Market Regulatory Mechanism: SEBI and its Guidelines; Investor Protection</p> <p>Risk&Return Risk: Meaning, Systematic vs. Unsystematic Risk, Measures of Risk – Standard Deviation, Variance, Coefficient of Variation, Beta, Value at Risk (VaR) Return: Meaning, Measures of Return – Total Return, Return Relative, Real Return, Cumulative Wealth Index, CAGR</p> <p>Market Efficiency Market Efficiency: Market Efficiency, Forms, Testing for Market Efficiency</p> <p>Technical Analysis: Technical Analysis: Meaning, Assumptions, Tenets of Dow Theory & Elliott Wave Theory, Support & Resistance Types of Stock Charts: Line, Bar, Candle, Point & Figure, Heikin-Ashi, Kagi, Renko Candlestick Chart Patterns & Terminology Technical Indicators: Breadth & Sentiment Indicators Oscillators: Relative Strength Index, Stochastic, William %R, MACD, Bollinger Bands, Money Flow Index, ATR, ADX</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | <p>Fundamental Analysis: Economy, Industry and Company Analysis, Bottom-Up Approach, Top-Down Approach, Sum of the Parts (SOTP) Method Valuation of Equity: Equity Valuation Models – Discounted Cash</p> | (15 Sessions) |

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|----|---|--|
| | Flow Model, Two Stage Growth Model, H-Model Portfolio Theory & Equilibrium in Capital Markets: Portfolio Return & Risk, Efficient Frontier, Optimal Portfolio, Capital Asset Pricing Model, Single-Index and Multifactor Models, Arbitrage Pricing Theory Portfolio Management: Portfolio Management Process, Performance Evaluation of Existing Portfolio: Sharpe, Treynor, Jensen, Fama Measures, Sortino Measure | |
| * | Provision for presentations / assignments / case analysis in additional sessions | |
| ** | 1 Session = 60 Minutes | |

Text Books:

- ▶▶ Chandra, P. Investment Analysis & Portfolio Management. New Delhi: Tata McGraw-Hill Company Limited.

Reference Books:

- Bodie, Zvi, K., Alex, Marcus, Alan, J. & Pitabas, M., Investments. Tata McGraw-Hill Publishing Company Limited, New Delhi
- Jones, C. P., Investment Analysis & Management. New York: John Wiley & Sons.
- Sharpe, W., Investments. New Delhi: Prentice Hall India.
- Fischer & Jordan, Security Analysis & Portfolio Management. New Delhi: Pearson Education.
- Ranganatham & Madhumati, Investment Analysis & Portfolio Management. New Delhi: Pearson Education.
- Kester, Ruback & Tufano, Case problems in Finance. New Delhi: Tata McGraw-Hill.

Outcomes: After completion of course, the student will be able to:

- ▶▶ CO1: Understanding concepts of investment process, regulatory mechanism and SEBI guidelines for Investors Protection
- ▶▶ CO2: Explanation of mechanism of risk and return and assessment of efficiency of market and its implications for investors
- ▶▶ CO3: Acquaintance of mechanisms of Equity Valuation using fundamental and technical analysis
- ▶▶ CO4: Understanding of fixed income securities and term structure of interest rate and its application for investment in bonds
- ▶▶ CO5: Explanation of tenets of portfolio theories viz. Markowitz Model, Single Index Model, CAPM and APT and their implications for investment decisions
- ▶▶ CO6: Understanding evaluation mechanism of portfolio evaluation using Jensen, Sharpe, Treynor, & Fama.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO2/PSO2,PSO5 |
| CO3 | PO2/PSO1 |
| CO4 | PO1/PSO2 |
| CO5 | PO2/PSO1 |
| CO6 | PO2/PSO4 |

MBHE0023: Direct and Indirect Tax

Objective:

- » To provide students a comprehensive overview of the taxation system, procedures, structures and their implications in terms of tax planning for individuals as well as corporate
- » To develop analytical skills of students to acquaintance of the practical functioning of taxation in corporate spectrum by extending the maximum practical exposure to students
- » To understand the basic concepts related to GST.
- » To acquaint with the latest amendments made in connection with indirect taxation.
- » To understand the procedural requirements of Custom duty

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------------------|--|----------------|
| Module I | Direct Tax: Introduction to Basic Tax Concepts, Evolution of Taxation System, Tax Planning, Tax Avoidance, and Tax Evasion, Residential Status of Assesse and its impact on Tax Liability Taxation for Individual (I) Income from Salary: Allowances, Perquisites, Retirement Benefits, Income from House Property: Computation of GAV, NAV, Deductions u/s 24, Income from Business or Profession: Allowed Deductions, Disallowed Expenditures, Depreciation Taxation for Individual (II) Income from Capital Gains: Computation of Short Term & Long Term Capital Gains, Deductions u/s 54 Income from Other Sources: Scope and Deductions. | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | Corporate Taxation: Minimum Alternate Tax, Tax on Distributed Profits, Tax Rates Taxation Procedure: Permanent Account Number, Clubbing of Income, Set off and Carry forward of Losses, Advance Payment of Tax | (15 Sessions) |

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|---------|---|--|
| | <p>Filing of Return, e-filing of return, Assessment, Appeals, Revision and Rectification, TDS Rates and Rules.</p> <p>Indirect Tax:</p> <p>An Overview of Goods and Service Tax:</p> <p>Introduction, Brief comparison with previous taxation structure, GST: Scope, Functioning & Procedural Norms.</p> <p>Custom Duty</p> <p>Definitions of certain terms relating to the Customs Act, Custom Tariff Act, Levy, and types of Custom Duties.</p> <p>Indirect taxation applicable to few commodities levied by either Central or State Government.</p> | |
| * ** | <p>Provision for presentations / assignments / case analysis in additional sessions</p> <p>1 Session = 60 Minutes</p> | |

Text Books:

- Singhanian, V. K. & Singhanian, M. Corporate Tax Planning and Business Tax Procedures. Taxmann Publication, New Delhi.

Reference Books:

- Bhatia, H. L. Public Finance. Vikas Publishing House.
- Mehrotra, H. C. Corporate Tax Planning. Sahitya Bhawan Publication.

Outcome: After completion of the course, the student will be able to:

- CO1: Understanding concepts of tax planning, tax avoidance and tax evasion along with computation of residential status of assessee and its impact on tax liability.
- CO2: Acquaintance of provisions related to income from salary, house property, and business and profession.
- CO3: Acquaintance of provisions related to computation of taxable income of capital gains and other sources.
- CO4: Understanding procedure of tax liabilities of individual and companies along with procedures of minimum alternate tax- and tax-deductible deductions.
- CO5: Understanding procedures of taxation related to clubbing of income, set off and carry forward of losses and filing of return.
- CO6: Explanation of basic understanding related to Goods and Service Tax along with functioning and procedural norms and Understanding the nature and scope of Custom Duty and Indirect Taxation apart from applicability of GST.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| Cos | POs/PSOs |
|------------|------------------|
| CO1 | PO1 / PSO1 |
| CO2 | PO2 / PSO1 |
| CO3 | PO2 / PSO1 |
| CO4 | PO2 / PSO1, PSO3 |
| CO5 | PO1 / PSO1, PSO3 |
| CO6 | PO1 / PSO1, PSO3 |

MBHE0024: International Finance

Objective:

- » To make the students understand Finance in global context.
- » To explain the foreign exchange market-major players, basic concepts, international monetary system and contemporary practices.
- » To develop an insight into the meaning and increasing role of derivatives in the international financial market and help students to make the short term and long term financial decisions in the global market.

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------------------|---|----------------|
| Module I | <p>International Enterprise & Multinational Financial Management: Therise of Multinational Corporation, The Internationalization of Business and Finance, The Scope of International Finance, Distinguishing Features of International Finance</p> <p>International Monetary System: The Gold Standard, The Inter-war Years, The Bretton Woods System, The Smithsonian Agreement, The Flexible Exchange Rate Regime, Alternate Exchange Rate Systems</p> <p>The Foreign Exchange Market: Foreign Exchange Market and its Functions, Foreign Exchange Rates, Arbitrage, The Spot Market, Cross Rates of Exchange, Bid - Ask Spreads, The Forward Market, Interest Arbitrage</p> <p>Theories of Foreign Exchange Rate Movement: Purchasing Power Parity, International Fisher Effect, Interest Rate Parity</p> <p>Management of Foreign Exchange Risk: Foreign Exchange Risk, Management of Translation, Transaction, and Economic Exposures</p> <p>Country Risk Analysis: Measuring Political Risk, Economic and Political Factors underlying Country Risk, Country Risk Analysis in International Banking</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |

| | | |
|--|---|----------------------|
| Module II | <p>Financial Management of the Multinational Firm: Cost of Capital and Capital Structure of the Multinational Firm, Multinational Capital Budgeting – Application and Interpretation, Multinational Cash Management, International Taxation</p> <p>Foreign Investment Analysis: International Portfolio Investment, Optimal International Asset Allocation, Measuring Total Return from Portfolio Investing, The International Capital Asset Pricing Model Corporate Strategy and Foreign Direct Investment</p> <p>Balance of Payments: The International Flow of Goods, Services and Capital; Balance of Payments Accounting, Balance of Payment Statements, Coping with the Current Account Deficit.</p> <p>Eurocurrency Market: Domestic Issues vs. Euro Issues, International Bonds Market, External Commercial Borrowings, Euro Debt, Foreign Currency Convertible Bonds</p> | <p>(15 Sessions)</p> |
| <p>* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes</p> | | |

Text Books:

- Apte, P.G.” International Financial Management”: Tata McGraw-Hill Company Limited, New Delhi.

Reference Books:

- » K Ashwath Damodaran. “Corporate Finance – Theory and Practice”: John Wiley & Sons.
- » Eun C.S. & Resnick, B.G.” International Financial Management”: McGraw-Hill, USA.
- » Stonehill, A.I., Michael, H. & Moffet,” International Financial Management”, United Nations Library on Transnational Corporations.
- » Madura, J.” International Financial Management”: Cengage Learning, USA.
- » Sharan, V. “International Financial Management”: PHI Learning Pvt. Ltd, New Delhi.
- » Siddaiah, T. “International Financial Management”: Pearson Education India, Noida.
- » Kevin. “Fundamentals of International Financial Management”: PHI Learning Pvt. Ltd, New Delhi.

Outcome: After completion of the course, the student will be able to:

- » CO1: Understanding the evolution & significance of international finance & monetary system
- » CO2: Developing an insight into the contemporary practices of foreign exchange market & different types of quotations.
- » CO3: Illustrating & outlining the key factors of risk analysis at global context.
- » CO4: Developing critical thinking about management of budget, cash & tax for operations at international level.
- » CO5: Understanding various financial decisions in the global market
- » CO6: Comparing international financial market to domestic financial market & to know about economy & international finance.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|------------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO2 / PSO1, PSO2 |
| CO3 | PO2 /PSO1, PSO2 |
| CO4 | PO2 /PSO1, PSO2 |
| CO5 | PO1 /PSO1, PSO2 |
| CO6 | PO1 / PSO1, PSO2 |

MBHE0025: Financial Modeling

Objectives:

- Students will acquire knowledge of current theory and techniques of the major business discipline using ARCH/GARCH
- Students will exhibit the leadership capacity and teamwork skills for financial decision making.
- Students will understand the ethical implication of financial modelling.

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------|--|----------------------|
| Module I | <p>Excel Proficiency(Analytics on Spreadsheets):</p> <p>Excel Skills: Data Filter and Sort, Formatting of ExcelSheets,Table formula; Conditional Formatting</p> <p>Data Visualization: Charts and Graphs, Dashboards, Toolsand software for data visualization;</p> <p>Excel functions: VLOOKUP, HLOOKUP, Match, Index, If, Solver, Goal Seek, Finance functions, logical functions;Spreadsheet Add-Ins for Business Analytics</p> <p>Excel Advanced Functions:</p> <p>Using Excel Lookup functions for Database queries</p> <p>What if Analysis, Scenario Building, Data Tables, PivotTables</p> <p>Advance Macros & VBA for Finance: UnderstandingMacros and VBA, Application of macrosto Financial modeling</p> <p>Basic Financial Models:</p> <p>Building DCF Valuation, Contingent Valuation and Financial Performance Models in MS-EXCEL</p> <p>Predictive Modelling:</p> <p>Linear Regression: Simple and Multiple Linear Regression, R-square and Adjusted R-square, Interpretation ofcoefficients, Residual Analysis</p> <p>Forecasting (Time Series): Principles of Forecasting, Time Series, Trend, Seasonality</p> | (15 Sessions) |

| MID-TERM EXAMINATION | | |
|----------------------|--|---------------|
| Module II | <p>Exploring R Programming <i>Basic R Commands</i> – read.table, read.csv, head, tail, dim, name, attach, detach, class, levels, summary, plot, install.packages <i>Hypothesis Testing in R-Studio</i> – One Sample t Test, Independent Samples t Test, Paired t Test, ANOVA, Post Hoc Test, Chi-Square Test, Correlation, Covariance</p> <p>Building Prediction Model ► MS-Excel: Regression & Multiple Regression Equation, Understanding Residuals, Forecasting Time Series using after adjusting Trend for Seasonal Effect ► R or R Studio: Developing Regression Model without and with Interaction Effect, Decomposition of Time Series (Trend, Seasonal, and Irregular), Forecasting Time Series using ARIMA (with Seasonality Effect)</p> <p>Time Series Analysis using E-views Understanding implications of Stationarity in Time Series Analysis, Interpretations of Correlogram, Cross Correlogram, Unit Root Test, Johansen Co-integration Test, Granger Causality Test, Developing Regression Equation using ARCH / GARCH Models</p> <p>Overview of Python in Financial Modeling</p> | (15 Sessions) |
| | <p>* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes</p> | |

Text Books:

- Focardi, S. M., & Fabozzi, F. J. The mathematics of financial modeling and investment management. John Wiley & Sons.
- Laursen, G. H., & Thorlund, J. Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons.
- Bennett, Mark J., and Dirk L. Hugen. Financial Analytics with R: Building a Lapto Laboratory for Data Science. Cambridge University Press.

Reference Books:

- Charnes, J. Financial modeling with crystal ball and excel. John Wiley & Sons.
- Jondeau, E., Poon, S. H., & Rockinger, M. Financial modeling under non-Gaussian distributions. Springer Science & Business Media.
- Shmueli, G., Bruce, P. C., Yahav, I., Patel, N. R., & Lichtendahl Jr, K. C. Data mining for business analytics: concepts, techniques, and applications in R. John Wiley & Sons.
- Turban, E., King, D., Sharda, R., & Delen, D. Business intelligence: a managerial perspective on analytics. Prentice Hall, New York.

Outcomes: After completion of course, the student will be able to:

- CO1: Developing basics of Excel Proficiency using basic excel skills, data visualization and functions
- CO2: Understanding excel advanced functions viz. What if Analysis, Scenario Building, Pivot Tables, Advance Macros & VBA
- CO3: Application of Linear regression and forecasting for real life business Problems
- CO4: Learning of functionality of R & R Studio with popular commands and hypothesis testing in R Studio
- CO5: Application of financial analytics in building Prediction Models with understanding of Seasonality Effect and Interaction Effect
- CO6: Application of Auto Regressive Conditional Heteroscedasticity Models in modelling volatility of risk using e-views

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|-----|-----------------------|
| CO1 | PO2 / PSO1, PSO4 |
| CO2 | PO1 / PSO1 |
| CO3 | PO2 / PSO1, PSO2 |
| CO4 | PO1, PO2 / PSO1, PSO3 |
| CO5 | PO1, PO2 / PSO1, PSO3 |
| CO6 | PO1, PO2 / PSO1, PSO3 |

MBHE0026: Futures, Operations & Risk Management

Objective:

- » To make the students aware about various financial derivatives available
- » To evaluate how these financial derivatives are used to minimize risk
- » To learn how to formulate option trading strategies and execute them

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|--|---|----------------------|
| Module I | <p>Derivatives – Basics: Definition and Origin of Derivatives. Type of Derivative Contracts: Forwards, Futures, Options & Swap, Participants in Derivative Market; Economic Function of Derivative Market – Risk Management, Market Efficiency, Price Discovery Role of Derivatives in Hedging, Speculation & Arbitrage</p> <p>Option Contracts: Option Terminology, Comparison between Futures and Options, Options Payoffs, Application of Payoffs Exotic Options: Asian, Bermudan, Compound, Binary, Barrier, Look back, Shout, Chooser</p> <p>Pricing of Options: Variables affecting Price of Options, Binomial Model and Black-Scholes Model for Option Pricing Option Greeks: Delta, Gamma, Theta, Vega & Rho</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | <p>Option Trading Strategies: Long / Short Call, Long / Short Put, Covered Call / Put, Long / Short Strangle, Long / Short Straddle, Collar, Spread, Long / Short Call Butterfly, Long / Short Call Condor</p> <p>Fundamentals of Futures: Difference between Forward & Futures, Futures Terminology, Margins, Daily Mark-to-Market and Final Settlement, Contango and Backwardation Payoff Matrix from Futures, Hedging with Futures</p> <p>Swaps: Interest Rate Swaps & Currency Swaps</p> <p>Credit Derivatives: Credit Risk & Rating, Collateralized Debt Obligations (CDO), Credit Default Swaps (CDS) Regulatory Framework of Derivative Markets</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- ▶▶ Hull, J.C. Options, Futures and Other Derivatives. New Delhi: Prentice Hall of India Limited. 2018.

Reference Books:

- ▶▶ Gupta S. L. Financial Derivatives. New Delhi: Prentice Hall of India Limited. 2010.
- ▶▶ Johnson, P.M. Derivatives: A Manager's Guide to the World's Most Powerful Financial Instruments. USA: McGraw-Hill Professional. 1999.
- ▶▶ Kolb, R.W. & Overdahl, J.A. Financial Derivatives. New York: Wiley and Sons. 2003.
- ▶▶ Miller, M.H. Merton Miller on Derivatives, New York: Wiley and Sons. 1997.
- ▶▶ Somanathan. Derivatives: Markets, Valuation, and Risk Management, New Delhi: Tata McGraw-Hill. 1998.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding concepts of financial derivatives and its application in hedging, speculation and price discovery
- CO2: Application of futures and option payoffs and understanding implications of exotic options
- CO3: Acquaintance of mechanism of valuation of options using Binomial Model and Black and Scholes Model and implications of option greeks for derivative trading
- CO4: Developing various option combination strategies with real time NIFTY data and understanding the timing of strategy and its payoff.
- CO5: Understanding fundamentals of futures along with payoff of futures and hedging using futures.
- CO6: Understanding working mechanism of Interest rate swaps, currency swaps and Credit derivatives along with the regulatory framework

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | Pos / PSOs |
|-----|------------------|
| CO1 | PO1 / PSO1 |
| CO2 | PO1 / PSO1, PSO2 |
| CO3 | PO2 / PSO1, PSO2 |
| CO4 | PO2 / PSO1, PSO4 |
| CO5 | PO1 / PSO1, PSO3 |
| CO6 | PO1 / PSO1 |

MBHE0027: Project and Infrastructure Finance

Objective:

- To develop understanding of Project finance along with funding (financing) of long-term infrastructure, industrial projects, and building awareness of Project Development, Social Project and implications of risk assessment framework in project and infrastructure finance

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------------------|---|----------------------|
| Module I | Project Finance Basics History, Approaches, Importance of Project Finance Time Value of Money Future Value, Present Value of sum, Present Value of Income Stream, Real and Nominal Rates of Interest, Components of Interest Rates, Determinants of Interest Rates, Credit Rationing, Continuous Time Discounting Corporate Finance Analysis of Balance Sheet, Financial Ratios, Off-balance sheet items, The Income Statement, Market Ratios, Sources of Funds, Preferred Stock, Common Stock, New Issues, Bonds, Pseudo Equity, Optimal Capital Structure Project Development Owner's Need, Project Proposal, Requirements and Specifications, Budget, Financial Feasibility, Project Authorization, Design Development, Project Close Out | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | Social Project Private and Social Considerations, Valuation of Social Benefit, Valuation of Social Cost, Real and Pecuniary Effects, Incremental Outputs, Shadow Prices, Option Value, Choice of Hurdle Rate, Income Effects Characteristics of Project Finance | (15 Sessions) |

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| | <p>The structure of Project Finance, Corporate Finance, Public Private Partnerships (PPP), Stakeholder Politics, Stakeholder Management</p> <p>Risk Management Framework</p> <p>Risk and Uncertainty, Probability, Discrete and Continuous Variables, Moments, Risk Exposure, Scope of Risk Management, Risk Management Contexts</p> <p>Cash Flow Risks</p> <p>Estimating Initial Cost, Payback Period, Conservative Estimates, Risk Adjusted Discount Rate, Sensitivity Analysis, Scenario Analysis, Monte Carlo Analysis, Value at Risk, Forecasting Models</p> <p>Financial Risks</p> <p>Derivatives, Forwards, Futures, Swaps, Caps and Floors, Stochastic Processes, Winner Process, Ito's lemma</p> | |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- Tan, W. (2007). Principles of Project and Infrastructure Finance. United Kingdom: CRC Press.

Reference Books:

- Higuchi, T. (2019). Natural resource and PPP infrastructure projects and project finance. In *Economics, Law, and Institutions in Asia Pacific*. Springer.
- Wellman, K., & Spiller, M. (2012). *Urban infrastructure: finance and management*. John Wiley & Sons.
- Davis, H. A. (Ed.). (2008). *Infrastructure finance: Trends and techniques*. Euromoney books.
- Grigg, N. S. (2010). *Infrastructure finance: the business of infrastructure for a sustainable future* (Vol. 536). John Wiley & Sons.

Outcome: After completion of the course, the student will be able to:

- CO1 – To understand the implications of Time Value of Money concepts in Project and Infrastructure Finance
- CO2 – To analyze the balance sheet and income statement using financial ratios and understanding optimal capital structure
- CO3 – To understand the process of project development
- CO4 – To evaluate social project using Social Cost Benefit Analysis

- CO5 – To evaluate risk and develop risk management framework in project finance
- CO6 – To explore implications of financial risks and use of derivative instruments in risk management

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|------------|------------------|
| CO1 | PO1 / PSO1 |
| CO2 | PO1 / PSO2, PSO4 |
| CO3 | PO2 / PSO1 |
| CO4 | PO2 / PSO1, PSO2 |
| CO5 | PO3 / PSO1 |
| CO6 | PO2 / PSO3, PSO4 |

MBHE0028: Behavioural Finance

Objective:

- » To develop cognizance of the importance of Behavioural Finance in investment
- » To enable students to describe how investors exhibit irrationality in a world full of logical information
- » To evaluation implications of behavioural finance in investment decision making at individual and corporate level.

Credits: 03

L-T-P-J: 3-1-0-0

| Unit No. | Content | Teaching Hours |
|-----------------------------|---|----------------------|
| Module I | Foundations of Rational Finance Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Markets Hypothesis, Agency Theory, The Influence of Psychology Heuristics and Biases How the Human Mind Works, Familiarity and Related Heuristics, Representativeness and related Heuristics, Anchoring, Irrationality and Adaption, Hyperbolic Discounting Self-Deception Forms of Overconfidence, Causes of Overconfidence, The Success Equation: Untangling Skill and Luck in Business Prospect Theory and Mental Accounting Error in Bernoulli's Theory, Prospect Theory, SP/A Theory, Framing, Mental Accounting Emotional Factors and Social Forces Substance of Emotion, Theories of Emotion, Types and Dimension of Emotion, Emotional Style, Emotions and Investing, Conformity, Social Influence | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| Module II | Behavioural Aspects of Investing Portrait of an Individual Investor, Impact of Heuristics and Biases on Financial Decision Making, Implications of Overconfidence for Decision Making, Implications of Emotions & Mental Accounting Behavioural Portfolio Theory, Psychographic Models, Overcoming Psychological Biases Market Outcomes | (15 Sessions) |

| | | |
|----|--|--|
| | <p>Size Effect and Seasonality, Momentum and Reversal, The Value Premium, The Equity Premium Puzzle, Excessive Volatility, Bubbles, Behavioural Asset Pricing Model</p> <p>Value Investing</p> <p>Central Tenets of Value Investing, Academic Research on Value Investing, Strategies of some well-known Value Investors</p> <p>Behavioural Corporate Finance</p> <p>Rational Managers with Irrational Investors Approach, Valuation, Capital Budgeting, Capital Structure, Dividend Policy, Mergers and Acquisitions, Agency Conflicts and Corporate Governance</p> | |
| * | Provision for presentations / assignments / case analysis in additional sessions | |
| ** | 1 Session = 60 Minutes | |

Text Books:

- Prasanna, C. (2016). Behavioral Finance. McGraw Hill Publication.

Reference Books:

- Forbes, W. (2009). Behavioural finance. John Wiley & Sons.
- James, M. (2002). Behavioral Finance. Insights into Irrational Minds and Markets. West Sussex, England: John Wiley & Sons.
- Shefrin, H. (2002). Beyond greed and fear: Understanding behavioral finance and the psychology of investing. Oxford University Press on Demand.

Outcome: After completion of the course, the student will be able to:

- CO1 – To understand the concept and foundation of rational finance
- CO2 – To explore heuristics and biases and its implications for investment decision making
- CO3 – To explore impact of Self Deception, Emotional Factors and Social Forces on investment decision making
- CO4 – To evaluate the behavioural aspect on investing
- CO5 – To understand the tenets and implications of market outcomes and value investing
- CO6 – To enable learner to understand implications of behavioural corporate finance

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|------------|------------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1/PSO2, PSO4 |
| CO3 | PO2/PSO1 |
| CO4 | PO2/PSO1, PSO2 |
| CO5 | PO3/PSO1 |
| CO6 | PO2/PSO3, PSO4 |

International Business Management-Electives

MBHE0029: Management of International Trade

Objectives:

- »» To understand the implications of international trade theories in modern era.
- »» To understand the functioning of balance of payment.
- »» To conceptualize the idea behind administered protection and economic integration.
- »» To explain the dimensions of trade promotion measures.
- »» To develop awareness about the various bodies working on the international level for the promotion of international trade.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|------------|---|----------------|
| MODULE – I | <p>International Trade: Concept and Definition, Growing importance of trade in world economy, difference between domestic and international trade; Gains from trade; trade equilibrium and determination of terms of trade; Government role in foreign trade.</p> <p>International Trade Theories: Human capital approach theory, Natural resource theory, Identical preferences theory, Strategic trade theory, international product life cycle theory</p> <p>Balance of Payment: Meaning, Balance of trade and balance of payment, structure of balance of payment; equilibrium, disequilibrium and adjustments; Different approaches to adjustment.</p> <p>International Trade Barriers and Restrictions: Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and anti-dumping duties, quota and other non-tariff measures</p> | (15 Sessions) |

| | | |
|--|---|----------------------|
| | | |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>International Economic Integration: Forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international business.</p> <p>Trade Promotion Measures:</p> <p>Export assistance and promotion measures; Duty exemption schemes; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations; SEZs; import substitution; logic of state trading and canalized trade; trade fairs and exhibitions.</p> <p>International Organizations</p> <p>World Trade Organisation (WTO); International Monetary Fund (IMF); International Bank for Reconstruction and Development (IBRD); Organisation of Petroleum Exporting Countries (OPEC) ; United Nations Conference on Trade and Development (UNCTAD) ; North American Free Trade Area (NAFTA); South Asian Association for Regional Cooperation (SAARC).</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- ▶▶ Hill, C.W. International Business. 5th Edition. New Delhi: Tata McGraw Hill, 2014.
- ▶▶ Heller, H.R. International Trade. New Delhi: Prentice Hall of India, 2009.

Reference Books:

- ▶▶ Aswatthapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.
- ▶▶ Paul, J. International Business. New Delhi: Prentice Hall of India, 2005.

Outcomes:After completion of course, the student will be able to:

- ▶▶ CO1: Conceptualizing international & domestic trade along with the gain from trade and government role in the foreign trade
- ▶▶ CO2: Have the knowledge of various international trade theories and Balance of payment with different approaches to adjustment in BOP.
- ▶▶ CO3: Understanding of trade protectionism tools including the countervailing duties and anti-dumping.
- ▶▶ CO4: Understanding of trade integration between different countries and repercussions of regional economic integration.
- ▶▶ CO5: Identifying trade promotion measures with marketing assistance from the state trade organizations.
- ▶▶ CO6: Have knowledge of objectives and functions of the international organizations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------|
| CO1 | PO2/PSO1 |
| CO2 | PO2/PSO2 |
| CO3 | PO2/PSO2 |
| CO4 | PO2/PSO1 |
| CO5 | PO2/PSO2 |
| CO6 | PO4/PSO2 |

MBHE0030: Dynamics of International Business Environment

Objectives:

- To understand the social, political and economic context of business.
- To conceptualize various dimensions associated with international investment.
- To analyze emerging global business environment.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------------------------|--|----------------------|
| MODULE – I | <p>International Business Environment: Socio-cultural environment - the role of culture – communicating across cultures – cross cultural negotiations and decision making, Geopolitical environment, Legal environment</p> <p>Development of International Monetary System: International Monetary System and Foreign Exchange Market; The Pre-Bretton Wood's period, breakdown of Bretton Wood system and emergence of EMS, ECU and EURO.</p> <p>International Investment: Types and significance of foreign investments– factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – Mergers& Acquisitions – Indian companies going global.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Multi National Corporation: Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India</p> <p>Country Risk Analysis: Country Risk Analysis; Classification of Risk Involved- Geopolitical Risk, Socio-cultural Risk, Economic Risk&how</p> | (15 Sessions) |

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| | <p>to manage risk.</p> <p>Global competitiveness –indicators of competitiveness -competitive advantage of nations – Technology and Global competitiveness;</p> <p>International Operations – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy – International negotiations –international asset protection – Protection of IPRs.</p> <p>Role of RTAs in new market creation- BRICS: creation, economic and political factors contributing to creation of BRICS.Indian Ocean Rim Association (IOR)- India's role in promoting IOR, Basic purpose of creation.BIMSTEC (Bay of Bengal Initiative for Multi-sectoral Technical and Economic cooperation) Business Growth perspectives and present scenario. India's contribution in its development.</p> | |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- ▶▶ Daniel, J.D. International Business Environment and Operations. 10th Edition. New Delhi: Pearson Education, 2004.

Reference Books:

- ▶▶ Gerald, M. International Environment of Business. New Delhi: Oxford Press, 2004.
- ▶▶ Aswatthapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.

Outcomes:After completion of course, the student will be able to:

- ▶▶ CO1: Understanding of introduction to global business environment.
- ▶▶ CO2: Understanding of international monetary system and forex market.
- ▶▶ CO3: Acquaintance of types and significance of foreign investments.
- ▶▶ CO4: Understanding of various aspects of MNCs and country risk analysis.

- » CO5: Understanding of factors of global competitiveness.
- » CO6: Understanding of regional trading agreements.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------|
| CO1 | PO2/PSO1 |
| CO2 | PO2/PSO2 |
| CO3 | PO1/PSO2 |
| CO4 | PO1/PSO1 |
| CO5 | PO2/PSO2 |
| CO6 | PO1/PSO2 |

MBHE00031: WTO and Regional Trading Agreements

Objectives:

- To understand the functions of WTO.
- To understand about regional trade agreements.
- To understand the role of WTO in regional trade agreements.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------------------------|--|----------------------|
| MODULE – I | <p>World Trade Organization:</p> <p>Introduction, History and background of GATT (General Agreement on Tariffs and Trade) and WTO, Organizational structure and decision-making procedures.</p> <p>WTO Dispute Settlement Mechanism (DSM)</p> <p>Nature of WTO dispute settlement mechanism, historical development, levels of DSM, The aim of DSM, functions of DSM</p> <p>Regional Economic Integration:</p> <p>Forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international business.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Regional Trade Agreements:</p> <p>The role of RTAs in the contemporary era of Globalization, the national economic and security interests that underpin RTAs, How MNCs help define, develop and extend RTAs in global networks</p> | (15 Sessions) |

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| | <p>Regional Trade Agreements and the WTO:</p> <p>WTO rules on RTAs, WTO work on RTAs, WTO's contribution in development of RTAs</p> <p>International Trade Agreements:</p> <p>ASEAN (The Association of Southeast Asian Nations), European Union, SAARC (The South Asian Association for Regional Cooperation), RCEP (Regional Comprehensive Economic Partnership), BIMSTEC (Bay of Bengal initiative for multi-Sectoral technical and economic cooperation)</p> | |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- » Bossche, P.V.D. The Law and Policy of the World Trade Organization. Cambridge University Press, 2017

Reference Books:

- » Matsushita, M. & Thomas, M. The World Trade Organization: Law, Practice and Policy. Oxford University Press, 2017.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the functions of WTO and its relationship with GATT.
- » CO2: Understanding of the dispute settlement mechanism of WTO.
- » CO3: Understand the concept of regional economic integration.
- » CO4: Understand the role of RTAs the contemporary era of globalization.
- » CO5: Understand the various aspects associated with RTAs and WTO.
- » CO6: Understand attributes of various contemporary RTAs.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------|
| CO1 | PO1/PSO1 |
| CO2 | PO2/PSO2 |
| CO3 | PO2/PSO2 |
| CO4 | PO2/PSO2 |
| CO5 | PO1/PSO2 |
| CO6 | PO2/PSO1 |

MBHE0032: Cross- Cultural Management

Objectives:

- » To understand the cross-cultural management.
- » To assess the role of culture in various aspects of international business.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------------------------|---|----------------|
| MODULE – I | <p>Introduction to Cross-cultural Management: The Dimensions of Culture, concept of Cross Culture Management, Cross Cultural issues in International Management,</p> <p>Communication across Cultures: Importance of Communication in Culture, High and low context culture, Effective Communication styles</p> <p>Culture and Marketing: Role of Culture in Marketing strategies</p> <p>Various Culture Models and Management: Hofstede model of national culture, Cultural Clusters, Two views of culture: The Etic and Emic Approach, National Cultures and Cross-cultural management.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Motivation across Cultures: Equity in motivation, Influence of Culture in Motivation, Strategies in Motivating Employees from Different Cultures</p> <p>Leadership and Culture: Role of Leader in Leading Groups from Different Cultures, Dealing with Culture Shock.</p> <p>Cultural Dimensions of HRM: Recruitment and Selection process and Culture, Group Dynamics and Culture, Cross Culture Building, Managing Resistance to New Culture, Importance of Cultural Diversity in HRM.</p> | (15 Sessions) |

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| | Managing Global Teams: Cultural Problems in Global Teams, Strategies in Leading Global Teams, International Assignments and Expatriate Management, The role of Global Manager. | |
| * | Provision for presentations / assignments / case analysis in additional sessions | |
| ** | 1 Session = 60 Minutes | |

Text Books:

» Shobhana, M. Cross Cultural Management. New Delhi: Oxford University Press, 2011

Reference Books:

» Carla, I. Comparative International Management. New Delhi: TMH, 2010.

» Ralph, J. Cross Cultural Management. Grin Verlag Publication

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand some of the most well-known models of culture used in international management and concepts of cross-cultural management.
- » CO2: Understand the concepts of communicating across cultures and cross-cultural marketing.
- » CO3: Explain negotiation styles in different countries.
- » CO4: Understand the global relevance of motivation and leadership theories in different national cultures.
- » CO5: Understand the different approaches of international human resource management.
- » CO6: Understand the concepts of managing global teams.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1/PSO2 |
| CO3 | PO2/PSO2 |
| CO4 | PO2/PSO1 |

| | |
|-----|----------|
| CO5 | PO1/PSO2 |
| CO6 | PO1/PSO1 |

MBHE0033: International Marketing

Objectives:

- To understand the complexities, opportunities & creative challenges of marketing across the world.
- To distinguish the marketing mix for overseas markets vis-à-vis domestic markets.
- Evaluate various changes in global market that affects the consumer demand & to develop marketers' strategies.
- To develop expertise in assessing of marketing opportunities for all sizes & types of companies.
- To discuss ethical issues in international marketing affecting sustainable development.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------------------------|---|----------------------|
| MODULE – I | <p>International Marketing: An Overview: Dimensions of International Marketing & its Scope and challenges; EPRG Framework, Domestic v/s International, Marketing, Process of Internationalization, Benefits of International Marketing.</p> <p>Political, Legal & Cultural Environment: Political Environment and Political Risk</p> <p>Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment pertaining to Bribery, Counterfeiting & Gray Market</p> <p>Culture and its Influence on Consumption & Communication Process.</p> <p>International Marketing Planning: Marketing Research & Analysis, Global Marketing Information Sources.</p> <p>Foreign Market Entry Strategies – Exporting, Licensing, Franchising, Joint Ventures, Strategic Alliances, Acquisitions, Management Contracts, Turnkey Operations.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Product Policy and Planning: Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.</p> | (15 Sessions) |

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| | <p>International Pricing Strategy: Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, INCO terms, Methods of Financing and Means of Payment</p> <p>International Channels of Distribution: Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.</p> <p>International Promotion Strategies: Promotion Mix, Promotion and Communication, Personal Selling,</p> <p>International Sales Negotiations</p> <p>International Advertising: Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising, Global e-marketing.</p> | |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- ▶▶ Warren, J. K. 7th Edition. Global Marketing Management. USA: Prentice Hall. 2002
- ▶▶ Cateora, P., & Graham, J. 11th Edition. International Marketing. USA: McGraw Hill.2003
- ▶▶ Joshi, R. M. International Marketing. Oxford University Press.2011
- ▶▶ Varshney & Bhattacharya. 18th Edition. International Marketing. S Chand Publications.2005

Reference Books:

- Ronkainen, Czinkota, & Michahel, R. Best Practices in International Marketing. Fort Worth. Harcourt College.2002
- Bradely, F. 2nd Edition. International Marketing, Strategy. Hemal Hempstead, Prentice Hall.2004
- Kotler, P. 2nd Edition. A Framework for Marketing Management. USA: Prentice Hall.2002
- Kotler, P., & Armstrong, G. 10th Edition. Principles of Marketing. Pearson education.2008
- Derskey, H. 4th Edition. International Management. New Delhi: Prentice Hall of India.2007
- Aswatthapa, K. 3rd Edition. International Business. New Delhi: Tata McGraw-Hill.2006

Outcomes:After completion of course, the student will be able to:

- » CO1: Understanding the concept of international marketing and its determinants
- » CO2: Understanding the concept of risk and role of culture in performing marketing activities in international prospective
- » CO3: Understanding the market entry strategies in overseas market and understanding the role of market research in international prospective.
- » CO4: Understanding the concept of product design and development for international market.
- » CO5: Understanding the pricing strategies and the role of distribution channel in international scenario.
- » CO6: Understanding promotional mix strategies to promote the product in international market.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO1/ PSO1 |
| CO3 | PO1/ PSO1 |
| CO4 | PO2/ PSO1,PSO2 |
| CO5 | PO1/ PSO1,PSO2 |
| CO6 | PO2/ PSO1,PSO2 |

MBHE0034: Procedures and Documentation of Foreign Trade

Objectives:

- To understand the management of exports.
- To analyze various classifications of export documents.
- To appraise the functions of export documents.
- To understand the process of export management.
- To understand various aspects of import management.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-------------------|--|----------------------|
| MODULE – I | <p>Export Management- An Overview:</p> <ul style="list-style-type: none">» Importance of Exports to India» Selecting of export market and product for export.» Direction of Exports from India» Trend in India's Export.» Impact of GST on exports in India <p>Institutional Infrastructure for Export promotion:</p> <ul style="list-style-type: none">• Trade policy for export promotion• Institutions for financing exports- EXIM Bank. ECGC.• Commodity Boards. Export Promotion Councils.• Federation of Indian Export Organisation.• Indian Council of Arbitration. Export Development Authority.• Agricultural and Processed Foods Export Development Authority• SIDBI <p>Export Procedures</p> <ul style="list-style-type: none">» Stages in Export Procedure» Excise clearance procedure» Role of custom House Agents» Shipping and custom formalities» Marine Insurance» Negotiation of Export Documents» Realization of export proceeds | (15 Sessions) |

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| | <p>»» ISO 9000 certification</p> | |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Export Documentation :</p> <ul style="list-style-type: none"> • Aligned Documentation System: - Main Commercial Documents and Regulatory Documents • Instruments of payment • Incoterms & Legal obligations <p>Export Finance :</p> <p>»» Pre-shipment Finance and Post-shipment Finance</p> <p>»» Various Financial Facilities</p> <p>»» Export Pricing, Mechanism of Price Fixation</p> <p>Import Management in a Developing Economy:</p> <p>»» Import procurement, methods, and Import financing</p> <p>»» Purchase contract, Import Canalization,</p> <p>»» Import under counter-trade,</p> <p>»» Monitoring and follow up of import contracts.</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> | | |
| <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- »» Khurana, P.K. Export Management. New Delhi: Galgotia Publications, 2010.

Reference Books:

- »» Balagopal, T.A.S. Export Management. New Delhi: Himalaya Publications, 2010.
- »» Cherunilam, F. International Trade and Export Management. New Delhi: Himalaya Publications, 2010.
- »» Paul, J. Export-Import Management. New Delhi: Oxford Press, 2010.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understanding of introduction to exports management and direction and composition of foreign trade of India.
- » CO2: Understanding of the role of institutional infrastructure for export promotions.
- » CO3: Acquaintance of export procedures from Indian perspective.
- » CO4: Understanding of regulatory and commercial export documents requirement.
- » CO5: Acquaintance of export finance mechanism prevailed in India.
- » CO6: Understanding of import management in a developing economy.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------|
| CO1 | PO2/PSO1 |
| CO2 | PO2/PSO2 |
| CO3 | PO1/PSO2 |
| CO4 | PO1/PSO1 |
| CO5 | PO2/PSO2 |
| CO6 | PO2/PSO2 |

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MBHE0035: Global Logistics

Objectives:

- »» To explore the new approaches to global logistics.
- »» To align with pertinent logistics mechanism to develop successful collaborative relationships.
- »» To Explore the role of logistics operators and 3PLs in the business and supply chain management.
- »» To analyze various aspects associated with Indian Shipping and air transport.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------------------------|---|----------------------|
| MODULE – I | <p>Introduction to International Logistics</p> <p>Concepts and Logistics evolution, objectives, Elements and importance of logistics, Relevance of logistics in international management, Concept of International supply chain and logistics, Importance of Customer service in logistics, Types of Logistics- Land, Sea and Air.</p> <p>Shipping Transportation structure: Moving goods by sea, shipping routes and Ship-liner and tramp, Organization of shipping company, Terminologies used in shipping industry, Volume, value and trend of trade, Flags of convenience, Conference systems.</p> <p>Freight structure and practices: Freight or Tariff rates, Terminologies used in different freight structure, Factors involved in ratemaking, Types of sea freight rates: Linear and Tramp.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Indian Shipping: Recent development and growth of ports and Indian shipping industry, Shipping agents, freight forwarders and stevedore, Overview of Port Infrastructure development (PTI), Shipping association.</p> <p>Containerization: Introduction to containerization, Concepts and types of containers, Precautions for packing the containers, Inland</p> | (15 Sessions) |

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| | <p>Container Depot (ICD): Roles and functions, Concept of Multimodal transport, Indian container scenario, Problems and prospects of containerization</p> <p>International Air Transport: Concept and importance of Air transport, Air cargo tariff structure, International Air Transport Association (IATA): Role and functions.</p> <p>Information and communication: Principles of Logistics</p> <p>Information, Logistics Information System Architecture, Logistics Information System Flow</p> | |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- David, A. International Supply Chain Management. New Delhi: Cengage Learning, 2010.

Reference Books:

- Long, D. International Logistics: Global Supply Chain Management. USA: Springer Publications, 2010.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the role logistics plays in global business.
- CO2: Understanding of Shipping Transportation structure and world sea trade scenario.
- CO3: Apply the Freight structure and practices in shipping transportation.
- CO4: Understanding of Indian Shipping practices.
- CO5: Understanding of Containerization and related issues.
- CO6: Application of International Air Transport and Information and Technology role in International Logistics.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|------------|-----------------|
| CO1 | PO1/PSO1 |
| CO2 | PO2/PSO2 |
| CO3 | PO5/PSO2 |
| CO4 | PO3/PSO1 |
| CO5 | PO4/PSO3 |
| CO6 | PO2/PSO3 |

MBHE0036: Managing Forex

Objectives:

- To understand the different types of Forex market.
- To have a knowledge of risk and volatility in Forex market.
- To understand various strategies of managing Forex risk.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------------------------|--|----------------------|
| MODULE – I | <p>Foreign Exchange:</p> <p>Nature, Significance and Scope of Forex Management- Foreign exchange markets overview – Participants – Settlement of transactions – Functions of foreign exchange markets – Foreign currency accounts – VOSTRO – NOSTRO -LORO</p> <p>Exchange Rate Fluctuations: General factors of exchange rate fluctuations; the Dornbusch Sticky -price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.</p> <p>Exchange Rate Mechanism</p> <p>– Spot - Forward - Swap transactions – Exchange quotations – Direct Quotations – Indirect Quotations - Foreign exchange rates – Bases – Types of rates – Buying Rate - Selling rates – Cross rates.</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Forward Exchange Contract:</p> <p>Features of Forward Margin – Factors Determining Forward Margin – Calculations – Interbank Deals – Cover deals – Trading – Arbitrage operations – Futures Trading - Options Trading - Features</p> | (15 Sessions) |

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| | <p>&Benefits.</p> <p>Risk in Foreign Exchange:</p> <p>Introduction – Types of exchange risk & exposure – Transaction Risk – Economic Risk – Translation Risk – Contingent Risk – Other Risks - Internal techniques of exposure – Futures, Hedging & Options - External techniques of exposure – Forward Market.</p> <p>Exchange Rate Arrangements in India</p> <p>Exchange rate arrangements in India – Fixed rate - Fluctuating – Exchange control – Direct Methods - Indirect methods – Merits and demerits of Direct Method – Merits and demerits of In Direct Method - Monetary Policy in India - Fiscal policies in India – FOREX regulations.</p> | |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- » Jeevanandham, C. Foreign Exchange and Risk Management. New Delhi: Sultan Chand Sons, 2017.
- » Bhardwaj, H. P. Foreign Exchange Management. Wheeler Publishing, 2009.

Reference Books:

- » Apte, P.G.” International Financial Management”: Tata McGraw-Hill Company Limited, New Delhi. 2015.
- » Eun C.S. & Resnick, B.G.” International Financial Management”: McGraw-Hill, USA. 2014.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the basic concepts of forex market.

- CO2: Understand various dimensions of exchange rate fluctuations.
- CO3: Examine the organization of the forex rate mechanism.
- CO4: Understand the concept forward exchange contract.
- CO5: Understand the associated risk in foreign exchange and techniques to manage it.
- CO6: Understand the dynamics of exchange rate arrangements in India.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|----------|
| CO1 | PO1/PSO1 |
| CO2 | PO2/PSO2 |
| CO3 | PO2/PSO2 |
| CO4 | PO2/PSO2 |
| CO5 | PO1/PSO2 |
| CO6 | PO2/PSO1 |

MBHE0037: Managing International Finance

Objectives:

- ▶▶ To develop understanding of financial management in global context.
- ▶▶ To explain the foreign exchange market, basic concepts, international monetary system and contemporary practices.
- ▶▶ To develop an insight into the financial decisions regarding cash management and investment in the global market.

Credits: 3

L-T-P-I: 3-0-0-0

| Module | Content | Teaching Hours |
|-----------------------------|--|----------------------|
| MODULE – I | <p>International Business Finance:</p> <p>Introduction, nature & scope of International Business finance, Comparison of Domestic financial management and International financial management, Driving factors for international finance</p> <p>International Monetary System</p> <p>The Gold Standard, The Inter-war Years, The Bretton Woods System, The Smithsonian Agreement, The Flexible Exchange Rate Regime, Alternate Exchange Rate Systems</p> <p>The Foreign Exchange Market:</p> <p>Foreign Exchange Market and its Functions, Foreign Exchange Rates, Arbitrage, The Spot Market, Cross Rates of Exchange, Bid - Ask Spreads, The Forward Market, Interest Arbitrage</p> <p>Theories of Foreign Exchange Rate Movement: Purchasing Power Parity, International Fisher Effect, Interest Rate Parity</p> | (15 Sessions) |
| MID-TERM EXAMINATION | | |

| | | |
|---|--|----------------------|
| MODULE – II | <p>Multinational Cash management- Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm</p> <p>International Investment- International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.</p> <p>Foreign Operations Management-</p> <p>Multinational capital structure and cost of capital; strategic considerations in euro -equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification-techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk</p> | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Apte, P.G.” International Financial Management”: Tata McGraw-Hill Company Limited, New Delhi. 2015.

Reference Books:

- K Ashwath Damodaran. “Corporate Finance – Theory And Practice”: John Wiley & Sons. 2012.
- Eun C.S. & Resnick, B.G.” International Financial Management”: McGraw-Hill, USA. 2014.
- Stonehill, A.I., Michael, H. & Moffet,” International Financial Management”, United Nations Library on Transnational Corporations. 2012.
- Madura, J.” International Financial Management”: Cengage Learning, USA. 2014.

- Sharan, V. “International Financial Management”: PHI Learning Pvt. Ltd, New Delhi. 2015.
- Siddaiah, T. “International Financial Management”: Pearson Education India, Noida. 2009.
- Kevin. “Fundamentals of International Financial Management”: PHI Learning Pvt. Ltd, New Delhi. 2015.
- Srinivasan, S.P. “International Financial Management”: Dreamtech Press , Delhi. 2015.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the evolution & significance of international finance.
- CO2: Develop an insight into the international monetary system.
- CO3: Understand the contemporary practices of foreign exchange market.
- CO4: Develop critical thinking about management of cash for operations at international level.
- CO5: Understand various financial decisions regarding international investment.
- CO6: Develop an understanding regarding foreign operations management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|-----------------|
| CO1 | PO1/PSO1, PSO2 |
| CO2 | PO1/PSO2, PSO4 |
| CO3 | PO4/PSO1, PSO3 |
| CO4 | PO1/PSO2, PSO4 |
| CO5 | PO4/PSO1, PSO2 |
| CO6 | PO4/PSO1, PSO 2 |

Operations management

MBHE0038: Analytics for Strategic and Operational Decision Making

Objectives:

- »» Develop an understanding about the effective operations management using analytical techniques
- »» Explore the data-driven business decision making for making strategic decision making.
- »» Understand the concepts of analytics and its role in developing the product and services diffusing it into the market.
- »» Identify nuances of analytics in business paradigms

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|--------------------|--|-----------|
| Module – I | Introduction to Analytics: Business Analytics; Evolution of Analytics; Role of Analytics in Operations management; Impacts and challenges of Analytics in operations; Role of Data in Analytics: Importance of Data; Data for operations analytics: Data Sets and Databases, Big Data, Characteristics of big data, Data-Driven Decisions: Framework for Data-Driven Decision making; Challenges in Data-Driven Decision Making; Forecasting Model; Analytics Capability Building; Prescriptive Decision Models; Role of analytics in strategic decision making; Time series data analytics and forecasting Analytics using Excel: Excel add ins for data analysis; forecasting using excel; Classification using excel; Using Excel Lookup functions for queries; Excel Descriptive Statistics; What-if Analysis | 15 |
| Module – II | Populations and samples: Measure of Locations and their interpretation; Measures of Dispersion; Measures of Shape; Excel Descriptive Statistics Operations and Analytics: Process analytics; Planning, Sequencing and Scheduling of Operations in Job Order Production Systems; Material Requirements planning and analytics; Inventory Management and Control using analytics Quality and Process Improvement: Statistical Quality Control; Control chart and their implementation; Quality improvement using data; Concept of Six Sigma and their relation with data analytics; process improvement; DAMIC process and analytics; Total productive and Preventive maintenance | 15 |

Text Books:

- Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education, 2014.
- Kumar, U. D. (2017). Business analytics: The science of data-driven decision making. Wiley.
- Kimbrough, S. O., & Lau, H. C. (2018). Business analytics for decision making. Chapman and Hall/CRC.

Reference Books:

- Rao, Purba Halady. BUSINESS ANALYTICS: An application focus. PHI Learning Pvt. Ltd., 2013.
- Liebowitz, Jay, ed. Big data and business analytics. CRC press, 2013.
- Laursen, Gert HN, and Jesper Thorlund. Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons, 2016.
- Hofmann, Markus, and Ralf Klittenberg, eds. RapidMiner: Data mining use cases and business analytics applications. CRC Press, 2013.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the basic concepts of business analytics, Data sets and Decision models
- CO2: Learn the use of excel & Spreadsheets and its various functions
- CO3: Apply the Data visualization and exploration tools in MS-Excel etc.
- CO4: Understand the Statistical thinking, Excel statistics in business decisions
- CO5: Understand Quality and Process Improvement
- CO6 : Understand measure of locations and dispersion and their interpretation

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| CO | PO/ PSOs |
|-----|------------------------|
| CO1 | PO1/PSO1,PSO2,PSO3 |
| CO2 | PO1,PO2/PSO1,PSO2,PSO3 |
| CO3 | PO1,PO2/PSO1,PSO2,PSO3 |
| CO4 | PO1,PO2/PSO2,PSO3,PSO4 |
| CO5 | PO1,PO2/PSO3,PSO2,pso5 |
| CO6 | PO2/PSO2,PSO3 |

MBHE0039: Business Process Improvement

Objectives:

- » Understand importance of business process management to improve business process.
- » Understand role of information technology in business process improvement.
- » Use software to control and improve business process.

Credits: 03

L-T-P-J: 3-0-0-0

| | | |
|---|--|----------------------|
| Module - I | Business Process, Business process management: Types, Challenges and benefits, Business process developing model, Business Process best practices, Business process examples in HR, Marketing, Finance etc. Business process management tools, Segmenting Business Processes Six Sigma Techniques, Quality control methods, Inventory Management in business process, Productivity and Performance measurement, Role of information technology in business process management, Business Process Reengineering. | (15 Sessions) |
| Module - II | Role of machine learning tools in business process: decision trees and neural networks, <u>natural language processing (NLP) techniques</u> , Role of forecasting in business, Role of segmentation techniques in business process, Role of artificial intelligence in business process, Robotic process automation (RPA) and Business process management | (15 Sessions) |
| * Provision for presentations / assignments / case analysis in additional sessions | | |
| ** 1 Session = 60 Minutes | | |

Text Books:

- Simha R. Magal and Jeffrey Word. Essentials of Business Processes and Information Systems, 2010.
- Steven W. Knox, "Machine Learning: a Concise Introduction", Willey Publication.
- Simha R. Magal and Jeffrey Word. Integrated Business Processes with ERP Systems: Preliminary Edition,
- Taha, H.A. "Operations Research: An Introduction". New Delhi: Pearson Education.

Reference Books:

»» Susan Page "The Power of Business Process Improvement: 10 Simple Steps to Increase Effectiveness, Efficiency, and Adaptability Kindle Edition ". AMACOM Publication.

»» Anupindi ,"Managing Business Process Flows", Pearson Education India; 3rd edition.

»» Johan Nelis "Business Process Management: Practical Guidelines to Successful Implementations."A Butterworth-Heinemann Title publication

»» Ould Martyn A.," Business Process Management", BCS Learning & Development Limited publication

»» J. Paaul,"Machine Learning for Beginners 2022,"Hack Book Works (1 January 2022) publication

»» Swarup, K. "Operations Research". New Delhi: Sultan Chand & Sons.

»» Gupta, P. K., & Hira, D.S." Operations Research", New Delhi: S. Chand & Company Ltd. 2008

Outcomes: After completion of course, the student will be able to:

- »» CO1: Understand business process management.
- »» CO2: Understand role of information technology in business process management.
- »» CO3: Apply quality control techniques to measure productivity and performance in business process.
- »» CO4: Understand role of artificial intelligence in business process improvement..
- »» CO5: Apply machine learning concepts for improvement of business process.
- »» CO6: Apply segmentation techniques for improvement of business process.
- »» CO7: Apply forecasting concepts for for improvement of business process.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| COs | POs/PSOs |
|-----|---------------------------|
| CO1 | PO1, /PSO1,PSO2, PSO3 |
| CO2 | PO1, / PSO1,PSO2, PSO3 |
| CO3 | PO1, / PSO1,PSO2, PSO3 |
| CO4 | PO1, PO2/PSO1, PSO2, PSO3 |
| CO5 | PO1, PO2/ PSO1,PSO2, PSO3 |
| CO6 | PO1, PO2/ PSO1,PSO2, PSO3 |
| CO7 | PO1, PO2/PSO1, PSO2, PSO3 |

MBHE0040 : Compétition and Coopération in Business

Objectives of the Course:

- Understand the ecosystems
- Understand the difference between competition and cooperation
- Understanding Digital ecosystems

| Module | Content | Teaching Hours |
|-----------------|--|----------------|
| Module 1 | Concept of business ecosystems, Modeling the ecosystems, Porter's five force analysis, Porter's three generic strategies, fundamentals characteristics of a business ecosystem, value creation and value creation in a business ecosystem, Regulating ecosystems, innovation process in the business ecosystem, structural view of ecosystems, Ecosystem disruptions- types and examples, remedial steps. Business ecosystems in developing and developed countries, SME internationalization in a business ecosystem, value chains vs business ecosystem. | |
| Module 2 | Competition and co-operation in business ecosystem, Competition vs co-operation, Predators and prey in business ecosystems, competitive strategies, cooperative growth ecosystem, cost benefit analysis network, open and collaborative communities, navigation methods for cooperation and competition The digital business ecosystem- capabilities and IT enablers, Role of governance in ecosystems and digital ecosystems, Ecosystem oriented Architecture (EOA) vs SOA, Digital ecosystem typology. | |

Reference Book:

- » Adner R, Oxley JE, Siverman BS, "Collaboration and Competition in Business Ecosystems" Volume: 30
- » Letaifa SB, Gratacap A, Isckia T, "Undersanding Business Ecosystems"
- » Business Ecosystems Constructs Configurations and the Nurturing Process 2014 Edition by K. Rong, Y. Shi , Palgrave

Outcomes: After completion of course, the student will be able to:

CO1: Understand the concept of business ecosystems

CO2: Understand the ecosystem disruptions and its remedial steps

CO3: Understand the role of Competition and co-operation in business ecosystem

CO4: Understand digital business ecosystem

CO5: Understand the value chain system

CO6: Understand the linkage of business ecosystems and society well being

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| CO | PO/ PSOs |
|-----|-----------------------------|
| CO1 | PO1/PSO1,PSO2,PSO3 |
| CO2 | PO1,PO2/PSO1,PSO2,PSO3 |
| CO3 | PO1,PO2, PO3/PSO1,PSO2,PSO4 |
| CO4 | PO1,PO2/PSO1,PSO3,PSO4 |
| CO5 | PO3/PSO4, PSO5 |
| CO6 | PO4, PO5/PSO4,PSO5 |

MBHE0041: Sustainable Operations and Supply Chain Management

Objectives:

- Develop an understanding about the Sustainable Operations and Supply Chain Management
- Understand the concepts Supply chain operations reference (SCOR) model.
- Identify characteristics of production system.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|----------|--|----|
| Module 1 | History of manufacturing, commerce and sustainability, Basic concepts on strategic planning of manufacturing and supply chain operations, Strategic considerations: Manufacturing VS Outsourcing, Types of production systems and their relationship to capital expenditures and sustainability, Introduction and basic principles of the Toyota Production System, Principles for selecting the right level of automation in manufacturing and warehousing operations, extended value stream mapping tool, A brief description of a New Product Development, Sustainable materials and “green chemistry” in product design, Environmental and economic effects of a good new product development process. Relationship between workplace organization, inventory levels and sustainability, | 15 |
| Module 2 | Recent trends in sustainable supply chain management; environmental impacts of supply chains, the green supply chain as a competitive advantage in today’s business environment, Life-cycle assessment as a tool; greening of supply chains; green supply chain design, Supply chain operations reference (SCOR) model; Supply Chain Council; cross-industry standard and diagnostic tool for supply chain management; Green SCOR as a focused model; applications of the Green SCOR model to a green supply chain, green procurement: vendor evaluation and sensitivity analysis, green customers: Features of green customers, Target customer identification. | 15 |

Text Books:

- Emmett, S. & Sood, V. Green supply chain: An action manifesto.

- Palevich, Robert. "The Lean Sustainable Supply Chain: How to Create a Green Infrastructure with Lean Technologies". FT Press, 2012.

Reference Books:

- ▶▶ CO1: Understand Types of production systems and their relationship to capital expenditures and sustainability.
- ▶▶ CO2: Understand Principles for selecting the right level of automation in manufacturing and warehousing operations.
- ▶▶ CO3: Understand Sustainable materials and “green chemistry” in product design.
- ▶▶ CO4: Understand Supply chain operations reference (SCOR) model.
- ▶▶ CO5: Apply vendor evaluation and sensitivity analysis.
- ▶▶ CO6: Understand the role of sustainable manufacturing in society wellbeing.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| CO | PO/ PSOs |
|-----|------------------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1,PO2/PSO1,PSO2,PSO3 |
| CO3 | PO1,PO2/PSO3,PSO5 |
| CO4 | PO1,PO2/PSO2,PSO3,PSO4 |
| CO5 | PO1,PO2/PSO3,PSO2 |
| CO6 | PO5/PSO2,PSO4,PSO5 |

MBHE0042: Strategic Management of Services

Objectives:

- Develop an understanding about the Strategic service management
- Understand the concepts service delivery and its role in customer satisfaction.
- Identify characteristics of services.
- Analyze the process of service designing.

Credits: 3

L-T-P-I: 3-0-0-0

| | | |
|--|---|----------------------|
| MODULE – I | <p>Basic model of service, factors affecting service industry, Impact analysis, Aspect of service provision;</p> <p>Service providers: Strategic school of thoughts, Service Characteristics-Shostack continuum, service value position-Treacy & Wiersema model. Service innovation and its management. Customers: -identifying target customer, Customer satisfaction, adoption and switching behavior.</p> | (15Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Service delivery: Implementation and improving service delivery, waiting line in service delivery system, Alignment of service delivery process.</p> <p>Relationship: Lifecycle and loyalty ladder, Relationship and quality perception-Gronroos model, Improving B2B and B2C relationship.</p> <p>Implementation: making choice-cost and revenue, determining marketing mix for service provision</p> | (15 Sessions) |
| <p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p> | | |

Text Books:

- Goud, B. M., & Goud, A. P. (2019). *Strategic service management: A guide into 20 different models, theories and concepts*. Routledge.

►► Das, R.(1999).*Strategic Management of Services: Framework and Cases*. Oxford University Press.

Outcomes: After completion of course, the student will be able to

CO1: Understand the concept of service operations management and its determinants

CO2: Understand the concept of service delivery in performing marketing activities in service perspective

CO3: Understand the service recovery strategies.

CO4: Understand the role of customer in service quality and development service quality models

CO5: Understand the service designing process and the role of Queuing model.

CO6: Understand the working of cost revenue in service implementation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| CO | PO/ PSOs |
|-----|------------------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1,PO2/PSO1.PSO2,PSO3 |
| CO3 | PO2/PSO3,PSO5 |
| CO4 | PO1,PO3/PSO2,PSO3 |
| CO5 | PO2/PSO3,PSO2 |
| CO6 | PO1,PO2/PSO2,PSO3 |

MBHE0043: Manufacturing Technology Management

Module1: Meaning, Definition, Objective, Need, Scope and Evolution of manufacturing system.

PRODUCTIVITY: Definition of productivity, individual enterprises, Productivity of materials, land, building, machine and power. Measurement of productivity, factors affecting the productivity, productivity improvement programs, wages and incentives (simple numerical problems).

Different types, Introduction to Cellular Manufacturing, Applications, Unidirectional flow, Production Flow Analysis Capacity Planning, Layout Management, Rank Order Clustering,

Quality Control: Introduction, Quality, Inspection, QualityControl, Statistical Quality Control, Quality Circle, Six sigma

Module2:Lean management: Various lean tool such as JIT, SMED, VSM, Continuous improvement, Toyota production system.

WORK STUDY: Definition, objective and scope of work study. Work study and management, work study and supervision, work study and worker.

METHOD STUDY: Definition, objective and scope of method study, activity recording and exam aids. Charts to record moments in shop operation – process charts, flow process charts, travel chart and multiple activity charts. (With simple problems.)

Text Books:

- Maynard's Industrial Engineering Handbookby Harold B. Maynard.
- A Study of the Toyota Production System: From an Industrial Engineering Viewpointby Shigeo Shingo, Andrew P. Dillon.

Outcome: After completion of course, the student will be able to:

- CO1-Understanding the objective manufacturing system.
- CO2-Understanding the concept of operations management, plant location and its layout.
- CO3-Understanding the importance of work study and quality control tools and their implementation, in order to maintain the quality of product/services.
- CO4-How to use continuous improvement techniques and value stream mapping to reduce waste and environmental impacts while reducing costs.
- CO4-Understand internal configuration of production facilities and different production flows required in manufacturing.

- CO6-Explain the work study and statistical quality control system in order to assure quality and ethical business practice.

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

Program Specific Outcomes (PSOs):

| COs | POs/ PSOs |
|------------|--------------------------------|
| CO1 | PO1, PO5/PSO1, PSO2 |
| CO2 | PO1, PO2/PSO1, PSO3 |
| CO3 | PO1, PO3 /PSO1, PSO4 |
| CO4 | PO1, PO4/PSO1, PSO4, PSO5 |
| CO5 | PO1/PSO1, PSO4, PSO5 |
| CO6 | PO1, PO4, PO5/PSO3, PSO4, PSO5 |

MBHE0044 : Healthcare Operations Management

Objectives of the Course:

- Integrate a biblical worldview within the context of the healthcare manager's role in managing operations.
- Evaluate components and applications of systems and systems thinking and how they relate to operations management.
- Discuss operations management principles and practices to manage service quality and organizational logistics in the context of the healthcare organization.
- Assess operations management in healthcare based upon knowledge of current literature and industry best practices.

| Module | Content | Teaching Hours |
|-----------------|--|----------------|
| Module 1 | <p>Overview of Operations: Definition of Operations, types of operations, operations in different fields</p> <p>Overview of health care: Definition and meaning of health care, need of health care, state of the art of the field, need of operations management in health care, advantages of operations management in health care.</p> <p>Evidence based medicine (EBM) and pay for performance- meaning, standard and custom patient care, financial gains from EBM, Pay for Performance, P4P methods.</p> <p>Setting goals and Executing strategy in healthcare operations management- The balanced score card in healthcare, Linking balanced scorecard to strategy, Outcome and Performance drivers, Strategy maps, Implementation of the balanced scorecard,</p> <p>Project Management- Definition of a project, Project selection, Project scope and work breakdown, Network diagrams and gantt charts</p> <p>Lean Enterprise and Introduction of simulation techniques in health care, Queuing solutions in health care.</p> | |
| | <p>Performance Improvement tools, techniques and programs for healthcare operations management- Decision making framework, mapping techniques, Measures of process performance, Root cause analysis, five whys, cause and effect diagram, Optimization, linear programming for health care models, decision analysis, Using data and statistical tools for health care operations management- Data collection, Sampling, Graphic tools, Mathematical descriptions- measures of central tendency, measures of dispersion. Probability, Hypothesis testing, Correlation and Regression.</p> | |

| | | |
|-----------------|--|--|
| Module 2 | <p>Quality Management- Defining quality, cost of quality, TQM in health care, Statistical process control, Riverview clinic process capability, Riverview clinic six sigma generic drug project.</p> <p>Application to contemporary healthcare operation issues, Scheduling and capacity management in healthcare management.</p> <p>Healthcare analytic and its generation using Excel.</p> | |
|-----------------|--|--|

Reference Book:

- » Madhuri Sharma, ESSENTIALS FOR HOSPITAL SUPPORT SERVICES AND PHYSICAL INFRASTRUCTURE
- » Sakharkar BM, PRINCIPLES OF HOSPITALS ADMINISTRATION AND PLANNING Jaypee
- » Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION, New Delhi, 2000
- » Prabhu KM, Sood SK, HOSPITAL LABORATORY SERVICES ORGANIZATION AND MANAGEMENT, Journal of Academy of Hospital Administration, 2(4) 1990
- » McLaughlin DB, Hays JM, Health care operations management.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of healthcare operations management
- CO2: Explain the concept of Evidence based medicine (EBM)
- CO3: Understand the objective and phases of project management in health care operations
- CO4: Understand the importance Performance Improvement tools
- CO5: Apply data and statistical tools for health care operations management
- CO6: Understand the role of TQM in health care operations

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| CO | PO/ PSOs |
|-----|-----------------------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1,PO2/PSO1,PSO2,PSO3 |
| CO3 | PO2/PSO3,PSO5 |
| CO4 | PO1,PO2/PSO2,PSO3,PSO4 |
| CO5 | PO2/PSO3,PSO2 |
| CO6 | PO1,PO2, PO3/PSO2,PSO3,PSO5 |

MBHE0045: Sustainable Manufacturing

Objectives:

- ▶▶ To develop an understanding of how sustainability can create value for a corporation
- ▶▶ To understand the social challenges and opportunities with respect to the sustainable manufacturing.
- ▶▶ To understand the role of SPC, lean manufacturing etc. for sustainable manufacturing.

| Module | Content | Teaching Hours |
|-----------------|--|----------------|
| Module 1 | Overview of Manufacturing: Definition, manufacturing planning and control system, Production planning, strategy of production planning (chase strategy, production levelling, subcontracting, hybrid strategy), Sustainable Manufacturing- Definition of sustainable manufacturing, Sustainable Development, Resource utilization for sustainability manufacturing, Global – Regional and Local environmental issues, Social insecurity, Climate Change, Legislative, cultural, societal and political issues, Sustainable quality systems Emission less manufacturing. | |
| Module 2 | Lean Manufacturing- Philosophy & objectives of lean manufacturing, TPS vs. Lean, mass manufacturing vs. lean manufacturing, foundation of quality control, significance of lead time, benefits of lead time reductions, techniques to reduce lead times, 5s Lean methodology, Little's law, OEE, MSA. Statistical Process Control and Process Capability; Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributes. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Statistical Process Control and Capability Analysis. Role of SPC in sustainability. | |

Text Book:

Nicholas, J. (2018). *Lean production for competitive advantage: a comprehensive guide to lean methods and management practices*. Productivity Press.

Reference Book

Feld, W. M. (2000). *Lean manufacturing: tools, techniques, and how to use them*. CRC press.

Wilson, L. (2010). *How to implement lean manufacturing*. McGraw-Hill Education.

CO1: Understand the concept of sustainable manufacturing

CO2: Understand the role of cultural, societal and political issues in sustainable manufacturing

CO3: Understand the objective of Emission less manufacturing

CO4: Understand the Philosophy & objectives of lean manufacturing

CO5: Understand the significance of statistical process control

CO6: Understand the role of waste reduction in lean manufacturing

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| CO | PO/ PSOs |
|-----|--------------------------|
| CO1 | PO1, PO2/PSO1,PSO3,PSO4 |
| CO2 | PO4/PSO4,PSO5 |
| CO3 | PO1/PSO1,PSO2,PSO4 |
| CO4 | PO5/,PSO4,PSO5 |
| CO5 | PO2/PSO3, PSO5 |
| CO6 | PO3, PO5/PSO3, PSO4,PSO5 |

MBHE0046 : Advanced Operations Management

Objectives of the Course:

- ▶▶ This course is designed to educate students with knowledge and important analytical techniques in operations management, with an emphasis on products and services.
- ▶▶ To enable in understanding the role and relevance of operations management.

| | | |
|-----------------------------|---|--------------------------|
| MODULE – I | <p>Operations Management-Introduction, OM in workplace, understanding goods and services.</p> <p>OM: A history of change and challenge: a focus on efficiency, the quality revolution, customization and design, The service revolution in India</p> <p>Facility Layout: product layout, process layout, cellular layout, fixed position layout, facility layout in service organizations; designing product layouts: Assembling line balancing, line balancing approach</p> <p>Location Decisions in Value Chains: critical factors in location decisions, location decision process, the center of gravity method</p> <p>Material Handling: Introduction and Meaning, Objectives and Principles of Material Handling, Selection of Material Handling Equipments, Evaluation of Material Handling System, Material Handling Equipments, Guidelines for Effective Utilization of Material Handling Equipments,</p> <p>Managing Inventories: key definitions and concepts, inventory management decisions and costs, inventory characteristics, ABC inventory analysis, VED analysis, The EOQ model</p> <p>Capacity Management: capacity measurement in operations: safety concepts, capacity measurement in job shop, using capacity measures for operations planning</p> <p>Operations scheduling and sequencing: understanding scheduling and sequencing, scheduling applications and approaches: staff scheduling; appointment system, sequencing: sequencing reforms criteria and sequencing rules; scheduling monitoring and control</p> | (15Sessions) |
| MID-TERM EXAMINATION | | |
| MODULE – II | <p>Quality control and SPC: quality control in manufacturing, quality control process in services, statistical process control and variation, constructing control charts (x bar chart, R chart, p-chart and c-chart), practical issues in SPC implementation</p> <p>Work Study: Introduction, Productivity, Work Study, Method Study: Motion Study, Work Measurement, Time Study Quality</p> | (15 Sessions) |

| | | |
|---------|--|--|
| | Assurance and Certification: ISO 9000, ISO 9004, ISO 14000 Series Maintenance Management: Introduction and Meaning, Objectives of Maintenance, Types of Maintenance, Maintenance Planning, Maintenance Scheduling, Total Quality Maintenance, Total Productive Maintenance Waste Management: Introduction and Meaning, Identification and Control of Waste, Disposal of Scrap. Automation: Introduction, Types of Automation, Computer Integrated Manufacturing, Reason of Automation, Advantages of Automation, Automation Strategies. | |
| * ** | Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes | |

Text Books:

- Collier, David A., Evans James R. & Ganguly, Kunal. Operations Management. New Delhi: Cengage Learning Pvt. Ltd. 2018
- Bedi, K. Production and Operation Management. New Delhi: OxfordUniversity Press. 2013

Reference Books:

- Chunawala & Patel.. Production and Operation Management. Mumbai: Himalaya Publishing House.2018
- » Chary, S. N. Production and Operations Management. New Delhi: Tata McGraw-Hill Publication.2010
- » Goel, B. S. Production Operations Management. Meerut: Pragati Prakashan. 2010

Outcomes:After completion of course, the student will be able to:

CO1: Understanding the concept of operations management, plant location and its layout

CO2: Explaining the tools and techniques of material handling and material management

CO3: Understanding the objective and phases of production planning and control

CO4: Understanding the importance of work study and quality control tools and their implementation, in order to maintain the quality of product/services

CO5: Illustrating the various issues related to maintenance management

CO6: Identifying the waste management and automation related strategies s

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

| CO | PO/ PSOs |
|-----------|------------------------|
| CO1 | PO1/PSO1,PSO2 |
| CO2 | PO1,PO2/PSO1,PSO2,PSO3 |
| CO3 | PO2/PSO3,PSO5 |
| CO4 | PO1,PO2/PSO2,PSO3,PSO4 |
| CO5 | PO2/PSO3,PSO2 |
| CO6 | PO1,PO2/PSO2,PSO3 |