



GRG SCHOOL OF MANAGEMENT STUDIES
Peelamedu, Coimbatore - 641 004

CURRICULUM AND SYLLABUS
MBA PROGRAMME
[2018 - 2020]

April 2018

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GRG SCHOOL OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (MBA) 2018-2020 (Choice Based Credit System)

THE PROGRAMME

1. The full-time, two-year MBA programme offered by GRGSMS comprises four semesters of about 90 working days each.
2. The programme requires a minimum of 90 credits equivalent of courses to be completed by students, excluding a summer internship of 3 credits equivalent. In the case of theory (including tutorials) courses, one credit is equivalent to approx. 15 hours of contact sessions; and, in the case of practice courses (such as field study) one credit is equivalent to approx. 30 hours.
3. Students may choose to do upto a maximum of 120 credits equivalent of courses.
4. The programme includes Foundation Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

PROGRAMME OBJECTIVES

The objective of the GRGSMS MBA programme is to enable students acquire the knowledge, skills, and competence required for successful practice of management and leadership, and to help them develop a holistic personality to lead fulfilling personal and professional lives.

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on fundamentals of business and management
- Enrich their knowledge on functional areas of management
- Enhance the ability of students to understand the importance of an organisational perspective of different functional areas through Integrative Courses
- Facilitate students to focus and specialise in their area/domain of professional interest through Elective Courses
- Provide exposure to current and contemporary industry practices through Summer Internship work and Management-in-Practice work
- Provide global exposure through Study Abroad programme
- Assist students to gain managerial and leadership skills through development of Creativity & Innovation, and Communication skills
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives through experiential learning in Personality Development, Outbound, Career Counselling and Social Service programmes.

Types of Courses:

1. The 'Foundation' Courses are intended to be those that provide the basic and fundamental pre-requisite knowledge on subjects such as economics, accounting, quantitative methods, technology for business, and organisational behaviour.
2. The 'Core' Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial management and marketing management.
3. The 'Elective' Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas/domains of professional interest.
4. The 'Skill' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
5. The 'Practice' Courses are intended to be those that will help students learn how to apply their theoretical knowledge to practical issues in management.
6. The 'Summer Internship Programme' (SIP) is intended to be a minimum of 45 days intensive immersion in industry for the students to gain an exposure to industry practices and learn the application of management theory in practice.
7. The 'Management-in-Practice' (MIP) programme is intended to be a semester-long work carried out by the students during Semester III. Students are expected to apply their knowledge and skills to specific management problems/issues identified during their SIP.
8. The 'Study Abroad Programme' (SAB) is intended to provide global exposure and cross cultural appreciation.
9. The 'Term Paper' (TMP) is intended to be the result of a semester-long research/analytical work carried out by the students. The primary objective of the term paper is for the students to demonstrate their analytical and writing skills on chosen themes/topics in management.
10. The 'Seminar Course' (SMC) is intended to be multi-semester research/analytical work carried out by the students. The primary objective of the SMC is to help students develop their skills for critical thinking and for enquiry.
11. The 'Online Course' (OLC) is intended to help students to acquire/gain knowledge beyond books/class and enhance technology-based learning among students at their own pace and place.

Structure of the MBA Curriculum:

The MBA curriculum for 2018-20 is of 93 credits equivalent and is structured as below:

1. Seven (7) 'Foundation' Courses (20 Credits) - Semester 1 - Accounting for Management, Economics for Management, Organisational Behaviour, Quantitative Techniques for Management, Evolution and Principles of Management, Information Technology for Business, and History of Indian Business.
2. Eleven (11) 'Core' Courses (30 Credits) - Semesters 2,3,4 - Operations Management, Marketing Management, Financial Management, Human Resource Management, Business Research Methods, Business Environment, Corporate Governance & Business Ethics, Strategic Management, Information Security, Legal Aspects of Business, and International Business and Management.
3. Eight (8) 'Elective' Courses (24 Credits) - Semesters 3,4
4. Four (4) 'Skill' Courses (7 Credits) - Semesters 1,2 - Communication Skills - 1, Communication Skills - 2, Creativity & Innovation, Application of Excel in Management
5. Four (4) 'Practice' Courses (9 Credits) - Semesters 3,4 - Women & Leadership course, Term Paper/Online Course, Management-in-Practice, Seminar Course
6. Four (4) 'non-credit' development programmes during Semesters 1,2,3,4 are Personality Development Programme, Outbound Programme, Career Counselling Programme and Social Service Programme
7. One (1) Summer Internship Programme or Study Abroad Programme (3 credits)

Specialisation:

Students may choose to 'specialise' in any functional area/domain of management based on their interest and competence, by choosing to do eight (8) elective courses in the chosen area/domain.

Attendance:

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Director/Dean may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

Completion of the MBA Programme:

Students are required to complete their MBA programme in all respects within a maximum of four years from the date of their first joining the programme, or as per the rules and regulations of the Bharathiar University in this regard.

Pedagogy, Assessment and Evaluation:

1. The concerned course facilitator shall announce to the students the broad outline of the pedagogy to be adopted for each course. The details of the pedagogy will also be a part of the session plan and course details uploaded on Moodle or other technology-enabled LMS at GRGSMS.
2. Assessment/evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Foundation, Core and Elective courses. CIA shall carry a weightage of 50% and the ESE 50%. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case discussion, simulation, classroom participation, student presentations, field study, exercise, peer evaluation and mid-semester examination. The faculty concerned may decide appropriate mixture of components for their courses, provided that the 'mid-semester examination' component of CIA shall carry 20% weightage. The remaining weightage (30%) of the CIA shall comprise other components.
4. There will not be any ESE for the following, and 100% of marks will be through CIA:
 - i. History of Indian Business (MB18HIB)
 - ii. Communication Skills - 1 (MB18CM1)
 - iii. Communication Skills - 2 (MB18CM2)
 - iv. Creativity and Innovation (MB18CIN)
 - v. Application of Excel in Management (MB18AEM)
 - vi. Women and Leadership (MB18WAL)
 - vii. Term Paper (MB18TMP)
 - viii. Online Course (MB18OLC)
 - ix. Information Security (MB18IST)
 - x. Seminar Course (MB18SMC)
5. There will not be any minimum marks stipulated for passing CIA. However, in the ESE, students shall be required to secure a minimum of 'B' grade [50%] for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks - 'B' grade) in CIA and ESE put together.
6. The 'Personality Development', 'Outbound Programme', 'Career Counselling' and 'Social Service' will be non-credit courses and be evaluated and graded as 'satisfactory/unsatisfactory'. Students securing 'unsatisfactory' grade in any of these programmes will need to repeat the programme when it is offered next time.
7. Students who are not satisfied with the CIA score for any Course may appeal for a review to the Director/Dean, whose decision in the matter shall be final and binding.
8. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.

Scheme of Examination:

1. The End Semester Examinations shall be of 3-hour duration irrespective of credits assigned to the Courses. The maximum marks in ESE shall be 100 to be pro-rated to 50%.
2. Mid-Semester examinations shall be of two hours duration irrespective of the credits assigned to the Courses. The maximum mark in the mid-semester examination shall be 50 and to be pro-rated to 20%.

The End Semester Examination question papers shall comprise three sections.

- Section 1 shall comprise 10 questions (all to be answered - each question carrying 2 marks) of objective type that may comprise a combination of fill-in-the-blank, true-or-false, and multiple-choice questions
- Section 2 shall comprise 10 questions (out of which 7 need to be answered - each question carrying 5 marks) that ask for short descriptive answers of about 100 words (1 page)
- Section 3 shall comprise 5 questions (out of which 3 need to be answered - each question carrying 15 marks) that ask for detailed analytical, descriptive answers of about 300 words (3 pages).

Grading:

The assessment of performance of students in examinations will be based on grade points received instead of numerical marks. For this purpose, letter grades will be used to assess standards of performance. The following letter grades will be used:

Range of Marks	Grade Point	Letter Grade	Description
90 - 100	9.0 - 10	O	Outstanding
80 - 89	8.0 - 8.9	D+	Excellent
75 - 79	7.5 - 7.9	D	Distinction
70 - 74	7.0 - 7.4	A+	Very Good
60 - 69	6.0 - 6.9	A	Good
50 - 59	5.0 - 5.9	B	Average
00 - 49	0.0	U	Re-appear
ABSENT	0.0	AAA	Absent

The **Semester Grade Point Average (SGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the semester.

$SGPA (S_i) = \sum (C_i \times G_i) / \sum C_i$ where C_i is the number of credits of the i th course and G_i is the grade point scored in the i th course

The **Cumulative Grade Point Average (CGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the entire programme. $CGPA = \sum (C_i \times S_i) / \sum C_i$ where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

GRG School of Management Studies, Coimbatore

MBA (2018-20) Curriculum
[Choice Based Credit System]

- L = Lecture; T = Tutorial
- MB18SIP[#] will be carried out during summer break between semester 2 and 3 and will carry a weight of 3 credits
- MB18SAB[#] will be carried out during summer break between semester 2 and 3 in lieu of SIP
- * will be non-credit courses

Code	Title	Type	Cr	L	T	Total
SEMESTER 1						
MB18AFM	Accounting for Management	Foundation	4	3	1	4
MB18ECM	Economics for Management	Foundation	3	3		3
MB18OBH	Organisational Behaviour	Foundation	3	3		3
MB18QTM	Quantitative Techniques for Management	Foundation	3	2	1	3
MB18EPM	Evolution and Principles of Management	Foundation	3	3		3
MB18ITB	Information Technology for Business	Foundation	3	3		3
MB18HIB	History of Indian Business	Foundation	1	1		1
MB18CM1	Communication Skills - 1	Skill	2	2		2
MB18PDP *	Personality Development Programme	Practice				
			22	20	2	22
SEMESTER 2						
MB18OPM	Operations Management	Core	3	3		3
MB18MMT	Marketing Management	Core	3	3		3
MB18FMT	Financial Management	Core	3	2	1	3
MB18HRM	Human Resource Management	Core	3	3		3
MB18BRM	Business Research Methods	Core	3	2	1	3
MB18BET	Business Environment	Core	3	3		3
MB18CM2	Communication Skills - 2	Skill	1	1		1
MB18CIN	Creativity & Innovation	Skill	2	2		2
MB18ASM	Application of Spreadsheet in Management	Skill	2	2		2
MB18OBP *	Outbound Programme	Practice				
			23	21	2	23

	SEMESTER 3					
MB18CBE	Corporate Governance & Business Ethics	Core	3	3		3
MB18SMT	Strategic Management	Core	3	3		3
	Elective - 01	Elective	3	3		3
	Elective - 02	Elective	3	3		3
	Elective - 03	Elective	3	3		3
	Elective - 04	Elective	3	3		3
MB18WAL	Women & Leadership	Practice	2	2		2
MB18TMP/ MB18OLC	Term Paper/ Online Course	Practice	2	2		2
MB18MIP	Management-in-Practice	Practice	3	3		3
MB18CCP *	Career Counselling Programme	Practice				
			25	25		25
	SEMESTER 4					
MB18IST	Information Security	Core	1	1		1
MB18LAB	Legal Aspects of Business	Core	2	2		2
MB18IBM	International Business and Management	Core	3	3		3
	Elective - 05	Elective	3	3		3
	Elective - 06	Elective	3	3		3
	Elective - 07	Elective	3	3		3
	Elective - 08	Elective	3	3		3
MB18SMC	Seminar Course	Practice	2	2		2
MB18SSP *	Social Service Programme	Practice				
			20	20		20
	TOTAL		90	86	4	90

LIST OF ELECTIVE COURSES

Each elective course will carry 3 credits

		FINANCE
No.	Code	Title
1	MB18CRF	Corporate Finance
2	MB18CMT	Cost Management
3	MB18FNM	Financial Markets
4	MB18FNS	Financial Services
5	MB18IFM	International Financial Management
6	MB18MNB	Management of Banking
7	MB18MCF	Micro Finance
8	MB18PAF	Project Appraisal and Financing
9	MB18RMI	Risk Management and Insurance
10	MB18SAP	Security Analysis and Portfolio Management
11	MB18WCM	Working Capital Management
		HUMAN RESOURCES MANAGEMENT
No.	Code	Title
1	MB18CMP	Compensation
2	MB18EMP	Employee Relations
3	MB18HRA	HRD Audit
4	MB18HRD	Human Resources Development
5	MB18IHR	International Human Resource Management
6	MB18LLS	Labour Laws
7	MB18LAD	Learning and Development
8	MB18ORP	Organizational Psychology
9	MB18PMT	Performance Management
10	MB18SHR	Strategic Human Resource Management
11	MB18TAD	Talent Acquisition and Deployment
		MARKETING MANAGEMENT
No.	Code	Title
1	MB18AMK	Agricultural Marketing
2	MB18BMT	Brand Management
3	MB18CBR	Consumer Behaviour
4	MB18CRM	Customer Relationship Management

5	MB18DMK	Digital Marketing
6	MB18IMC	Integrated Marketing Communication
7	MB18IMT	International Marketing
8	MB18RMT	Retail Management
9	MB18RUT	Rural Marketing
10	MB18SDM	Sales and Distribution Management
11	MB18SVM	Services Marketing
		GENERAL MANAGEMENT
No.	Code	Title
1	MB18BAN	Business Analytics
2	MB18EMT	Environmental Management
3	MB18IEM	Indian Ethos in Modern Management
4	MB18PRJ	Project Management
5	MB18PPA	Public Policy and Administration
6	MB18SCM	Supply Chain Management
7	MB18TQM	Total Quality Management
		ENTREPRENEURSHIP MANAGEMENT
No.	Code	Title
1	MB18BPD	Business Plan Development
2	MB18ENF	Entrepreneurial Finance
3	MB18EPS	Entrepreneurship
4	MB18NVC	New Venture Creation
5	MB18SBM	Small Business Management
6	MB18SEN	Social Entrepreneurship

SYLLABUS AND COURSE OUTLINE

SEMESTER I - COURSES

L = Lecture; T = Tutorial
* will be non-credit courses

Code	Title	Credits	L	T	Total
	Foundational Courses				
MB18AFM	Accounting for Management	4	3	1	4
MB18ECM	Economics for Management	3	3		3
MB18OBH	Organisational Behaviour	3	3		3
MB18QTM	Quantitative Techniques for Management	3	2	1	3
MB18EPM	Evolution and Principles of Management	3	3		3
MB18ITB	Information Technology for Business	3	3		3
MB18HIB	History of Indian Business	1	1		1
	Skill Courses				
MB18CM1	Communication Skills - 1	2	2		2
	Practice Work				
MB18PDP *	Personality Development Programme				
	Sub - Total	22	20	2	22

Course Title: **ACCOUNTING FOR MANAGEMENT**
Course Code: MB18AFM
Semester/ Credits: I / 4

Course Objective

The objective of the course is to provide fundamental knowledge related to financial, management and cost accounting required for managerial decision making. On completion of this course the students will be able analyse and interpret financial statements. Apply marginal costing, cost volume profit analysis and variance analysis in decision making process.

Course Coverage

Part 1 (12 hours)

Introduction to Accounting and Financial Statement analysis

Accounting - Meaning, Concepts and Conventions of Accounting; Overview of IFRS, Understanding Basic Financial Statements- Profit and Loss Statements, Balance sheet; Financial Statement Analysis - Meaning, Purpose, Horizontal and Vertical Analysis; Ratio Analysis - Profitability Analysis, Liquidity Analysis and Solvency Analysis

Part 2 (12 hours)

Fund Flow Statements and Cash Flow Statements

Fund Flow Statement - Meaning, Uses and Importance of Fund Flow Statement, Preparation of Statement of Changes In Working Capital, Preparation Statement of Sources and Application of Funds; Cash Flow Statement - Meaning, Preparation of Cash Flow Statement, Interpreting Financial Health of the Company using Cash Flow Statement

Part 3 (12 hours)

Cost Volume Profit Analysis

Cost-Volume-Profit analysis - The Contribution Margin and its Uses, Decisions using Cost Volume Profit Analysis, Break-Even analysis, Target Profit Analysis, Margin of Safety, Cost Structure and Operating Leverage

Part 4 (12 hours)

Budgeting

Budget - Meaning ,The Budget Development Process, Master Budget, Sales Budget; Production Budget - Material, Labour, Overhead, Selling and Administrative; Expenses Budgets - Cash Budget, Flexible budget

Part 5 (12 hours)

Preparation of Cost sheet and Variance Analysis

Cost sheet - Meaning and Scope, Preparation of cost sheet; Standard Costing - Flexible Budgeting with Standard Costs, Flexible Budget Variance, Variable Manufacturing Cost Variances, Direct Material Variances, Direct Labour Variances, Variable Overhead Variances, Fixed Overhead Variances, Interpreting And Using Variance Analysis

Note: The coverage in this Course will comprise 40% theory and 60% problems

Pedagogy

Lecture, Numerical Exercise, Case Discussion

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	05%
Numerical Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Sawyers, B. Roby, Jackson, Steve, Jenkins, Greg and Arora, Ravinder Kumar (2016). *Managerial ACCT A South-Asian Perspective*, 2/e; New Delhi: Cengage Learning

Reference Books

1. Godwin, Norman; Alderman, Wayne and Sanyal, Debashis (2016). *Financial ACCT A South- Asian Perspective*, 2/e; New Delhi: Cengage Learning
2. Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2015). *A Textbook of Accounting for Management*, 4/e; New Delhi: Vikas Publications
3. Khan, M.Y., and P.K. Jain (2018). *Management Accounting: Text, Problems and Cases*, 7/e; New Delhi: McGraw Hill Education

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Course Title: **ECONOMICS FOR MANAGEMENT**
Course Code : MB18ECM
Semester/ Credits: I / 3

Course Objective

This course will provide an overview of how fundamental economic theory can be applied to decision making within the firm and also provides insights about the economic situation and its evaluation at a macro level. On completion of the course, the students will be able to understand economic concepts and principles that have direct managerial applications, apply the demand forecasting techniques, identify the conditions under which a firm operates in several competitive environments and evaluate the elements of the macro-economic components of a country.

Course Coverage

Part 1 (4 hours)

Introduction to Managerial Economics

Managerial Economics - Nature, Scope; Basic model of the Firm and Role of profits; Optimisation - Concepts & Techniques; Marginal and Incremental analysis

Part 2 (8 hours)

Demand Analysis and Theory of Consumer's Choice

Demand and Demand Function, Elasticity of Demand, Consumer's Behaviour - Cardinal Utility Analysis, Indifference curve analysis of demand, Demand Forecasting

Part 3 (8 hours)

Theory of Production and Cost Analysis

The theory of Production - Returns to a variable factor, Production function with two variable inputs, Optimum input combination, Cost Analysis, Supply and its elasticity

Part 4 (8 hours)

Price and Output Decisions in Various Market Structures

Price and Output Decisions in Various Market Structures under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly

Part 5 (5 hours)

Pricing Practices and Strategies

Cost plus pricing, Price discrimination, Pricing of multiple products, Transfer pricing, Game Theory

Part 6 (12 hours)

Macroeconomics for Management

Macroeconomics - Issues and Concepts, Macro - economic aggregates and Measurement of National Income, Inflation - Nature and Causes, Analysis of Business Cycles, Economic Stabilisation - Fiscal Policy and Monetary Policy, Balance of Payment, Global Financial Crisis and its impact on World Economy

Pedagogy

Lecture, Seminar, Debate

Evaluation and Grading

Quiz	...	05%
Debate	...	05%
Seminar	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Ahuja, H.L. (2017). *Managerial Economics: Analysis of Managerial Decision Making*, 9/e; New Delhi: S. Chand & Company Limited

Reference Books

1. Keat and Banerjee (2017). *Managerial Economics*, 7/e; New Delhi: Pearson India
2. Geetika, Ghosh; Piyali, Choudhury and Purba, Roy (2017). *Managerial Economics*, 3/e; New Delhi: McGraw Hill Education

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Course Title:	ORGANISATIONAL BEHAVIOUR
Course Code:	MB18OBH
Semester/ Credits:	I / 3

Course Objective

This course is designed to enrich the knowledge of the students about human behaviour in organizations. At the end of this course, students are expected to demonstrate knowledge about individual and group behaviour in organisations, organisational culture, and approaches to managing organisational change.

Course Coverage

Part 1 (9 hours)

Introduction to Organizational Behaviour

Manager's functions, roles, and skills - Nature and Scope of OB - Disciplines that contribute to the OB Field - Challenges and Opportunities for OB

Part 2 (12 hours)

The Individual

Attitudes and Job Satisfaction - Emotions and Emotional intelligence - Personality - Perception - Specific applications in organisations

Part 3 (12 hours)

The Group

Foundations of group behaviour - Organizational politics - Impression management and Defensive behaviour - Conflict management and Negotiation

Part 4 (12 hours)

The Organisation System

Organisational Culture - Organisational Change - Organisational Development - Stress management

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2017). *Organizational Behavior*, 16/e; New Delhi: Pearson Education

Reference Books

1. McShane & Von Glinow (2015). *Organisational Behavior*, 6/e; New Delhi: McGraw Hill Education
2. Luthans, Fred (2017). *Organisational Behavior- An Evidence-based Approach*, 12/e; New Delhi: McGraw Hill Education

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Course Title: **QUANTITATIVE TECHNIQUES FOR MANAGEMENT**
Course Code: MB18QTM
Semester / Credits: I / 3

Course Objective

The course intends to provide a basic understanding about the use of variety of probability, statistical and quantitative techniques applicable to a wide range of business situations. At the end of this course the students can recognize a particular technique and its applications and apply the appropriate mathematical techniques in problem solving for management decision making.

Course Coverage

Part 1 (7 hours)

Mathematics

Numbers - Order of Operations, Average, Ratio, Number Patterns, Simple and Compound Interest, Algebra, Solving Linear Equations

Part 2 (8 hours)

Probability

Probability - Basic rules of probability, Notation, Venn diagrams, Probability Trees, Bayes's Theorem

Part 3 (10 hours)

Statistics

Classification and Tabulation of Data, Univariate and Bivariate Analysis - Pictorial representation - Pie Diagrams, Histograms, Frequency Polygons, Ogives, Measures of Central Tendency - Mean, Median, Mode, Measures of Variation - Range, Standard Deviation, Coefficient of Variation - Correlation - Rank correlation - Simple Regression - Trend Analysis

Part 4 (12 hours)

Linear Programming Problems

Operation Research - Introduction, Linear Programming, Graphical method - Simple Problems, Transportation and Assignment Problems - Simple Problems

Part 5 (8 hours)

Game theory and Network analysis

Game Theory: Algebraic Method, Network analysis; PERT/CPM

Pedagogy

Lecture, Numerical Exercise, Peer Learning

Evaluation and Grading

Numerical Exercise	...	15%
Quiz	...	05%
Assignment	...	10%
Mid semester Examination	...	20%
End semester Examination	...	50%

Text Book

Sharma, J.K (2014). *Quantitative Techniques in Management*, 3/e; New Delhi: Trinity Press

Reference Books

1. Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas, (2016). *Statistics for Business and Economics*, 12/e; New Delhi: Cengage
2. Agarwal R. S. (2010). *Objective Arithmetic*, New Delhi: S Chand

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Course Title: **EVOLUTION AND PRINCIPLES OF MANAGEMENT**
Course Code: MB18EPM
Semester/ Credits: I / 3

Course Objective

This course enriches the knowledge of students in the fundamental principles of management. At the end of this course, students will be able to describe the process of management, principles and theories of management, and display managerial skills.

Course Coverage

Part 1 (9 hours)

Introduction to Management

Management - Nature and purpose - Evolution of management thought- Systems approach to management process - Functions of managers - Management and Society - Social responsibility of managers - Ethics in managing

Part 2 (10 hours)

Planning

Essentials of Planning - Management by Objectives - Strategies, Policies - Planning Premises - Decision Making

Part 3 (10 hours)

Organizing

Nature of organizing - Organization Structure: Departmentation - Line/Staff Authority, Empowerment, and Decentralisation

Part 4 (10 hours)

Leading

Human Factors and Motivation - Theories - Motivational techniques - Leadership - Trait, Behaviour, and contingency approaches - Transactional and Transformational leadership

Part 5 (6 hours)

Controlling

The System and Process of Controlling - Budgetary and non budgetary Control Techniques - Network analysis

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Koontz, Harold and Weihrich, Heinz (2016). *Essentials of Management: An International, Innovation and Leadership Perspective*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Robbins, Stephen P, Mary Coulter and Neharika Vohra (2015). *Management*, 12/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2013). *Principles of Management*, 2/e; New Delhi: Pearson Education

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Course Title: **INFORMATION TECHNOLOGY FOR BUSINESS**
Course Code: MB18ITB
Semester/ Credits: I / 3

Course Objective

The course will provide the fundamentals of information technology and their contemporary applications in business. At the end of this course, the students will be able to recognize the strategic use of information technology in business, differentiate the functional and cross functional information systems. They will also realise the importance of managing information technology to achieve bottom line business results.

Course Coverage

Part 1 (12 hours)

IT in the Organisations

Introduction - Data Governance, IT Architecture, Cloud Strategies - Data Management - Digital Networks & Triple Bottom Line - Security

Part 2 (10 hours)

Digital, Mobile and Social Commerce

Search strategies - Social Media Strategies and Metrics - Retail, Mobile and E-commerce

Part 3 (13 hours)

Organisational Applications

Operational & Tactical Business Systems, Strategic Enterprise Systems - ERP, SCM and CRM, Data Visualization and Geographic Systems, Artificial Intelligence and its applications

Part 4 (6 hours)

IT Strategy

IT Strategy and Planning, IT Business Alignment, Balanced Scorecard Method, Cloud and Vendor Strategies

Part 5 (4 hours)

Managing IT

Project Management and Portfolios, IT Projects Stages - Planning, Execution, Budgeting, Monitoring, Control and Closing, SDLC

Pedagogy

Lecture, Case Discussion, Audio-Visual Presentation

Evaluation and Grading

AV Presentation	...	10%
Assignment & Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Turban, Efraim, Linda Volonino and Wood, R., Gregory (2017). *Information Technology for Management - Advancing Sustainable, Profitable Business Growth*, New Delhi: Wiley India

Reference Books

1. O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). *Management Information Systems*, 10/e; New Delhi: McGraw Hill Education
2. Laudon, Kenneth C., Laudon, P. Jane (2016). *Management Information System -Managing the Digital Firm*, 14/e; New Delhi: Pearson Education

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Course Title: **HISTORY OF INDIAN BUSINESS**
Course Code: **MB18HIB**
Semester/ Credit: **I / 1**

Course Objective

The course would enable the students to gain insights from the economic, political and social developments in the eighteenth century which were often considered as cradle for the strategies and structures that characterize Indian business today. Students will understand the growth of business in free India, the emergence of the public sector, and the evolution of modern Indian business.

Course Coverage

- Indian Business History- Introduction
- Indian Business in the 17th Century - The Backdrop
- Indian Business during the Period of British East India Company
- The Business Scenario in Western India
- Rise of the Industrial Elite
- Developing an Identity by Indian Business
- Maturity of Indian Business
- During the War and After
- Indian Business after Independence and during the Nehru Era
- The License Raj
- Liberalisation and After

Pedagogy

Lecture, Seminar, Group Discussion

Evaluation and Grading

Class Participation & Attendance	...	10%
Quiz	...	10%
Group Discussion	...	40%
Seminar	...	40%

Reference Books

1. Dwijendra, Tripathi; Jyoti, Juman (2012). *The Concise Oxford History of Indian Business*; New Delhi: Oxford University Press
2. Dwijendra, Tripathi (2011). *The Oxford History of Indian Business*; New Delhi: Oxford University Press

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Course Title: **COMMUNICATION SKILLS - 1**
Course Code: MB18CM1
Semester/ Credit: I / 2

Course Objective

The course is designed to build oral communication skills and presentation skills of students essential to business graduates. At the end of the course the students will be able to understand and use effective speaking techniques; professional nonverbal communication, and design and deliver effective presentations using slides and other Audio-visual aids.

Course Coverage

Part 1 (15 hours)

Mastering formal speaking

Knowing your audience - Recognizing common obstacles to successful communication - Functions of nonverbal communication - Body movement - A communicator's physical appearance - Paralanguage - Supporting ideas with credible evidence - Organizing your thoughts, selecting a delivery approach - rehearsing your speech - Delivering your message

Part 2 (15 hours)

Planning, designing and delivering effective presentations

Adapting to audience - Composing the presentation - Body language - Presentation delivery tools, enhancing presentations with slides and other audio-visual aids - Art of delivering the presentation - Handling questions

Pedagogy

Lecture and Discussion, Role-Play, Audio-video aids

Evaluation and Grading

Speech	...	25%
Presentation	...	25%
Online Course	...	25%
Class Participation and Attendance	...	25%

Reference Books

1. Bovee, Courtland L, Thill, John V. and Raina, Roshan Lal (2017). *Business Communication Today*, 10/e; New Delhi: Pearson Education
2. Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*, 13/e; New Delhi: McGraw Hill Education

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SYLLABUS AND COURSE OUTLINE

SEMESTER II - COURSES

L = Lecture; T = Tutorial
* will be non-credit courses

Code	Title	Credit	L	T	Total
	Core Courses				
MB18OPM	Operations Management	3	3		3
MB18MMT	Marketing Management	3	3		3
MB18FMT	Financial Management	3	2	1	3
MB18HRM	Human Resource Management	3	3		3
MB18BRM	Business Research Methods	3	2	1	3
MB18BET	Business Environment	3	3		3
	Skill Course				
MB18CM2	Communication Skills - 2	1	1		1
MB18CIN	Creativity & Innovation	2	2		2
MB18ASM	Application of Spreadsheet in Management	2	2		2
	Practice Work				
MB18OBP *	Outbound Programme				
	Sub - Total	23	21	2	23

Course Title: **OPERATIONS MANAGEMENT**
Course Code : MB18OPM
Semester/ Credits: II / 3

Course Objective

This course would enable the students to understand the role of operations management in the operational and strategic levels of business and also gain insights about the interaction between the operations functions with various other functions in the service sector as well as the manufacturing firm. At the end of this course students can gain and apply knowledge of fundamental concepts in operations management for operational excellence in an integrated manner.

Course Coverage

Part 1 (5 hours)

Introduction to Operations Management

Manufacturing Trends in India - Operations Management Functions, Challenges in Operations Management, The Relevance of Operations Strategy, Strategy Formulation Process, Measures for Operations Excellence.

Part 2 (10 hours)

Designing Operations

Process and Capacity Analysis - Design of Manufacturing Process, Layout Planning, Design of Service Systems, The Product Development Process, Total Quality Management.

Part 3 (10 hours)

Operations and the Value Chain

Supply Chain Management - Components, Structure, Measures of Supply Chain Performance, Design of Supply Chain, Facilities Location, Planning Methods, Issues in Location Planning.

Part 4 (10 hours)

Inventory Planning and Control

Types of Inventory, Inventory Cost , Inventory Control System, Issues in Inventory Planning and Control, Six Sigma Quality Control.

Part 5 (10 hours)

Planning and Control of Operations

Demand Forecasting, Aggregate Production Planning , Master Production Schedule , Need for Maintenance Management.

Pedagogy

Lecture, Case Discussion, Field Study

Evaluation and Grading

Quiz	...	05%
Assignment	...	05%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Mahadevan, B., (2015). *Operations Management, Theory and Practice*, 3/e; New Delhi: Pearson Education

Reference Books

1. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra, K. Manoj (2016). *Operations Management: Processes and Value Chains*, 11/e; New Delhi: Pearson Education
2. Stevenson, J. William (2017). *Operations Management*, 13/e; New Delhi: McGraw Hill Education

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Course Title: **MARKETING MANAGEMENT**
Course Code : MB18MMT
Semester/ Credits: II / 3

Course Objective

This course is designed to give an introduction to the theory and practice of marketing. It would enable the students to understand how the dynamics of the market forces create an impact in the market. At the end of the course, Students would be able to comprehend the holistic marketing efforts to develop, design and implement marketing programs. They can acquire a comprehensive knowledge about how values are created, communicated and delivered to the target audience

Course Coverage

Part 1 (10 hours)

Understanding Marketing Management

Defining Marketing for the New Realities, Developing Marketing Strategies and Plans, Creating Long -Term Loyalty Relationships

Part 2 (8 hours)

Building strong brands

Identifying Market Segments and Targets, Crafting the Brand Positioning, Creating Brand Equity, addressing Competition and Driving Growth

Part 3 (10 hours)

Creating value

Setting Product Strategy, Designing and managing services, Introducing new product offerings, Developing Pricing Strategy and programs

Part 4 (9 hours)

Communicating value

Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Digital communications and Managing Personal Communications

Part 5 (8 hours)

Delivering Value

Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling and Logistics

Pedagogy

Lecture, Responsive Learning, Case Discussion, Field Study

Evaluation and Grading

Peer Evaluation	10%
Assignment	10%
Field Study	10%
Mid Semester Examination	20%
End Semester Examination	50%

Text Book

Kotler, Philip; Kevin Lane Keller (2017). *Marketing Management*, 15/e; New Delhi: Pearson Education

Reference Books

1. Ramasamy V.S, Namakumari S., (2014). *Marketing Management: Global Perspective Indian Context*, 5/e; New Delhi: Macmillan Education
2. Grewal Dhruv, Levy Michael (2017). *Marketing*, 5/e; Chennai: McGraw Hill Education (India)

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Course Title: **FINANCIAL MANAGEMENT**
Course Code: **MB18FMT**
Semester/ Credits: **II / 3**

Course Objective

The course intends to emphasize the role of financial management in wealth maximization and explains the application of financial tools in determining the value of the firm. On completion of the course the students will be able to calculate the time value of money, measure the cost of capital, identify the best investment alternative and predict the change in the value of firm with respect to dividend decisions.

Course Coverage

Part 1 (6 hours)

Finance Function

Overview and Scope of Financial Management - Objectives - Organisation of Finance function - Emerging role of Finance Managers in India

Part 2 (13 hours)

Investment Decision

Time Value of Money - Compounding and Present value techniques - Capital Budgeting - Principles and Techniques - Evaluation techniques - Concept and Measurement of Cost of Capital - Importance, Measurement of Specific Costs, Computation of Overall cost of Capital

Part 3 (12 hours)

Financing Decisions

Short Term and Long Term Finance - Operating Leverage and Financial Leverage - Capital Structure Theories - Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach

Part 4 (8 hours)

Dividend Decisions

Management of Profits- Retained Earnings and Dividends - Dividend Decision - Dividend and Valuation, Determinants of Dividend policy

Part 5 (6 hours)

Working Capital Decisions

Working Capital Decisions - Management of cash, inventory and receivables - Types of Working Capital and its importance - Determinants of Working Capital

Pedagogy

Lecture, Numerical Exercise, Case Discussion

Evaluation and Grading

Numerical Exercise	...	15%
Case Discussion	...	10%
Quiz	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Note: The coverage in this course will comprise 60% theory and 40% problems.

Text Book

Khan, M.Y. and Jain, P.K. (2015). *Financial Management: Text, Problems and Cases*, 7/e; New Delhi: McGraw Hill Education

Reference Books

1. Pandey, I.M. (2015). *Financial Management*, 11/e; New Delhi: Vikas Publishing
2. Chandra, Prasanna (2015). *Financial Management, Theory and Practice*, 9/e; New Delhi: McGraw Hill Education

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Course Title: **HUMAN RESOURCE MANAGEMENT**
Course Code: MB18HRM
Semester/ Credits: II / 3

Course Objective

This course is designed to enrich the knowledge of students in the functional area of Human Resource Management by providing insights in to the key aspects of HRM along with the recent developments in the field. After completion of the course students will be able to describe the important trends influencing human resource management, explain the nature of job analysis, techniques used in employment planning and forecasting, recruitment, selection, training, performance management and establishing pay rates.

Course Coverage

Part 1 (6 hours)

Introduction to Human Resource Management

Trends shaping HRM - Nature and Scope of HRM, Using HR Analytics for recognizing changing trends in HRM - Strategic HRM

Part 2 (9 hours)

Recruitment and Selection

Human Resource Planning - Job Analysis - Job Evaluation - Recruiting Talent - Selecting Right Talent

Part 3 (14 hours)

Training and Development

Training and Developing Employees - Performance Management and Appraisal - Coaching, Careers, and Talent Management

Part 4 (6 hours)

Compensation

Establishing Pay plans - Pay for Performance and Incentives - Benefits and Services

Part 5 (6 hours)

Employee Relations

Industrial Relations - Labor Laws - Trade Unions - Resolving Disputes - Managing Ethical Issues in Human Resource Management

Part 6 (4 hours)

Managing Global Human Resources

Role of HR in Internationalization of Business - Staffing Global Organizations - Training and Maintaining Expatriates - Implementing Global HR System

Pedagogy

Lecture, Case Discussion, Exercise - Responsive Learning, Panel Discussion, Role Play

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	05%
Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Aswathappa, K. (2017). *Human Resource Management: Text and Cases*, 8/e; New Delhi: McGraw-Hill Education

Reference Books

1. Bohlander, W. George and Snell, A. Scott (2017). *Principles of Human Resource Management*, 16/e; New Delhi: Cengage
2. Dessler, Gary and Varkkey, Biju (2016). *Human Resource Management*, 14/e; New Delhi: Pearson Education

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Course Title: **BUSINESS RESEARCH METHODS**
Course Code: MB18BRM
Semester/Credits: II / 3

Course Objective

The course provides basic knowledge on research methods that equips one to make decisions based on actual business conditions. At the end of this course, students will be able to demonstrate knowledge in different types of research methods and techniques; display skill in performing statistical and research analysis and compose structured reports that reflect in appropriate decision making.

Course Coverage

Part 1 (5 hours)

Introduction to Business Research

Objectives and types of Business Research, Scientific Research, Process of conducting Business Research - Challenges, Approaches to Research

Part 2 (10 hours)

Research Process

Identifying and formulating the research problem, Critical literature review, Theoretical framework and hypothesis development, Research design, Data collection methods, Experimental design

Part 3 (6 hours)

Measurement of variables and Sampling

Measurement of variables, Types of scales, Reliability and Validity, Sampling - Process and types

Part 4 (18 hours)

Data Analysis

Quantitative data analysis - Preparation of Data, Basic Analysis of Data - Measures of Central Tendency, Dispersion, Correlation and Regression, ANOVA, Factor Analysis, Non-parametric tests - Application of SPSS

Part 5 (6 hours)

Research Report Writing

Types of Reports - Formats - Report writing - Report Presentation - Oral and Written

Pedagogy

Lecture, Practical SPSS Sessions, Field Study, Exercise - Analysis & Discussion

Evaluation and Grading

Quiz	...	05%
Exercise	...	10%
Research Project	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Sekaran, Uma, Bougie, Roger (2016), *Research Methods for Business: A Skill Building Approach*, 7/e; New Delhi: Wiley India

Reference Books

1. Cooper, R. Donald, Pamela, S. Schindler (2015). *Business Research Methods*, 12/e; New Delhi: McGraw Hill Education
2. Srivastava, T. N, Shailaja, Rego (2016). *Business Research Methodology*, 1/e; New Delhi: McGraw Hill Education

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Course Title: **BUSINESS ENVIRONMENT**
Course Code: **MB18BET**
Semester / Credits: **II / 3**

Course Objective

This course would enable students to understand and appreciate the influence of the forces in the external economic, political, legal, social, and technological environment on business. They would be able to analyse the changes happening in the external environment and help in preparing appropriate strategies for organisations to face the challenges.

Course Coverage

Part 1 (8 hours)

Overview of Business Environment - Basic Concepts of Functioning of an Economy; National Income; Business and Its Environment; Natural Resources; Technological Environment; India's Population and Its Impact on the Economy

Part 2 (8 hours)

Economic System - Capitalism, Socialism, Mixed Economy; Public Policies and Business; Economic, Monetary, and Fiscal Policies; Foreign Trade Policy

Part 3 (9 hours)

The Economics of Development - The Economics of Underdevelopment; Stages and Strategies of Economic Growth; Role of the State in Economic Development; Economic Planning; Industrial and Licensing Policies (1951-91); New Economic Policy (1991)

Part 4 (10 hours)

Business and Society - Business, Labour and Government; Consumer Protection; Investor Protection; Environmental Protection; Corporate Governance; Corporate Social Responsibility

Part 5 (5 hours)

Economic Legislation - MRTP, Competition Act, FERA, FEMA, Intellectual Property Rights, Companies Act

Part 6 (5 hours)

India in the Global Economic System - FDI, WTO, World Bank, IMF

Pedagogy

Lecture, Case Discussion, Seminar, Debate

Evaluation and Grading

Seminar	...	10%
Debate	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Fernando, A.C. (2011). *Business Environment*; New Delhi: Pearson Education (Dorling Kindersley)

Reference Books

1. Paul, Justin (2010). *Business Environment: Text and Cases*, 3/e; New Delhi: McGraw Hill Education
2. Saleem, Shaikh (2015). *Business Environment*, 3/e; New Delhi: Pearson Education (Dorling Kindersley)

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Course Title: **COMMUNICATION SKILLS - 2**
Course Code: MB18CM2
Semester/ Credit: II / 1

Course Objective

The course is designed to build written communication skills of students essential to business graduates. At the end of the course students will be able to write concretely and effectively, and write business messages and reports using techniques of business writing

Course Coverage

Part 1 (7 hours)

Effective Writing

Fundamentals of business writing - Adapting your words to your readers - Constructing clear sentences and paragraphs - Writing for positive effect - Crafting messages for electronic media

Part 2 (4 hours)

Writing Business Messages

Directness in good-news and neutral messages - Indirectness in bad-News Messages and persuasive messages

Part 3 (4 hours)

Writing Reports

Writing Reports - Short reports and long informal reports

Pedagogy

Discussion, Writing Exercise

Evaluation and Grading

Assignment on Writing Business Message	...	25%
Assignment on Report Writing	...	25%
Online Course	...	25%
Class Participation and Attendance	...	25%

Reference Books

1. Bovee, Courtland L, Thill, John V. and Raina, Roshan Lal (2017). *Business Communication Today*, 10/e; New Delhi: Pearson Education
2. Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*, 13/e; New Delhi: McGraw Hill Education

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Course Title:	CREATIVITY & INNOVATION
Course Code:	MB18CIN
Semester/ Credits:	II / 2

Course Objective

The course is intended to kindle the spirit of creativity and innovation among students. Normally, the students' mind is conditioned to approach any issue with logical and sequential order. By doing so, student's own ideas and thinking are not given any consideration. Therefore this course would provide an opportunity for students to be spontaneous, creative and thinking out of box. In the present complex world students have to bring in new ideas and ways to face the various challenges that they may come across in their personal and professional lives.

Course Coverage

Part 1 (6 hours)

Introduction to Creativity and Innovation

What is Creativity - Is creativity lateral thinking - Creativity Process - Components of Creativity - Can Creativity be Enhanced - Mechanism of Thinking. (Exercise)

Part 2 (8 hours)

Enhancing Creative Intelligence

Existential Creativity - Entrepreneurial Creativity - Empowerment Creativity - Stimulation Tools and Techniques - Six Hat Thinking Exercise and Lateral Thinking Exercise - Convergent Thinking.

Part 3 (8 hours)

Quality of Creativity

Criteria for Evaluating Creativity - Concept Development - Story Boarding - Strategy Development and Innovation. (Exercise)

Part 4 (8 hours)

Techniques of Creative Problem Solving

Principles and Techniques for Creative Ideas (Excursion method) - Methods and Tools for Creative Problem Solving - Product and Service Design Exercise - Evaluation - Creativity Training.

Pedagogy

Lecture, Exercise, Field Study, Video based Learning

Evaluation and Grading

Class Participation	...	10%
Article Review	...	10%
Assignment	...	20%
Presentation	...	20%
Concept Development	...	20%
Field study	...	20%

Reference Books

1. Khandwalla, N. Pradip (2009). *Lifelong Creativity - An Unending Quest*, New Delhi: McGraw Hill Education
2. Drucker, F. Peter (2015). *Innovation and Entrepreneurship*, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2013). *The Innovators Solution*, Boston: Harvard Business School Press
4. De Bono, Edward (2008). *Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas*, 2/e; Amorata Press
5. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, (International Edition), Harper Perennial Publishers

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Course Title: **APPLICATION OF SPREADSHEET IN MANAGEMENT**
Course Code: MB18ASM
Semester/ Credits: II / 2

Course Objective

The course will introduce Excel as a tool for solving managerial problems. The course will familiarize the students with important features of Excel. At the end of the course the students will be able to use in-built functions in Excel for simple calculation, apply features of Excel like What-if Analysis, Sensitivity Analysis for decision making, perform investment analysis using Excel, validate data, use database operations and present the processed information using Charts.

Course Coverage

Part 1 (6 hours)

Fundamentals of Excel

Cell, Referencing, Formatting cells, Tables, Functions - Application of Functions, Array Functions and Ranges

Part 2 (12 hours)

Database Operations

Database operations - Sorting, Filtering, DCount, DSum, DMax, DMin, Simple and Composite Criteria - Pivot Table - Grouping, Slicing and Dicing - Table Lookup - Index, Match, Vlookup, Hlookup

Part 3 (12 hours)

Analysis and Presentation

What-if Analysis, Sensitivity Analysis - Data table; Scenario Building - Input using Forms- Data Validation - Handling Date and Time Data - Presentation of data using Charts, Conditional Formatting,

Pedagogy

Workshop Mode - Demo & Exercise

Evaluation and Grading

Class Exercise & Quiz	...	30%
Assignment	...	30%
Practical Examination	...	40%

Reference Books

1. Walkenbach, John (2016). *Microsoft Excel 2016 Bible*, 1/e; New Delhi: Wiley
2. Lysander, Hansa Manohar (2015). *Data Analysis And Business Modelling Using Microsoft Excel*, 1/e; New Delhi: Pearson Education

Course Title: **SUMMER INTERNSHIP PROGRAMME**
Course Code: **MB18SIP**
Credits: **3**

Guidelines for Summer Internship Programme

The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 45 days in a company during their summer break between the 2nd and 3rd semester.

Students are required to indentify a company for their SIP, in consultation with and approval of their faculty guides. The choice of the company should be intimated to the Programme Administrator before commencement of the SIP. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their SIP.

During their stay with the company, students are required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive. Students should collect and gather as much as possible of written materials, published data, and related matter.

In the process of carrying out their SIP, students are required to identify an issue or problem or an opportunity in the company that they can work on during the MIP course in the 3rd semester. This should be discussed with their faculty guide before completing the SIP.

At the end of the SIP, students are expected to submit a report to the company a copy of which will be submitted to GRGSMS. The report should clearly indicate the sources from which information was obtained.

Evaluation will be based on three factors - (i) assessment and feedback from the industry guide (ii) assessment by the faculty guide, and (iii) quality of report and presentation (to be evaluated by two faculty members, one of whom will be the faculty guide). The presentation should be specific, clear and well analysed, and indicate the specific sources of information. Each of the three factors would carry equal weight.

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SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

L = Lecture; T = Tutorial
* will be non-credit courses

Code	Title	Credit	L	T	Total
	Core Course				
MB18CBE	Corporate Governance & Business Ethics	3	3		3
MB18SMT	Strategic Management	3	3		3
	Elective Course				
	Choice of Electives - 4	12	12		12
	Practice Courses				
MB18WAL	Women & Leadership	2	2		2
MB18TMP/ MB18OLC	Term Paper/ Online Course	2	2		2
MB18MIP	Management-in-Practice	3	3		3
MB18CCP *	Career Counselling Programme				
	Sub - Total	25	25		25

Course Title: **CORPORATE GOVERNANCE AND BUSINESS ETHICS**
Course Code: **MB18CBE**
Semester/ Credits: **III / 3**

Course Objectives

This course enables the students to gain an understanding of the contemporary issues of corporate governance in the wake of changing business ambience. At the end of the course the student would enable to:

- recognise the theory and practice of Corporate Governance
- identify the role of Board of directors and other stakeholders
- analyse the issues and problems of Corporate Governance in emerging economies
- appreciate ethical practices in business/ profession

Course Coverage

Part 1 (10 hours)

Introduction to ethics - principles - law, ethics and business - individual and organisational ethics

Part 2 (15 hours)

Ethics in marketing profession, consumer protection - ethics and the environment - ethics and technology - Discussions on Ethical Dilemmas

Part 3 (12 hours)

Principles and practices of corporate governance - corporate governance in the Indian context (including recent changes in law)

Part 4 (8 hours)

Ethics and corporate governance - corporate governance, corporate social responsibility, and sustainability - Discussions on Corporate Governance Cases

Pedagogy

Lecture, Case Discussion, Role Play, Audio-Visual Presentation

Evaluation and Grading

Audio-Visual Presentation	...	10%
Role Play	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Mandal, S.K (2017). *Ethics in Business and Corporate Governance*, 2/e; New Delhi: McGraw Hill Education

Reference Books

1. Fernando, A.C (2012). *Corporate Governance: Principles, Policies and Practices*, 2/e; New Delhi: Pearson
2. Ghosh, B.N (2012). *Business Ethics and Corporate Governance*, New Delhi: McGraw Hill Education

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Course Title: **STRATEGIC MANAGEMENT**
Course Code: MB18SMT
Semester / Credits: III / 3

Course Objectives

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. At the end of the course students would be able to:

- understand the basic concepts and principles of strategic management
- analyse the internal and external environment of business
- develop and prepare organizational strategies that will be effective for the current business environment
- devise strategic approaches to managing a business successfully in a global context

Course Coverage

Part 1 (6 hours)

Overview of Strategic Management - Nature and Value of Strategic Management - Strategic Management Process

Part 2 (18 hours)

Strategy Formulation

Company Mission - The External Environment- Global Environment - Internal Analysis- Long-term Objectives and Strategies - Business Strategy - Multi-business Strategy

Part 3 (12 hours)

Strategy Implementation

Implementation - Organizational Structure - Leadership and Culture

Part 4 (9 hours)

Strategy Control

Establishing Strategic Controls; The Quality Imperative: Continuous Improvement to Build Customer Value- Six Sigma approach, ISO 9001 and The Balance Scorecard Methodology

Pedagogy

Lecture, Panel Discussion, Article Review, Responsive Learning, Reflective Diary

Evaluation and Grading

Peer Evaluation	10%
Assignment	10%
Reflective Diary	10%
Mid Semester Examination	20%
End Semester Examination	50%

Text Book

Pearce, A. John, Robinson, B. Richard and Mital, Amita (2017). *Strategic Management: Formulation, Implementation and Control*, 12/e (Special Indian Edition); New Delhi: McGraw Hill Education

Reference Books

1. Hill, Charles W.L. and Gareth R Jones (2015). *Strategic Management: Theory: An Integrated Approach*, 11/e; New Delhi: Cengage Learning
2. Wheelen, L. Thomas and Hunger, J. David (2012). *Concepts in Strategic Management and Business Policy: Towards Global sustainability*, 13/e; New Delhi: Pearson Education Asia

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Course Title: **WOMEN AND LEADERSHIP**
Course Code: MB18WAL
Semester/ Credits: III / 2

Overview

This course introduces the students to the foundations of leadership and the stories of remarkable women leaders from various walks of life. The women leaders are those who have left their mark and made a difference in whatever area they chose to influence- political, social, business, environmental etc. It is important to understand their contributions towards the development of societies and economies. Women management graduates aspiring to be leaders will be able

to identify the attributes of these remarkable women that made them leaders. Reading and listening to their experiences will inspire young women.

This course facilitates the students to appreciate the significance of women leadership. At the end of this course, the students will be inspired to imbibe leadership qualities and be able to lead.

Pedagogy

Discussion, Case Study, Seminar, Role Play

Evaluation and Grading

Presentation	...	40%
Assignment	...	30%
Role Play	...	20%
Class participation	...	10%

Reference Books

1. Hurley, Kathleen and Priscilla, Shumway (2015). *Real Women, Real Leaders: Surviving and Succeeding in the Business World*, New Jersey: Wiley
2. Yukl, Garry (2013). *Leadership in Organizations*, 8/e; New Jersey: Pearson Education, Inc.,
3. Sandberg, Sheryl (2013). *Lean In: Women, Work, and the Will to Lead*, New York: Knopf Doubleday Publishing Group
4. HBR (2011). *HBR's 10 Must Reads - On Leadership*, USA: Harvard Business Publishing
5. Barsh, Joanna, Susie, Cranston and Geoffrey, Lewis (2011). *How Remarkable Women Lead - The Breakthrough Model for Work and Life*, New York: McKinsey & Company, Inc.,

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Course Title:	TERM PAPER
Course Code:	MB18TMP
Semester/ Credits:	III / 2

Guidelines for Term Paper

The term paper carries 2 credits and has no End Semester Examination. It will be evaluated for 100 marks through Continuous Internal Assessment (CIA).

The term paper should be done throughout the semester 3 therefore the faculty guide has to monitor the progress of work by the students on continuous basis.

The objective of the “Term Paper” is to enable students to gain in-depth knowledge and understanding on a specific sector or company or personality or entrepreneur or book, with which they will be able to identify key areas or topic to analyse by applying their own creative ideas, thoughts and opinions by giving new perspective and at the end, summarise the key points.

The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or companies or business personalities or entrepreneurs or on books relating to management.

The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically and students are expected to draw a clear plan in this regard. Preferably the study depends on secondary data and it can be collected from multiple sources like books, newspapers, journals, periodicals, company websites and internet.

Each term paper should reflect the analysis done by the students.

Depending on the quality of work, the faculty guide can plan to publish a paper, submit a copy to the company with productive suggestions, if any or develop a case in future.

Review presentations can be planned by respective faculty guide to evaluate the performance of students constantly.

Evaluation will be based on five factors:

- Quality of Content - 15%
- Extent of Sourcing Information/ Data - 20%
- Logical & Coherent Sequencing and Organisation of Information - 20%
- Quality of the Written Report - 15%
- Faculty's Assessment on Student's Understanding and Clarity - 30%

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Course Title:	ONLINE COURSE
Course Code:	MB18OLC
Semester/ Credits	III / 2

Overview

The objective of online course is to provide students a technology enabled learning and creating exposure to a different learning environment. Students should choose atleast a 6 weeks course to obtain credits through online course which will be considered as an equivalent work of 2 credits. The faculty guide will facilitate the students to choose an appropriate course and students should receive a course completion certificate from the institution offering the programme. An indicative list of courses offered by premier institutes in India and abroad in various

platforms like EdX, Coursera, FutureLearn, iVersity, NovoEd etc., will be provided to the students to choose online course according to their interest.

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Course Title: **MANAGEMENT IN PRACTICE (Project)**
Course Code: MB18MIP
Semester/ Credits: III / 3

Guidelines for Management in Practice

The primary objective of the “Management-in-Practice” (MIP) course is to enable students apply their critical thinking and analytical skills in management learnt in class by working on an issue or problem or opportunity identified during their Summer Internship Programme (SIP). The MIP course runs throughout the entire 3rd semester, after the students return from their SIP.

Students are required to have identified an issue or problem or an opportunity in the company that they carried out their SIP. Students would work on this during the entire period of their 3rd semester at GRGSMS. Such a work would involve a detailed study, collection of data and information from many resources (including the company, if necessary), sharing and discussing their work with other students and the faculty guide, and preparing and submitting a report, and finally, development of a ‘Case’ or publication material.

The expected outcomes from the MIP may include:

- a. Learning through application of management concepts, theories and framework in practice
- b. Preparation and development of a ‘Case Study’
- c. Publication of a paper, in collaboration with the faculty
- d. ‘Placement’ in the company

The MIP course entails 3-credits equivalent of work to be put in by the students during the 3rd semester.

Evaluation of a student’s MIP work will be based on four factors - (i) quality of the final report - 20% weight (ii) assessment of the effort by and commitment of the student during the MIP by the faculty guide - 15% weight (iii) final presentation (to be evaluated by two faculty members, one of whom will be the faculty guide) - 15% weight, and (iv) viva-voce examination (to be evaluated by the faculty guide and an external person) - 50% weight. While the first three factors put together shall carry 50% of the weight (CIA), the fourth factor shall carry 50% of the weight.

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SYLLABUS AND COURSE OUTLINE

SEMESTER IV - COURSES

L = Lecture; T = Tutorial
 * will be non-credit courses

Code	Title	Credit	L	T	Total
	Core Course				
MB18IST	Information Security	1	1		1
MB18LAB	Legal Aspects of Business	2	2		2
MB18IBM	International Business and Management	3	3		3
	Elective Course				
	Choice of Electives - 4	12	12		12
	Practice Courses				
MB18SMC	Seminar Course	2	2		2
MB18SSP *	Social Service Programme				
	Sub - Total	20	20		20

Course Title: **INFORMATION SECURITY**
Course Code: MB18IST
Semester/Credit: IV / 1

Course Objective

The course introduces the information security threats which are becoming a major challenge to the business management in current scenario. At the end of this course the students will be able to sensitize about the various information security threats, recognize the ethical issues and privacy issues involved in information security. The students will be able to choose appropriate security management tools to handle information security threats.

Course Coverage

Part 1 (5 hours)

Introduction

Information Security - Introduction, Need for Security - Business Needs, Threats, Attacks, Need for Personal Information Security

Part 2 (3 hours)

Issues

Professional, Legal, Ethical issues in Information Security

Part 3 (4 hours)

Planning for Security

Security Technology - Wireless, VPNs, and Firewalls, IDS and Other Security Tools

Part 4 (3 hours)

Security Management Tools

Physical, Environmental, Network, Security Considerations in Mobile, Social and Wireless Communications

Pedagogy

Lecture, Audio-Visual Presentation, Seminar, Case Discussion

Evaluation and Grading

Seminar	...	25%
Assignment	...	25%
Case Discussion	...	25%
Quiz	...	25%

Text Book

Godbole, Nina (2017). *Information Systems Security: Security Management, Metrics, Frameworks and Best Practices*, 2/e; New Delhi: Wiley India

Reference Books

1. Whitman, Michael E., and Herbert J. Mattord (2015). *Principles of Information Security*, 5/e; New Delhi: Cengage Learning
2. Rhodes - Ousley, Mark (2013). *Information Security: The Complete Reference*, 2/e; New Delhi: McGraw Hill Education

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Course Title: **LEGAL ASPECTS OF BUSINESS**
Course Code: MB18LAB
Semester/ Credits: IV/ 2

Course Objective

The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business. On completion of the course, the students will be able to recognize the impact of Indian legal environment on business.

Course Coverage

Part 1 (10 hours)

The Indian Contract Act, 1872 - Establishing Contractual Relationships - Consideration and Legality of Object - Competency of Parties - Free Consent - Void Agreements and Contingent Contracts - Performance and Discharge of Contract - Remedies for Breach of Contract - Special Contracts

Part 2 (7 hours)

The Sale of Goods Act, 1930 - Contract of Sale of Goods.

The Indian Partnership Act, 1932 - Partnership: Nature and Formation - Rights, Duties and Liabilities of Partners - Dissolution of a Partnership Firm.

Negotiable Instruments Act, 1881 - Negotiable Instruments: An Introduction - Negotiation and Assignment - Presentment of Negotiable Instruments - Dishonour and Discharge of Negotiable Instruments.

Part 3 (8 hours)

The Companies Act, 2013 - Nature and Kinds of Companies - Company Formation and Prospectus- Memorandum and Articles, Share Capital and Debentures,

Membership - Management, Meetings and Winding Up of Company Schedules - Limited Liability Partnership

Part 4 (5 hours)

Consumer Protection Act, 1986 - Information Technology Act, 2000 - The Foreign Exchange Management Act, 1999 - Intellectual Property Rights

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Assignment	...	10%
Case Discussion	...	10%
Seminar	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Kumar, Ravinder (2016). *Legal Aspects of Business*, 4/e; New Delhi: Cengage Learning

Reference Books

1. Pathak, Akhileshwar (2014). *Legal Aspects of Business*, 6/e; New Delhi: McGraw-Hill Education
2. Saravanavel, P., Sumathi, S. (2011). *Legal Aspects of Business*, 1/e; Mumbai: Himalaya Publishing

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Course Title: **INTERNATIONAL BUSINESS AND MANAGEMENT**
Course Code: **MB18IBM**
Semester / Credits: **IV / 3**

Course Objective

The course would enable the students to understand the business compulsions and complexities of multi-cultural, multi-location, multi-national organizations. Students would gain an understanding of the theories in international business. They would gain a broad knowledge and understanding of the structure, systems and functioning of different regional economic groups and the world trade organization. They would be able to draw a framework for evolving suitable international business strategies.

Course Coverage

Part 1 (9 hours)

Globalisation - country differences; national differences in political economy; political economy and economic development; differences in culture; ethics

Part 2 (15 hours)

Global Trade, Investment, and Economic Integration - international trade theories; political economy; foreign investment; trade barriers; regional and global economic integration

Part 3 (6 hours)

Global Monetary System - foreign exchange market; international monetary system; global capital

Part 4 (15 hours)

Strategies and Structure of International Business - strategy of international business; organisation of international business; entry strategies; choice of entry strategies; exports and imports

Pedagogy

Lecture, Article Review, Seminar, Case Discussion

Evaluation and Grading

Seminar	...	10%
Assignment	...	10%
Quiz	...	05%
Case Discussion	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Hill, Charles W.L. and Arun K Jain (2014). *International Business: Competing in the Global Marketplace*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Hill, Charles W.L. (2016). *Global Business Today*, 8/e; New Delhi: McGraw Hill Education
2. Daniels, John D and Radebaugh, Lee H *et.al.* (2014). *International Business: Environments and Operations*, 12/e; New Delhi: Pearson Education Asia

Course Title: **SEMINAR COURSE**
Course Code: **MB18SMC**
Semester/ Credits: **IV/ 2**

Guidelines for Seminar Course

The primary objective of the “Seminar” course is to enable students to understand the latest developments in the field of Business and Management.

The seminar course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc. This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a self study course therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

A team of 2 students will join together and work on a same topic. The students can choose any current topic in the field of Business and Management, with the approval of faculty guide. The students are expected to work on the chosen topic in consultation with their faculty guide.

Each team will deliver the seminar as per the schedule given by the Programme Administrator. The presentation will be evaluated by a team of two faculty members one of whom will be the Faculty guide. At the end, each team has to submit a synopsis not exceeding 1000 words and report not exceeding 6000 words.

Evaluation of a student’s seminar work will be based on five factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic - 30%
- Creativity in delivering the seminar - 30%
- Synopsis & report - 10%

Evaluation based on Individual work:

- Extent of resources referred for the topic - 20%
- Punctuality and regularity at work - 10%

SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN FINANCE

No.	Code	Title	Credits
1	MB18CRF	Corporate Finance	3
2	MB18CMT	Cost Management	3
3	MB18FNM	Financial Markets	3
4	MB18FNS	Financial Services	3
5	MB18IFM	International Financial Management	3
6	MB18MNB	Management of Banking	3
7	MB18MCF	Micro Finance	3
8	MB18PAF	Project Appraisal and Financing	3
9	MB18RMI	Risk Management and Insurance	3
10	MB18SAP	Security Analysis and Portfolio Management	3
11	MB18WCM	Working Capital Management	3

Course Title: **CORPORATE FINANCE**
Course Code: MB18CRF
Semester/ Credits: ELECTIVE / 3

Course Objective

This course provides a platform for students to gain knowledge on various corporate financial concepts, tools and techniques and its applications to increase the value of the firm. On completion of this course students will be able to measure hurdle rates for projects, decide optimum financial mix, analyse the impact of dividend decisions to enhance the value of the firm.

Course Coverage

Part 1 (7 hours)

Introduction to Corporate Finance

Corporate finance and the firm - Stock holder's Wealth Maximisation - Value and Price - The Basics of Risk

Part 2 (12 hours)

Investment Analysis

Estimating Hurdle rates for firms and projects - Estimating earnings and Cash flows on project - Inflation and Exchange Rate Risk - Investment in non-cash working capital; cash and marketable securities.

Part 3 (12 hours)

Financial Decision

Financial Choices - Financial process - Financial Mix: trade off and theory - Optimal Financial Mix - Financial Mix and choices

Part 4 (6 hours)

Dividend Decision

Dividend Policy - Analysing cash returned to stock holders - Buybacks, Spinoffs and Divestitures

Part 5 (8 hours)

Valuation

Principles and practice - Value Enhancement: Tools and Techniques - Acquisitions and takeovers

Pedagogy

Lecture, Numerical Exercise, Case Discussion

Evaluation and Grading

Case Discussion	...	15%
Numerical Exercise	...	10%
Quiz	...	5%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Note: The coverage in this course will comprise 60% theory and 40% problems.

Text Book

Damodaran, Aswath (2017). *Corporate Finance: Theory and Practice*, 2/e; New Delhi: Wiley India

Reference Books

1. Brealey, Richard A., Stewart C. Myers, Franklin Allen, and Pitabas Mohanty (2014). *Principles of Corporate Finance*, 11/e; New Delhi: McGraw-Hill Education
2. Verimmen, Pierre, Quiry, Pascal, Dallochio, Maurizio, Le Fur, Yann and Salvi, Antonio (2017). *Corporate Finance: Theory and Practice*, 4/e; New Delhi: Wiley India

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Course Title: **COST MANAGEMENT**
Course Code: MB18CMT
Semester/ Credits: ELECTIVE / 3

Course Objective

This course intends to provide knowledge on basic concepts of cost management, various methods of costing and role of cost centre. On completion of this course the students will be able to understand various costing methods and apply costing tools to manage cost effectively.

Course Coverage

Part 1 (7 hours)

Introduction to Cost Management

Basic Cost Management Concepts - Factors affecting Cost Management - Cost Assignment - Product and Service Costs

Part 2 (7 hours)

Cost Behaviour and Activity-Based Costing

Basics of Cost Behaviour - Resources, Activities and Cost Behaviour - Methods of determining Cost Behaviour - Activity-Based Costing - Unit-Level Product Costing

Part 3 (7 hours)

Product and Service Costing

Job-Order Costing System - Process Costing - Operation Costing - Cost Allocation - Allocating costs of Support Departments and Joint Products

Part 4 (10 hours)

Standard Costing and Variance Analysis

Developing Standards - Standard Cost Sheets - Variance Analysis and Accounting - Numerical Exercise on Material and Labour Variance

Part 5 (6 hours)

Decentralisation and Profitability Analysis

Decentralization - Responsibility Accounting - Cost Centres - Performance Evaluation and Transfer Pricing - Pricing and Profitability Analysis

Part 6 (8 hours)

Strategic Cost and Activity-Based Management

Basic Concepts - Value-Chain Analysis - Life-Cycle Cost Management - JIT - Activity-Based Management - Process Value Analysis - Balanced Scorecard - Tactical Decision Making

Pedagogy

Lecture, Case Discussion, Numerical Exercise

Evaluation and Grading

Quiz	...	05%
Case Discussion	...	10%
Numerical Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Note: The coverage in this course will have 80% theory and 20% problems

Text Book

Liming Guan, Don R. Hansen, and Maryanne M. Mowen (2014). *Corner Stones of Cost Management*, 2/e; New Delhi: Cengage Learning

Reference Books

1. Leslie G. Eldenburg and Susan K. Wolcott (2011). *Cost Management: Measuring, Monitoring and Motivating Performance*, 2/e; New Delhi: Wiley India

2. Edward J. Blocher, Kung H. Chen, Gary Cokins, and Thomas W. Lin (2015). *Cost Management: A Strategic Emphasis*, 7/e; New Delhi: McGraw Hill Education

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Course Title:	FINANCIAL MARKETS
Course Code:	MB18FNM
Semester/ Credits:	ELECTIVE/ 3

Course Objective

This course will introduce to the students about the role of money market, capital market and regulators in a financial system. On completion of this course, the students will be able to recognise various instruments traded in money market and capital markets and apply stock trading techniques.

Course Coverage

Part 1 (4 hours)

Introduction to Financial Market

Financial Market - Role, Functions and Constituents

Part 2 (6 hours)

Money Market

Call money market, Commercial paper market, Commercial bill market, Certificate of deposit market, Treasury bill market, Government or Gilt - edged securities market

Part 3 (10 hours)

Capital Market

Indian Capital Market - Evolution and Growth, Capital Market Instruments - Preference shares, Equity shares, Company fixed deposits, Warrants, Debentures and Bonds, Global debt instruments; Capital market reforms

Part 4 (8 hours)

New Issue Market

Public Issue of Securities, New Issue Market (NIM) - A conceptual framework and Evaluation; Prospectus

Part 5 (13 hours)

Secondary Market

Stock Exchange - Functions, Trading and Regulatory framework; Indian stock exchanges; Insider Trading, Speculation, Investor Protection, Listing and delisting

Part 6 (4 hours)

Regulation

Role and Functions of RBI; Securities Contract (Regulation) Act; Powers and Functions of SEBI

Pedagogy

Lecture, Field Study, Simulation, Case Discussion

Evaluation and Grading

Field Study	...	10%
Case Discussion	...	10%
Quiz	...	05%
Assignment	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Gurusamy, S. (2015). *Financial Markets and Institutions*, 4/e; New Delhi: Vijay Nicole Imprints.

Reference Books

1. Mishkin S Frederic and Eakins Stanley (2017). *Financial Markets and Institutions*, 8/e; New Delhi: Pearson India
2. Bhole, L.M. (2017). *Financial Institutions and Markets*, 6/e; New Delhi: McGraw Hill Education

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Course Title: **FINANCIAL SERVICES**
Course Code: **MB18FNS**
Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course intends to enhance the knowledge of the students on asset based financial services and advisory services offered by non banking finance companies. On completion of the course, the students will be able to recognise the operational, legal, procedural and regulatory issues of various financial services.

Course Coverage

Part 1 (5 hours)

Introduction to Financial Services

Financial Services - Concept and Functions, Growth of Financial Services in India; Non-banking Financial Companies

Part 2 (8 hours)

Leasing & Hire Purchase

Leasing - Concept and Classification, Significance, Contract Act, Reporting framework and taxation in leasing; Hire Purchase - Conceptual & legal framework, Taxation aspects, Accounting and reporting

Part 3 (8 hours)

Factoring and Bills Discounting

Factoring - Concept and Mechanism, Functions of a Factor, Forms of factoring, Legal aspects of factoring; Forfeiting Vs. Factoring; Bills discounting - Bill of exchange, Discounting bill of exchange, Types of bills, Bill market scheme

Part 4 (12 hours)

Venture Capital Financing and Mutual Funds

Venture Capital Financing - Features, Selection of investment, structuring the deal, Investment nurturing, Structural aspects, Indian venture capital scenario; Mutual funds - Operations of mutual funds, Regulatory mechanism, Mutual fund schemes

Part 5 (12 hours)

Advisory Financial Services

Corporate Restructuring - Conceptual and Financial Framework, Tax and legal aspects; Stock broking; Custodial Services; Depository system; Credit Rating - Agencies, Process, Symbols

Pedagogy

Lecture, Field Study, Case Discussion

Evaluation and Grading

Assignment	...	05%
Quiz	...	05%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Khan, M.Y. (2017). *Financial Services*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Shanmugam, R. (2017). *Financial Services*, 2/e; New Delhi: Wiley India
2. Siddaiah, Thummuluri (2011). *Financial Services*, New Delhi: Pearson

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Course Title: **INTERNATIONAL FINANCIAL MANAGEMENT**
Course Code: MB18IFM
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course intends to provide an overview of the international finance including forex market, risks and various avenues. On completion of this course, the students will be able to recognise the various instruments used for hedging foreign exchange risk, evaluate and manage foreign exchange risk exposure and analyse international investment avenues.

Course Coverage

Part 1 (5 hours)

Financial Management in a Global Context

Recent Changes in Global Financial Markets - The Emerging Challenges- The Nature and Measurement of Exposure and Risk - Exchange Rates, Interest Rates, Inflation Rates and Exposure

Part 2 (10 hours)

Foreign Exchange Market

Structure of the Foreign Exchange Market - Types of Transactions and Settlements - Exchange Rate Quotations and Arbitrage - Exchange Rate Determination and Forecasting - Exchange Rate Regimes- International Monetary System

Part 3 (12 hours)

Managing Foreign Exchange Risk with Derivatives

The Concept of Hedging and Speculation - Currency Forwards - Currency Futures - Currency Options - Currency Swaps

Part 4 (10 hours)

Corporate Exposure Management

The Risk Management Process - Exposure Management - Transactions Exposure - Operations Exposure - Interest Rate Exposure - Financial Swaps and Credit Derivatives

Part 5 (8 hours)

International Financing and Investment

Global Financial market - Domestic and Offshore Market - Euro Markets - Equity Financing - ADRs, GDRs, Euro Notes - Short-term Borrowing - Long Term Borrowing - Bond Financing, Loan Financing - International Equity Investment - International Joint Ventures - Implications of International Activities - Accounting and Tax Implications.

Pedagogy

Lecture, Case Discussion, Numerical Exercise

Evaluation and Grading

Numerical Exercise	...	15%
Case Discussion	...	10%
Quiz	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Note: The coverage in this course will have 80% theory and 20% problems

Text Book

Apte, P.G. (2016). *International Financial Management*, 7/e; New Delhi: McGraw Hill Education

Reference Books

1. Shapiro C. Alan (2017). *Multinational Financial Management*, 9/e; New Delhi: Wiley India
2. Eun S. Cheol, Resnick G. Bruce. *International Financial Management*, 7/e; New Delhi: McGraw Hill Education

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Course Title: **MANAGEMENT OF BANKING**
Course Code: **MB18MNB**
Semester/ Credits: **ELECTIVE/3**

Course Objective

This course provides an overview of management of banking in terms of sources and uses of funds, credit risk management and e-banking. At the end of this course, the students will be able to assess the credit risk, analyse the assets and liability of banks and recognise the role of technology in banking.

Course Coverage

Part 1 (8 hours)

Managing Banking and Financial Service

Financial System - Current Issues and Future challenges - Monetary policy - Implications for Bank Management - Financial Statements of Banks operating in India - Analysing Banks Financial Statement

Part 2 (8 hours)

Sources and Uses of Bank Funds

Sources of Bank Funds - Bank Liabilities - Deposits - Non-Deposit Sources - Uses of Bank Funds - Lending Function - Credit Process - Fund Based and non-fund based lending - Loan pricing and customer Profitability Analysis

Part 3 (9 hours)

Credit Delivery, Monitoring and Managing Credit Risk

Credit Delivery and Legal aspects of Lending -Credit Monitoring, Sickness and Rehabilitation - Managing Credit Risk - An Overview - Measuring Credit Risk - Credit Risk models

Part 4 (10 hours)

Banks and Risk Management

Uses of Bank Funds - Investments - Measuring Market Risk with VaR - Banks investment portfolio in India -Capital Adequacy Risk - Risk Management in Banks - The Changing Face of Banking Risk, Asset Liability Management, Interest Rate Risk Management and Liquidity Risk Management

Part 5 (10 hours)

Retail Banking and Electronic Banking

Banking Functions - Retail Banking and Laws in Everyday Banking -International Banking - Foreign Exchange and Trade Finance - Nature and Scope - High-Tech Banking - E-Payment systems and Electronic Banking

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Seminar	...	10%
Exercise	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Suresh, Padmalatha and Paul, Justin (2018). *Management of Banking and Financial Services*, 4/e; New Delhi: Pearson Education

Reference Books

1. Peter S. Rose, Sylvia C. Hudgins, (2014). *Bank Management and Financial Services*, 8/e; New Delhi: McGraw Hill Education
2. Joshi and Joshi (2009). *Managing Indian Banks: The Challenges Ahead*, 3/e; New Delhi: Sage Publications

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Course Title: **MICRO FINANCE**
Course Code: **MB18MCF**
Semester / Credits: **ELECTIVE / 3**

Course Objective

This course introduces microfinance as a tool for social and rural development. On completion of this course the students will be able to, recognise various credit lending models, identify role of microfinance institutions and assess the risk associated with microfinance.

Course Coverage

Part 1 (8 hours)

Introduction to Microfinance

Fundamentals of Microfinance - Evolution of Microfinance - Supply, Intermediation and Regulations of Microfinance

Part 2 (12 hours)

Credit Models and Risk

Microfinance Credit Lending Models - SHG model and JLG Model - Cases on development of SHG through Microfinance - Risk in Microfinance Institutions - Strategies for Risk Minimisation

Part 3 (13 hours)

Functions of Microfinance Institutions

Social Rating, Credit Rating and Impact Assessment in Microfinance - Marketing of Microfinance Products

Part 4 (12 hours)

Microfinance and Disaster - Microfinance and Development - Cases on Women SHGs, Linkage Building and Successful Micro Entrepreneurs

Pedagogy

Lecture, Case Discussion, Field Study

Evaluation and Grading

Field Study	...	10%
Case Discussion	...	15%
Assignment	...	05%
Mid Semester Examination	...	20%
End- Semester Examination	...	50%

Text Book

Panda, Debadutta K. (2015). *Understanding Microfinance*, New Delhi: Wiley India

Reference Books

1. Bhaskaran, R. (2009). *Microfinance - Perspectives and Operations*, 1/e; Macmillan India
2. Karmakar, K.G. (2009). *Microfinance in India*, 1/e; New Delhi: Sage Publications

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Course Title: **PROJECT APPRAISAL AND FINANCING**
Course Code: **MB18PAF**
Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course provides the students with an overview of the process involved in financing large capital intensive projects. On completion of this course the students will be able to recognize the sources of project financing, analyse the feasibility and risks involved in large projects, and evaluate the project's profitability.

Course Coverage

Part 1 (5 hours)

Introduction to Project Finance

Project Financing - Features, Elements, Historical Perspective, Requirements and Appropriateness; Rationale for Project Financing

Part 2 (6 hours)

Large Projects

What is special about “Large Projects”?, Sources of funds for large projects, Project Bonds’ Default risk, Lead Arrangers, Managing Underwriters and Advisors

Part 3 (12 hours)

Analysing & Structuring the Project

Technical Feasibility, Economic Viability, Assessing Project Risks, Implications for Project Financing, Designing Security Arrangements, Structuring of the Project

Part 4 (10 hours)

Project Financing Plan

Preparing Project Financing Plan, Discounted Cash flow Analysis, Financial Modeling

Part 5 (12 hours)

Evaluation of Project

Using Real - Options Analysis to Evaluate a Project, Sources of Project Funds, Managing Project Risks

The coverage in this Course will comprise 80% theory and 20% problems.

Pedagogy

Lecture, Numerical Exercise, Case Discussion

Evaluation and Grading

Quiz	...	05%
Numerical Exercise	...	15%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Finerty, D. John (2015). *Project Financing, Asset - Based Financial Engineering*, 3/e; New Delhi: Wiley India

Reference Books

1. Gatti, Stefano (2012). *Project Finance in Theory and Practice, Designing, Structuring and Financing Private and Public Projects*, 2/e; USA: Academic Press, Elsevier
2. Yescombe, E. R, (2013). *Principles of Project Finance*, 2/e; USA: Academic Press, Elsevier

Course Title: **RISK MANAGEMENT AND INSURANCE**
Course Code: MB18RMI
Semester/ Credits: ELECTIVE/3

Course Objective

This course provides an overview of various risks associated with individual, organization and property. The course introduces to the students insurance as a tool for risk management. On completion of this course, the students will be able to identify and classify various risks, analyse the provisions relating to Insurance contract and identify appropriate insurance based to the need.

Course Coverage

Part I (4 hours)

Introduction to Risk Management

Understanding Risk - Risk Management - Enterprise Risk Management

Part 2 (4 hours)

Fundamentals of Insurance

Introduction to Insurance - Principles of Insurance - Insurance contract and provisions

Part 3 (3 hours)

Insurance in India & Legal Framework

Insurance Sector in India - Historical framework - Insurance sector reforms - Players in Insurance Sector - Primary Insurance Laws - IRDA and its functions

Part 4 (10 hours)

Function of Insurers

Underwriting - Insurance Pricing - Marketing of Insurance Products - Claim Management - Insurance Intermediaries - Risk Management - Reinsurance

Part 5 (10 hours)

Life Insurance

Fundamentals of Life Insurance - Life Insurance Contracts and Policy Provisions - Types - Claim Management of Life Insurance - Group Insurance

Part 6 (14 hours)

General Insurance

Introduction to General Insurance - Practice of Non-Life Insurance - Fire Insurance - Marine Insurance - Automobile Insurance - Social Insurance - Liability Insurance - Miscellaneous Insurance

Pedagogy

Lecture, Case Discussion, Exercise

Evaluation and Grading

Quiz	...	05%
Exercise	...	05%
Case Discussion	...	10%
Assignments	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Rejda, E. George (2017). *Principles of Risk Management and Insurance*, 13/e; New Delhi: Pearson Education

Reference Books

1. Gupta, P. K. (2012). *Insurance and Risk Management*, 2/e; Mumbai: Himalaya Publishing
2. Vaughan, J., Emmett and Vaughan, M., Therese (2015). *Fundamentals of Risk Management and Insurance*, 11/e; New Delhi : Wiley India

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Course Title:	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code:	MB18SAP
Semester/ Credits:	ELECTIVE/ 3

Course Objective

This course introduces to the students, the fundamental and technical analysis as a technique for optimal security investment. On completion of this course the students will be able to analyse the risk - return relationship involved in the security investment, recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio.

Course Coverage

Part 1 (6 hours)

Introduction to Securities

Investment Vs. Speculation, Investment Process, Investment Categories, Markets for securities and their functions, Institutional Investors and changing markets

Part 2 (6 hours)

Risk and Return

Security returns, Systematic and Unsystematic risk, Risk in Contemporary mode, Using Beta to estimate return

Part 3 (12 hours)

Fundamental Analysis

Economic Analysis - Forecasting techniques and stock investment decision; Industry Analysis - Industry classification and Industry life cycle; Company Analysis - Internal and External Information, Forecasting via the Earnings Model

Part 4 (6 hours)

Technical Analysis

Technical Analysis - Dow Theory, Market Indicators, Forecasting individual stock performance - Price analysis and Price Volume analysis

Part 5 (10 hours)

Efficient Market Theory & Portfolio Analysis

Fundamental and Technical analysis, Random walk, Efficient market hypothesis, Empirical tests; Portfolio analysis - Markowitz risk - return optimization; Portfolio selection - risk and investor preferences, selecting best portfolio

Part 6 (5 hours)

Capital Market Theory

Capital Asset Pricing Model (CAPM) & Arbitrage Pricing Theory (APT)

Pedagogy

Lecture, Exercise - Live Market Analysis, Company Analysis, Volatility Analysis

Evaluation and Grading

Market Analysis	...	10%
Company Analysis	...	10%
Volatility Analysis	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Note: The coverage in this course will not have numerical problems.

Text Book

Fischer, E. Donald and Ronald, J. Jordan (2011). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education

Reference Books

1. Chandra, Prasanna (2017). *Investment Analysis and Portfolio Management*, 5/e: New Delhi: McGraw Hill Education
2. Ranganathan, M and Madhumathi, R (2012). *Security Analysis and Portfolio Management*, 2/e; New Delhi: Pearson Education

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Course Title: **WORKING CAPITAL MANAGEMENT**
Course Code: MB18WCM
Semester/ Credits: ELECTIVE / 3

Course Objective

This course provides an overview working capital management in terms of cash, receivables and inventory management. On completion of this course, the students would be able to assess the working capital requirement; design credit, inventory and cash policy; and recognizes various sources of funds.

Course Coverage

Part 1 (9 hours)

Introduction

Definitions and Types of Working Capital - The Working Capital Cycle - Factors Determining Working Capital - Estimating the amount of Working Capital - Management of Cash - Management of Inventories - - Operating Cycle - Sources of Working Capital

Part 2 (10 hours)

Cash Management

Introduction to Cash Management - Motives of Holding Cash - Objectives - Cash Management Models -- Preparation of Cash Budget - Reasons for Holding Marketable Securities - GAAP treatment of Marketable Securities

Part 3 (9 hours)

Management of Receivables

Meaning and Features of Receivables Management - Costs Associated with Maintaining Receivables - Objectives - Credit Management - Credit Evaluation - Methods for Monitoring Accounts Receivables

Part 4 (9 hours)

Inventory Management

Nature of Inventories - Need for Holding Inventory - Materials System and Related Costs - Deterministic Materials Models - Material Control Decisions - Inventory Control Decisions

Part 5 (8 hours)

Working Capital Finance and Banking Policy

Instruments for Short Term Financing - Commercial Papers, Certificate of Deposits
- Bank Credit - Letter of Credit - Bill Financing - Committees on Working Capital
Finance - Factoring

Pedagogy

Lecture, Numerical Exercise, Case Discussion

Evaluation and Grading

Numerical Exercise	...	15%
Quiz	...	05%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Note: The coverage in this Course will comprise 80% theory and 20% problems.

Text Book

Sekhar Satya G.V. (2014). *Working Capital Management*, 1/e; New Delhi: Wiley

Reference Books

1. Bhalla V. K. (2014). *Working Capital Management*, 1/e; New Delhi: S. Chand Publishing
2. Sagner James S. (2015). *Working Capital Management, Applications and Cases*, 1/e; New Delhi: Wiley

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SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN HUMAN RESOURCE MANAGEMENT

No.	Code	Title	Credits
1	MB18CMP	Compensation	3
2	MB18EMR	Employee Relations	3
3	MB18HRA	HRD Audit	3
4	MB18HRD	Human Resources Development	3
5	MB18IHR	International Human Resource Management	3
6	MB18LLS	Labour Laws	3
7	MB18LAD	Learning and Development	3
8	MB18ORP	Organizational Psychology	3
9	MB18PMT	Performance Management	3
10	MB18SHR	Strategic Human Resource Management	3
11	MB18TAD	Talent Acquisition and Deployment	3

Course Title: **COMPENSATION**
Course Code: MB18CMP
Semester/ Credits: ELECTIVE / 3

Course Objective

This course would enable the students to understand new developments as well as established approaches to compensation decisions. At the end of this course, students would demonstrate knowledge in various components of total compensation and its relevance for achieving sustainable competitive advantage.

Course Coverage

Part 1 (6 hours)

Introduction to Compensation

Definition - Forms of Pay - A Pay Model - Similarities and Differences in Strategies - Strategic Choices - Developing a Total Compensation Strategy - Source of Competitive Advantage.

Part 2 (11 hours)

Internal Alignment

Defining Internal Alignment - Job Analysis - Evaluating Work: Job Evaluation - Person Based Structures

Part 3 (11 hours)

External Competitiveness

Defining External Competitiveness - Designing Pay Levels, Mix, and Pay Structures

Part 4 (11 hours)

Employee Contribution and Benefits

Pay for Performance Design - Pay for Performance Plans - The Benefit Determination Process

Part 5 (6 hours)

Managing the System

Managing Labour Costs - Control Salary Level - Embedded Controls - Pay as Change Agent - Structuring the Compensation Function

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Dipak Kumar Bhattacharya, (2014). *Compensation Management*, 2/e; New Delhi: Oxford University Press
2. Richard, I. Henderson (2009). *Compensation Management in Knowledge Based World*, 10/e; New Delhi: Pearson Education

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Course Title: **EMPLOYEE RELATIONS**
Course Code : MB18EMR
Semester/ Credits: ELECTIVE / 3

Course Objective

This course would enable the students to understand Employee Relations against the backdrop of globalisation and liberalisation. At the end of this course, students will be able to describe the transition of industrial relations to employee relations, and the institutional framework for the prevention and settlement of industrial disputes.

Course Coverage

Part 1 (7 hours)

Introduction to Industrial Relations

Industrial Relations: Evolution and Growth - Industrial Relations in India - Changing Characteristics of Industry and Workforce in India

Part 2 (6 hours)

Trade Unionism

Trade Unionism and Trade Unions - Trade Unions in India - The Trade Unions Act, 1926.

Part 3 (16 hours)

Paradigm Shift

From Industrial Relations to Employee Relations - Employee Relations in a strategic Framework - Employee Relations at the Workplace - Culture and Employee Relations - The Future of Employee Relations.

Part 4 (16 hours)

Industrial Relations

Institutional Framework for the Prevention and Settlement of Industrial Disputes - Industrial Conflict: Settlement Machinery - Institutional Framework and Preventive Measures.

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Singh, P.N. and Neeraj, Kumar (2011). *Employee Relations Management*, 1/e; New Delhi: Pearson

Reference Books

1. Sinha, P.R.N., Indu Bala Sinha, and Seema Priyadarshini Shekhar (2017). *Industrial Relations, Trade Unions, and Labour Legislation*, 3/e; New Delhi: Pearson Education
2. Monappa, Arun, Ranjeet Nambudiri, and Patturaja Selvaraj (2016). *Industrial Relations and Labour Laws*, 2/e; New Delhi: McGraw Hill Education

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Course Title: **HRD AUDIT**
Course Code: **MB18HRA**
Semester/ Credits: **ELECTIVE/3**

Course Objective

This course would enable the students to gain knowledge about a systematic methodology for evaluating HRD. At the end of this course, students are expected to demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.

Course Coverage

Part 1 (13 hours)

Introduction

Good HR Practices - Elements of Good HRD - HRD Audit: Basic concepts and components

Part 2 (16 hours)

HRD and HR Audit

HRD Strategies - HRD Styles and culture - HRD Structures - HRD Systems - HRD Competencies

Part 3 (16 hours)

HRD Audit Methodology and Issues

Interviews - Observation - Questionnaires - HRD Scorecard - Writing the HRD Audit report - Designing and Using HRD Audit for Business Improvement

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Rao, T.V. (2014). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 2/e; New Delhi: SAGE.

Reference Books

1. Rao, T.V. (2008). *HRD Scorecard 2500*, 1/e; New Delhi: Response Books
2. Udai Pareek and Rao, T.V., (2012). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

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Course Title: **HUMAN RESOURCES DEVELOPMENT**
Course Code: MB18HRD
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course will enable students to understand the processes of developing Human Resources in an organisation. At the end of this course, students will be able to demonstrate knowledge in the methods of analysing role, appraising potential and performance, developing learning organisations, developing pride and joy among employees, and evaluating HRD.

Course Coverage

Part 1 (7 hours)

Introduction to HRD & Role analysis

Human Resource Development - Meaning - Significance - Subsystems - Analysing the Role for Development - Competency Mapping

Part 2 (12 hours)

Matching the Role and the Person

Potential Appraisal - Designing and Managing Assessment Centres - Career Planning

Part 3 (12 hours)

Developing the Person in the Role

Performance appraisal - Performance Review and Coaching - Training and Learning Organisations

Part 4 (6 hours)

Developing the Role for the Person

Job design/job redesign - Job Enrichment - Quality of Working Life - Role Efficacy

Part 5 (8 hours)

Developing self-renewing capability & HRD Audit

Organisation Development - Research in HRS - HRD Audit

Pedagogy

Lecture, Case discussion, Exercise - Role Play & Seminar

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	05%

Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Udai Pareek, Rao T V (2012). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

Reference Books

1. Rao, T.V. (2008). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 1/e; New Delhi: Response Books
2. Werner, M., John, Desimon, L., Randy (2016), *Human Resource Development*, 6/e; New Delhi: Cengage Learning

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Course Title: **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
 Course Code: **MB18IHR**
 Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course will enable the students to understand the complexities of managing human resources in a multinational context. At the end of the course students would be able to explain the importance and relevance of international HRM practices that helps international companies to gain competitive advantage.

Course Coverage

Part 1 (6 hours)

Introduction to IHRM

Definition - Differences - Variables Moderating differences - Path to Global Status - Control Mechanism

Part 2 (6 hours)

Cross-border Alliances and SMEs

Cross-border Alliances - Cross-border mergers and acquisitions - International Equity Joint Ventures - International SMEs

Part 3 (10 hours)

Staffing International Assignments

Approaches to staffing - Transferring staff for international business activities - Roles of Expatriates and Non-Expatriates - Issues in staff selection - Factors moderating performance - Selection criteria - Dual Career Couples

Part 4 (12 hours)

International Training and Development

Expatriate training - Pre-departure training programmes - Developing staff through international assignments - Performance management - International Compensation

Part 5 (6 hours)

Re-entry and Career Issues

Repatriation Process - Designing Repatriation Programs - Standardization and Localization of HRM Practices - Managing human resources in offshoring countries

Part 6 (5 hours)

International Industrial Relations

Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Case Discussion	...	15%
Seminar	...	10%
Exercise	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Dowling, Peter J., Marion Festing, and Allen D. Engle (2015). *International Human Resource Management*, 6/e; New Delhi: Cengage Learning

Reference Books

1. Aswathappa, K. and Sadhana Dash (2013). *International Human Resource Management*, 2/e; New Delhi: McGraw Hill Education
2. Edwards, Tony and Chris Rees (2013). *International Human Resource Management*, 1/e; New Delhi: Pearson Education

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Course Title: **LABOUR LAWS**
Course Code: MB18LLS
Semester/ Credits: ELECTIVE/ 3

Course objective

This course will enable students to understand the various labour laws which govern employment relationships. At the end of this course, students are expected to demonstrate knowledge in labour laws which protect minimum labour standards and improve working conditions, provide social security benefits, and promote the general welfare of the workers.

Course Coverage

Part 1 (10 hours)

Laws related to Working hours, Conditions of services and Employment
Factories Act, 1948 - Contract Labour (Regulation & Abolition) Act, 1970

Part 2 (8 hours)

Laws related to Wages
Minimum Wages Act, 1948 - Payment of Bonus Act, 1965

Part 3 (12 hours)

Laws related to Industrial Relations
Trade Unions Act, 1926 - Industrial Disputes Act, 1947

Part 4 (15 hours)

Laws related to Social Security
Workmen's Compensation Act, 1923 - Employees State Insurance Act, 1948 -
Employees' Provident Funds and Miscellaneous Provisions Act, 1952

Pedagogy

Lecture, Case Discussion, Panel Discussion

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Panel Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Sinha P.R.N, Sinha, Indu Bala, and Shekhar, Seema Priyadarshini (2017). *Industrial Relations, Trade Unions, and Labour Legislation*, 3/e; New Delhi: Pearson

Reference Books

1. Pillai R.S.N, & Bagavathi (2011). *Legal Aspects of Business*, 1/e; New Delhi: S Chand & Company Ltd.
2. Mathur, Satish B (2011). *Business Law*, 1/e; New Delhi: McGraw Hill Education

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Course Title: **LEARNING AND DEVELOPMENT**
Course Code: MB18LAD
Semester/ Credits: ELECTIVE / 3

Course Objective

The course would enable students to gain an understanding of the latest trends and developments in organisational learning and development. They will gain insights into the implications of learning theory for instructional design. After completion of the course, students would be able to develop simple training modules, identify appropriate training methods according to the learning objectives, and choose appropriate evaluation design based on the purpose of training.

Course Coverage

Part 1 (5 hours)

The Context for Training and Development

Forces influencing working and learning - Strategic training

Part 2 (15 hours)

Designing Training

Needs assessment - Learning: Theories and programme design - Transfer of training
- Training Evaluation

Part 3 (15 hours)

Training and Development Methods

Traditional training methods - E-learning and use of technology in training -
Employee development - Special issues in training and development -

Part 4 (10 hours)

Careers and Career Management

Career management system - Roles of employees, managers, human resource managers, and the company in career management - Evaluating career management systems - special challenges in career management

Pedagogy

Lecture, Case Discussions and Exercises

Evaluation and Grading

Assignment	...	10%
Class participation	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Noe, A. Raymond and Kodwani, D. Amitabh (2017). *Employee Training and Development*, 5 /e; New Delhi: McGraw Hill Education

Reference Books

1. Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2015). *Effective Training*, 5/e; New Delhi: Pearson Education
2. Saks M. Alan (2013). *Managing Performance through Training and Development*; 6/e; New Delhi: Cengage

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Course Title: **ORGANIZATIONAL PSYCHOLOGY**
Course Code: **MB18ORP**
Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course will enable the students to understand the behaviour of individuals and groups in organizations. At the end of this course, students are expected to be able to demonstrate knowledge about productive and counterproductive behaviour in organisations, approaches to managing stress, intergroup behaviour, and measuring and changing organisational culture.

Course Coverage

Part 1 (7 hours)

Introduction to Organizational Psychology

Organizational Psychology - Historical evolution of Organizational Psychology - Organizational socialization process - Impact of diversity on socialization

Part 2 (12 hours)

Productive and Counterproductive Behaviour

Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour - Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover - Accidents - Theft

Part 3 (10 hours)

Occupational Stress

Brief history - Approaches - Occupational stress models - Workplace stressors - Reducing the impact of workplace stressors

Part 4 (8 hours)

Intergroup Behaviour

Types of interactions - Predictors of interaction patterns - Intergroup conflict - Improving the quality of intergroup relations

Part 5 (8 hours)

Organizational Culture

Organizational Culture - Manifestations of organizational culture, Measuring organizational culture, Changing organizational culture.

Pedagogy

Lecture, Case Discussion, Role Play, Seminar

Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Role Play	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Jex, Steve M. & Thomas W. Britt (2014). *Organisational Psychology - A Scientist Practitioner Approach*, 3/e; New Delhi: Wiley

Reference Books

1. Baron, Robert A. & Nyla R. Branscombe (2014). *Social Psychology*, 13/e; New Delhi: Pearson Education

2. Delamater, John D & Daniel J. Myers (2011). Social Psychology, 7/e; New Delhi: Cengage Learning

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Course Title:	PERFORMANCE MANAGEMENT
Course Code:	MB18PMT
Semester/Credits:	ELECTIVE/ 3

Course Objective

The course intends to enhance the knowledge and skill of students in understanding and employing performance management system effectively in an enterprise. At the end of this course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management; and will be able to design performance appraisal systems.

Course Coverage

Part 1 (5 hours)

Introduction to Performance Management

Performance Management - Concepts, Philosophy, Overview, Objectives and Standards

Part 2 (10 hours)

Performance Planning and Appraisal

Performance Planning - Process, Contents, steps, Process of developing individual to group performance plans

Performance Appraisal and Review - Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling

Part 3 (8 hours)

Performance Management Systems

PMS - Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems

Part 4 (8 hours)

Competency and Team based PMS

Competency based Performance Management System - Managerial skills and competencies, Developing competencies, Competency Identification and Assessment Process, Competency models

Team Performance Management - Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis

Part 5 (8 hours)

Decisions based on Performance

Performance based Compensation - Concepts of compensation, Performance related compensation and benefits, skill based pay, competency based pay, Executive compensation - Performance based Career Planning, Career Development and Succession planning

Part 6 (6 hours)

Contemporary practices of PMT

Balanced Scorecard - HR Scorecard - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems, Six-sigma practices, Quick Response Manufacturing

Pedagogy

Lecture, Exercise, Case Discussion, Panel Discussions

Evaluation and Grading

Assignment	...	10%
Case Discussions	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies*, 1/e; New Delhi: Pearson

Reference Books

1. Prem Chadha (2011). *Performance Management*, 1/e; New Delhi: McMillan
 2. Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: Sage
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Course Title: **STRATEGIC HUMAN RESOURCE MANAGEMENT**
Course Code : MB18SHR
Semester/ Credits: ELECTIVE / 3

Course Objective

The course will enable students to understand HR function's strategic partner role in contributing to business strategy development. They will be able to understand how HR metrics and practices influence the strategy of an organisation. Students will also be able to demonstrate knowledge of developing of HR practices as strategic differentiators.

Course Coverage

Part 1 (13 hours)

The Context of Strategic Human Resource Management - An Investment perspective of Human Resource Management - Understanding and Measuring Human Capital - Human Resource Metrics - Workforce Demographic Changes and Diversity

Part 2 (12 hours)

Strategic Management - Corporate Strategies - The evolving/ strategic role of Human Resource Management

Part 3 (10 hours)

Human Resource Planning - Design and Redesign of Work Systems - Impact of Technology

Part 4 (10 hours)

Implementation of Strategic Human Resource Management - Staffing - Training and Development - Performance Management and Feedback - Compensation

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Seminar	...	10%
Assignment	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Mello, Jeffrey A. (2015). *Strategic Management of Human Resources*, 3/e; New Delhi: Cengage Learning

Reference Books

1. Greer, Charles, R. (2012). *Strategic Human Resource Management*, 2/e; New Delhi: Pearson Education
2. Boselie, Paul (2011). *Strategic Human Resource Management*, 1/e; New Delhi: McGraw Hill Education

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Course Title: TALENT ACQUISITION AND DEPLOYMENT
Course Code: MB18TAD
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course would enable the students to gain an in-depth understanding of the process of strategic staffing. Students will be able to identify the competencies required for a given job title, identify appropriate recruitment sources, selection tools and techniques and design a customized staffing procedure.

Course Coverage

Part 1 (6 hours)

Strategic Staffing and Staffing Strategies

Staffing Strategy - Components - Firm's Business Strategy, Talent Philosophy, Staffing Strategy

Part 2 (8 hours)

Strategic Job Analysis and Competency Modeling

Changing Nature of Jobs - Job Analysis - Competency - Concept, Mapping, Modeling, Identification, Assessment - Job Rewards - Job Analysis for Teams

Part 3 (7 hours)

Forecasting and Planning

Workforce Planning Process - Forecasting Firm's Labor Demands and Labor Supply - Staffing planning

Part 4 (14 hours)

Recruitment and Selection

Identifying Recruits - Recruiting - Measurement - Assessing External and Internal Candidates

Part 5 (8 hours)

Choosing and Hiring Candidates and Managing Workforce Flow

Choosing Candidates - Job Offer Strategies - Employment Contract - Presenting a Job Offer - Negotiating - Closing the Deal - Orienting and Socializing New Employees - Global Mobility - Managing the Flow of the Workforce - Involuntary Employee Separations

Part 6 (2 hours)

Staffing System Evaluation and Technology

Staffing Outcomes - Evaluating Staffing Systems - Technology and Staffing Evaluation

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Seminar	...	10%
Case Discussion	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Jean, M. Phillips (2015). *Strategic Staffing*, 3/e; New Delhi: Pearson Education

Reference Books

1. Heneman III, G. Herbert and Judge, A. Timothy (2012). *Staffing Organizations*, 6/e; New Delhi: McGraw Hill Education
2. Bhattacharyya, Dipak Kumar (2016). *Recruitment and Selection*, 1/e; New Delhi: Cengage Learning

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SYLLABUS AND COURSE OUTLINE

LIST OF ELECTIVES IN MARKETING MANAGEMENT

No.	Code	Title	Credits
1	MB18AMK	Agricultural Marketing	3
2	MB18BMT	Brand Management	3
3	MB18CBR	Consumer Behaviour	3
4	MB18CRM	Customer Relationship Management	3
5	MB18DMK	Digital Marketing	3
6	MB18IMC	Integrated Marketing Communication	3
7	MB18IMT	International Marketing	3
8	MB18RMT	Retail Management	3
9	MB18RUT	Rural Marketing	3
10	MB18SDM	Sales and Distribution Management	3
11	MB18SVM	Services Marketing	3

Course Title: **AGRICULTURAL MARKETING**
Course Code : MB18AMK
Semester/ Credits: ELECTIVE / 3

Course Objective

This course gives insights on the facets of agricultural marketing scenario, institutions, system and structure in India. At the end of this course, the students will be able to understand the functions and decisions involved in agricultural produce marketing.

Course Coverage

Part 1 (9 hours)

Agricultural Marketing and Development

Need, Scope and Role of Agricultural Marketing - Characteristics of Developed Markets and Ideal System of Agricultural Marketing - Mechanization/Modernization of Food Grain Markets.

Part 2 (8 hours)

Marketing Functions

Meaning - Classification - Packaging - Transportation - Grading - Storage and Warehousing

Part 3 (9 hours)

Market Information System

Meaning - Importance- Types - Collection and Dissemination - Criticism - Genesis of Market Intelligence System in India - IT Application in Agricultural Marketing.

Part 4 (9 hours)

Marketing Institutions and Channels

Marketing Institutions - Channels - Contract Farming - Food Retailing for Organized Sector - Supply Chain Management

Part 5 (10 hours)

Agricultural Products, Pricing and Promotion

Marketing Costs, Margins and Price spread - Factors affecting Cost - Limitations - Trade Policy - Share of Agricultural Products in Total Imports/Exports - Suggestions for Promoting Agricultural Exports from India.

Pedagogy

Lecture, Field Study, Seminar

Evaluation and Grading

Assignment	...	10%
Seminar	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Acharya S. S. and Agarwal N. L (2015). *Agricultural Marketing in India*, 6/e; New Delhi: Oxford & IBH

Reference Books

1. Venugopal, Pingali and Ram, Koundinya (2014). *Agri in-put Marketing in India*; New Delhi: Sage Publications
2. Murthy, H. L. Nagaraja (2013). *Agricultural Business Management*, 1/e; New Delhi: Himalaya Publishing House

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Course Title: **BRAND MANAGEMENT**
Course Code : MB18BMT
Semester/ Credits: ELECTIVE / 3

Course Objective

This course would give insights on branding initially and then provides a big picture of managing a brand and building brand equity. This course also provides a deep insight on developing and implementing brand equity measurement system. By the end of this course the students will be able to understand the importance of building brands and create a platform to systematically do branding for a product or service.

Course Coverage

Part 1 (5 hours)

Brands and Brand Management

Brands versus Products - Branding Challenges and Opportunities - Strategic Brand Management Process

Part 2 (10 hours)

Brand Positioning and Values

Sources of Brand Equity - Building a Strong Brand - Creating Customer Value. Establishing Brand Positioning - Positioning Guidelines - Brand Mantras

Part 3 (11 hours)

Brand Marketing

Choosing Brand Elements - Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity - Integrating Marketing - Product - Price - Channel Strategies, Integrated Marketing Communication to Build Brand Equity - Developing IMC Programmes.

Part 4 (10 hours)

Measuring Brand Performance

Conducting Brand Audits - Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity - Qualitative Research Technique - Quantitative Research Technique.

Part 5 (9 hours)

Brand Strategies

Brand Architecture - Brand Hierarchy - Designing Branding Strategy - Using Cause Marketing to Build Brand Equity.

Pedagogy

Lecture, Responsive Learning, Case Discussion, Field Study

Evaluation and Grading

Peer Evaluation	...	10%
Case Discussion	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Keller, Kevin Lane, Parameswaran M.G. and Jacob, Isaac (2016). *Strategic Brand Management*, 4/e; New Delhi: Pearson Education

Reference Books

1. Panda, Tapan K (2016). *Product and Brand Management*, 1/e; New Delhi: Oxford University Press
2. Dutta Kirti (2012). *Brand Management: Principles & Practices*, 1/e; New Delhi: Oxford University Press

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Course Title: **CONSUMER BEHAVIOUR**
Course Code: MB18CBR
Semester / Credits: ELECTIVE / 3

Course Objective

The course explains how the understanding and application of consumer behaviour is central to the planning, development, and implementation of marketing strategies. At the end of the course, the students will be able to develop insights on how the cultural, social, personal and psychological factors influence the consumer behaviour and decision making process.

Course Coverage

Part 1 (9 hours)

Introduction to Consumer Behaviour

Defining Consumer Behaviour - Scope and Application of Consumer Behavior - The Interdisciplinary Nature of Consumer behavior - Digital Revolution and consumer behaviour - A Model of Consumer Decision Making

Part 2 (12 hours)

Psychological Influences and Learning on Consumer Decision Making

Motivation - Personality - Perception - Attitudes - Learning

Part 3 (12 hours)

Sociological Influences on Consumer Decision Making

The Family and Social Class - Culture and Subculture - Cross-Cultural Behaviour - Reference Groups and Word-of-Mouth

Part 4 (7 hours)

Consumers' Decision-Making

Levels of Consumer Decision-Making - Basic Model of Consumer Behaviour - Consumer Gifting Behaviour - Brand Equity and Consumer Decision-Making Process- Consumer Research

Part 5 (5 hours)

Diffusion and Adoption of Innovations

Types of Innovations - The Diffusion of Innovations - The Adoption Process

Pedagogy

Lecture, Case Discussion, Seminar, Consumer Survey

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	05%
Consumer Survey	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Schiffman, G.L., Wisenblit, J. and Rameshkumar, S. (2015). *Consumer Behaviour*, 11/e; New Delhi: Pearson Education

Reference Books

1. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2015). *Consumer Behaviour: Building Marketing Strategy*, 12/e; New Delhi: McGraw Hill Education
2. Solomon, Michael R (2015). *Consumer Behavior: Buying, Having, and Being*, 11/e; New Delhi: Pearson Education

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Course Title: **CUSTOMER RELATIONSHIP MANAGEMENT**
Course Code : **MB18CRM**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course intends to give an insight on the process of acquiring, retaining and managing long term relationships with customers. It also enables the students to understand the utilization of technology in managing customer relationships. At the end of the course students can understand the benefits of CRM and the competitive advantage it provides to organizations. Students can have exposure to best CRM practices in different sectors.

Course Coverage

Part 1 (8 hours)

Fundamentals of CRM

Relationship- Theoretical Perspective - Types of Relationships, Stages of Relationship, Issues in Relationships, Evolution of Relationships as a marketing tool, Emergence of CRM Practice, CRM Cycle, Stakeholders in CRM, Attributes Of CRM, Strategic issues in Relationship Marketing, CRM Success Factors

Part 2 (10 hours)

Types of CRM

Operational CRM- Sales Force Automation, Customer Service, Campaign Management, Analytical CRM- Managing and sharing customer data - Customer information databases, Technological Solutions, Collaborative CRM - Customer Interactions Centre, Contact Centre, Portals in Building Relationship

Part 3 (10 hours)

IT dynamics in CRM

E-CRM - Features, Advantages, Technologies, Functional components of CRM solution, CRM Software Programs, Applications of e-CRM, IT Implementation in CRM - Data Base Management, Database Construction, Data Ware housing, Data Mining. Customer Care Management-EPOS, Multimedia contact centre, Leveraging Internet

Part 4 (8 hours)

Applications of CRM in different sectors

Service Sector - Banking, Financial Sector, Insurance, Health Care, Hotel, Aviation Industry, Retail Industry, Telecom Industry, Higher Education, Agriculture

Part 5 (9 hours)

Emerging trends in CRM

Customer Retention - Customer Retention Management, Customer Recall Management, Customer Experience Management, Service Recovery Management - Service Failure, Reasons for failure, Service Recovery Stages, Importance of Employee Factor, Emerging Concepts - Cost Benefit Analysis, Customer Life Time Value, Enterprise Marketing Management, Cloud Based CRM, Social CRM, Mobile CRM

Pedagogy

Lecture, Case Discussion, CRM Software Demo

Evaluation and Grading

Quiz	...	05%
Assignment	...	15%
Case Discussion	...	10%
Mid semester Examination	...	20%
End semester Examination	...	50%

Text Book

Rai, Alok Kumar (2016). *Customer Relationship Management, Concepts and Cases*, 2/e; New Delhi: Prentice Hall

Reference Books

1. Mullick. N. H (2016). *Customer Relationship Management*; New Delhi: Oxford University Press
2. Peelan Ed, (2015). *Customer Relationship Management*, 2/e; New Delhi: Pearson Education

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Course Title: **DIGITAL MARKETING**
Course Code: MB18DMK
Semester/ Credits: ELECTIVE / 3

Course Objective

The objective of this course is to help the students to grasp the key concepts in digital marketing and to have an overall understanding of various digital marketing platforms.

At the end of the course students will understand the scope of digital marketing and how it integrates with overall business and marketing strategy. Students can recognize the use of digital technology in achieving marketing objectives.

Course Coverage

Part 1 (9 hours)

Introduction and SEO

An introduction to Digital Marketing, Search Engine Optimization - Search Engine Result Pages, Search Behavior, The Process - Goals, On-Page Optimization, Off-Page Optimization, Analyze, Exercises

Part 2 (9 hours)

Pay Per Click and Digital Display Ads

PPC Definition, Process - Goals, Setup, Manage and Analyze, Digital Display Advertising Definition, Process - Define, Format, Configure and Analyze, Display Advertising - Industry Overview

Part 3 (9 hours)

Email Marketing and Mobile Marketing

Email Marketing - Definition, Process - Data, Design, Delivery and Discovery, Mobile Marketing - Definition, Process - Opportunity - Mobile Industry Opportunities and Challenges, Optimize - Mobile Optimized websites, App Development, Advertise - Proximity Marketing, SMS Marketing, Analyze - Mobile Analytics.

Part 4 (10 hours)

Social Media Marketing

Definition, Process - Goals, Channels - Facebook, LinkedIn, Twitter, Google+, YouTube, Blogs, Pinterest, Instagram, Implement - Listening, Publishing, Events, Groups, Jobs and Advertising , Analyze - Facebook Insights, LinkedIn Analytics, Twitter Analytics, Google+ Insights, YouTube Analytics, Social Media KPIs, Exercises

Part 5 (8 hours)

Strategy and Planning

Digital Marketing Plan: Structure - Situation Analysis, Audience - Information Gathering, Google Tools, Building Customer Profile, Activities - Objectives, Tools, Action plan, Budget, Analysis

Pedagogy

Lecture, Case Discussion, Web Exercise, Online Course

Evaluation and Grading

Online Course & Quiz	...	10%
Assignment	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Dodson Ian, (2017), *The Art of Digital Marketing*, New Delhi: Wiley India

Reference Books

1. Gupta Seema (2018), *Digital Marketing*, Chennai: Mc Graw Hill Education
2. Bhatia Singh Puneet (2017), *Fundamentals of Digital Marketing*, Noida: Pearson India Education Services

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Course Title: **INTEGRATED MARKETING COMMUNICATION**
Course Code: **MB18IMC**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course will enable the students to understand promotion as an element of marketing and also to recognize the role of various communication tools such as advertising, sales promotion, public relations, publicity, social media marketing in the changing environment. At the end of the course students will be able to develop an overall IMC Plan for an organization and can evaluate the effectiveness of IMC.

Course Coverage

Part 1 (8 hours)

Introduction to Integrated Marketing Communication

Introduction to IMC - The Evolution of IMC - The Tools for IMC - The IMC Planning Process - The Role of IMC in the Marketing Process

Part 2 (9 hours)

Integrated Marketing Communication Program Situation Analysis

Organising for Advertising and Promotion - Advertising Agencies - Evaluating Agencies - Integrated Marketing Communication Process - Perspectives on Consumer Behaviour

Part 3 (10 hours)

Analysing the communication Process

The Communication Process - Source, Message and Channel Factors - Objectives and Budgeting for Integrated Marketing Communication Programs

Part 4 (11 hours)

Developing the Integrated Marketing Communication Program

Creative Strategy Planning and Development - Creative Strategy Implementation and Evaluation - Media Planning and Strategy - Evaluation of Media

Part 5 (7 hours)

Monitoring Evaluation and Control

Measuring the Effectiveness of the Promotional Program - Measuring the Effectiveness of other Program Elements

Pedagogy

Lecture, Media Planning, Case Discussion, Seminar

Evaluation and Grading

Media Planning	...	10%
Presentation	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Belch, E. George, Belch, A. Michael and Purani K. (2018). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Shah, Kruti and D'Souza, Alan (2014). *Advertisement and Promotion - An IMC Perspective*, 1/e; New Delhi: McGraw Hill Education
 2. Baack, E. Donald and Clow, E. Kenneth (2014). *Integrated Advertising, Promotion and Marketing Communications*, 6/e; New Delhi: Pearson Education
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Course Title: **INTERNATIONAL MARKETING**
Course Code: **MB18IMT**
Semester / Credits: **ELECTIVE / 3**

Course Objective

This course will enable the students to identify and analyse business opportunities in the international marketing environment. By the end of this course, the students will be able to understand the dynamics of global marketplace and develop effective marketing strategies for international operations.

Course Coverage

Part 1 (10 hours)

Overview of International Marketing

The Scope and Challenge of International Marketing - Dynamic Environment of International Trade

Part 2 (12 hours)

The International Marketing Environment

The Foundations of Culture and Cultural Dynamics - The Political Environment - The International Legal Environment - The Economic Environment - The Technological Environment

Part 3 (13 hours)

Developing Strategies for International Markets

Identifying the International Market Opportunities - International Marketing Mix Decisions

Part 4 (10 hours)

Implementing Strategies

Negotiating with International Customers, Partners, and Regulators - New Directions and Challenges

Pedagogy

Lecture, Case Discussion, Debate

Evaluation and Grading

Debate	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Cateora, R. Philip, Graham, L. John, and Graham, L. John (2018). *International Marketing*, 16/e; New Delhi: McGraw Hill Education

Reference Books

1. Joshi Rakesh Mohan (2014). *International Marketing*, 2/e; New Delhi: Oxford University Press
2. Gerald Albaum, Jesper Strandskov, Edwin Duerr (2014). *International Marketing and Export Management*, 7/e; New Delhi: Pearson Education

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Course Title: **RETAIL MANAGEMENT**
Course Code: **MB18RMT**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course enables the students to understand the retail industry, especially in India, and the functions and formats of retail. By the end of this course, the students will be able to develop strategies for the establishment, management and expansion of a retail institution in the dynamic retail environment.

Course Coverage

Part 1 (9 hours)

Introduction

Overview of Retailing - Retail Formats - Theories of Retail Development - Retailing in India - Retailing in Key Regions of the World

Part 2 (9 hours)

Strategy and Planning

Understanding the Retail Consumer - Retail Strategy - Store Site Selection - Methods of Retail Expansion

Part 3 (10 hours)

Merchandise Management

Retail merchandising - Process of Merchandise Planning, Methods of Merchandise Procurement - Retail Pricing - Development of Private Labels - Category Management

Part 4 (8 hours)

Managing a Retail Environment

Human Resource Management in Retail - Retail Store Operations - Store Design, Layout, Visual Merchandising

Part 5 (9 hours)

Creating and Sustaining Value

Managing Retail Infrastructure - Supply Chain Management - Retail Marketing and Branding - Servicing the Retail Customer - Role of Technology in Retailing - The Changing Facets of Retailing

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Exam nation	...	50%

Text Book

Pradhan, Swapna (2017). *Retailing Management: Text and Cases*, 5/e; New Delhi: McGraw Hill

Reference Books

1. Carver, R. James, Patrick, M. Dunne and Robert, F. Lusch (2015). *Retailing*, 8/e: Cengage India
2. Berman, Barry and Joel, R. Evans (2012). *Retail Management - A Strategic Approach*, 12/e; New Delhi: Pearson Education

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Course Title: **RURAL MARKETING**
Course Code: MB18RUT
Semester / Credits: ELECTIVE / 3

Course Objective

This course will give insights on the rural markets of India, its peculiarities and evolving environment. At the end of this course, the students will be able to create marketing strategies that are relevant for the rural consumers.

Course Coverage

Part 1 (8 hours)

Introduction to Rural Marketing

Rural Marketing - Concept, Scope, Nature, and Approaches - Urban Vs. Rural - Rural Marketing Management Perspectives - Challenges to Indian Marketer - Policy Interventions - Reforms in Rural towards Digital India

Part 2 (8 hours)

Rural Marketing Environment and Consumer Behaviour

The Evolution of Rural Marketing - The Rural Environment - The Rural Economic Structure - Changing Profile of Rural Consumers - Influence of Rural Consumer

Part 3 (8 hours)

Selection of Rural Market

Rural Marketing Research - Segmenting Rural Markets - Concepts, Degrees, Bases, and Guides to Effective Segmentation - Targeting Rural Markets - Positioning in Rural Markets

Part 4 (13 hours)

Rural Marketing Mix

Product - Concept, Product Mix Decisions, Competitive Product Strategies - Pricing - Concept, Significance, Objectives, Influencing Factors and Pricing Strategy - Rural Distribution - Challenges, Dynamics, New Players and New Approaches, and Coverage Strategy. Promotion - Challenges, Developing Effective Rural Communication, Rural Media, and Promotion Strategy

Part 5 (8 hours)

Future of Rural Marketing

The Rural Boom - The Rural Dividend

Pedagogy

Lecture, Case Discussion, Field Study

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Pradeep Kashyap (2016). *Rural Marketing*, 3/e; New Delhi: Pearson Education

Reference Books

1. Badi, V. Ravindranath and Narayansa. V. Badi (2015). *Rural Marketing*, New Delhi: Himalaya Publishing House
2. Krishnamacharyulu, C.S.G. and Lalitha Ramakrishnan (2012). *Rural Marketing - Text and Cases*, 2/e; New Delhi: Pearson Education

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Course Title: **SALES AND DISTRIBUTION MANAGEMENT**
Course Code : MB18SDM
Semester/ Credits: ELECTIVE / 3

Course Objective

This course intends to develop an understanding of the sales and distribution processes in organizations. By the end of this course, students will gain insights on the approaches, strategic aspects and trends in sales force and distribution channel management.

Course Coverage

Part 1 (9 hours)

Introduction to Sales Management

Sales Management - Evolution, Nature and Importance - Sales Management Positions - Sales Planning - Emerging Trends - Selling Process

Part 2 (10 hours)

Selling Strategies and Sales Force Management

Strategic Planning - Sales Strategy - Sales Forecasting and Budgeting - Management of Sales Territories and Quotas - Organizing and Staffing the Sales Force - Training, Motivating, Compensating and Leading the Sales Force - Evaluating and Controlling the Sales Force

Part 3 (9 hours)

Basics of Distribution Management

Role of Distribution in Marketing Mix - Need for Distribution Channels - Marketing Channels - Evolution, Formats, and Levels - Prominent Channel Systems - Costs and Margins in the Distribution System

Part 4 (9 hours)

Designing Channel Systems

Channel design and Planning Process - Channel Design Implementation - Channel Management - Channel Policies - Channel Information Systems - Elements - Performance Evaluation - Channel Implementation

Part 5 (8 hours)

Logistics and Supply Chain Management

Scope of Logistics - Developing Strategies for Logistics - Advances in Supply Chain Management - Technology in Logistics - International Sales and Distribution Management

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Case Discussion	...	10%
Seminar	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Havaladar, K. Krishna and Cavale, M. Vasant (2018). *Sales and Distribution Management - Text and Cases*, 3/e; New Delhi: McGraw-Hill Education

Reference Books

1. Nag, A. (2013), *Sales and Distribution Management*; New Delhi: McGraw-Hill Education
2. Panda, K. Tapan and Sahadev, Sunil (2012). *Sales and Distribution Management*, 2/e; New Delhi: Oxford University Press

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Course Title: **SERVICES MARKETING**
Course Code: MB18SVM
Semester/ Credits: ELECTIVE / 3

Course Objective

This course enable the students to understand the fundamental concepts of services marketing and various gaps existing in the service delivery process. At the end of this course students will be able explain the unique challenges of services providers and find out the suitable strategies to fill the various gaps existing in the service delivery process to create service excellence.

Course Coverage

Part 1 (5 hours)

Foundations for Services Marketing

Introduction to Services - Service Based Economies - Service and Technology - Characteristics of Services - Service Marketing Mix - The Gaps Model of Service Quality

Part 2 (10 hours)

Focus on the Customer

Customer Expectations of Services - Customer Perceptions of Services - Service Quality - Service Encounters - The Building Blocks for Customer Perceptions

Part 3 (10 hours)

Understanding Customer Requirements

Customer Research to Understand Customer Perceptions - Elements in an Effective Services Marketing Research Programme - Building Customer Relationships - Service Recovery - Service Recovery Strategies

Part 4 (10 hours)

Aligning Service Design and Standards

Service Innovation and Design - Types of Service Innovation - Stages in Service Innovation and Development - Service Blueprinting - Customer Defined Service Standards - Physical Evidence and the Servicescape

Part 5 (10 hours)

Delivering and Performing Service

Role of Employees in Service Delivery - Role of Customers in Service Delivery - Self Service technologies, Managing Demand and Capacity - Managing Service Promises - Pricing of Services

Pedagogy

Lecture, Case Discussion, Field Study, Flipped Class

Evaluation and Grading

Flipped Class	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Valarie, A. Zeithaml, Mary, Jo Bitner, Dwayne, D. Gremler and Pandit Ajay (2017). *Services Marketing*, 6/e; New Delhi: McGraw Hill Education

Reference Books

1. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee (2017). *Services Marketing: People, Technology, Strategy*, 8/e; New Delhi: Pearson Education
2. Harsh, V. Verma (2013). *Services Marketing: Text and Cases*, 2/e; New Delhi: Pearson Education

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SYLLABUS AND COURSE OUTLINE

LIST OF ELECTIVES IN GENERAL MANAGEMENT

No.	Code	Title	Credits
1	MB18BAN	Business Analytics	3
2	MB18EMT	Environmental Management	3
3	MB18IEM	Indian Ethos in Modern Management	3
4	MB18PRJ	Project Management	3
5	MB18PPA	Public Policy and Administration	3
6	MB18SCM	Supply Chain Management	3
7	MB18TQM	Total Quality Management	3

Course Title: **BUSINESS ANALYTICS**
Course Code: MB18BAN
Semester/ Credits: ELECTIVE / 3

Course Objective

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. At the end of the course students will understand the role of business analytics within the organization. Students can demonstrate the ability to translate data into clear, actionable insights using appropriate techniques.

Course Coverage

Part 1 (8 hours)

Introduction to Business Analytics

What is business analytics? Evolution, Data for business analytics, Data Models, Problem solving and decision making

Part 2 (9 hours)

Predictive Modeling and analysis

Logic driven modeling, Data driven modeling, Model analysis using risk solver platform

Part 3 (10 hours)

Simulation and Risk Analysis

Spreadsheet models with random variables, New Product development model, Newsvendor model, Cash budget model

Part 4 (9 hours)

Data Mining

Data Exploration and reduction - Cluster Analysis, Logistic regression, Association rule mining, Cause and Effect modeling

Part 5 (9 hours)

Linear optimization

Solving linear optimization models using Standard solver and premium solver, Solver outcomes and solution messages, Using optimization models for prediction and insight, Decision Analysis - decision trees

Pedagogy

Lecture, Seminar, Exercise

Evaluation and Grading

Assignment	...	05%
Quiz	...	05%
Seminar	...	10%
Exercise	...	10%
Mid semester examination	...	20%
End Semester Examination	...	50%

Text Book

Evans, R. James (2017). *Business Analytics - Methods, Models and Decisions*, 2/e; Noida: Pearson Education

Reference Books

1. Laursen, G.H.N (2016). *Business Analytics for Managers: Taking Business Intelligence Beyond Reporting*, New Delhi: Wiley India
2. Albright, S. Christian and Winston, L. Wayne (2017). *Business Analytics & Decision Making*, 6/e; New Delhi: Cengage Learning

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Course Title: **ENVIRONMENTAL MANAGEMENT**
Course Code : **MB18EMT**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

The course is designed to provide a critical overview on the various aspects of environmental management. At the end of the course the students will show sensitivity to issues of environmental concerns and environmental conservation, understand Global and Indian environmental policies and laws, be able to enhance their synthesis skills to evolve strategic corporate responses to integrate social/environmental issues into business management

Course Coverage

Part 1 (12 hours)

The Global Environmental Crisis

Population - Water and Sanitation - Biodiversity - Forests - Land - Pollution - Disasters - Global Warming - The Scientific and Industrial Revolution - Ecological Footprint - The world's response to Environmental Crisis

Part 2 (10 hours)

Environmental Pollution

Air and Noise Pollution - Water, Soil and Marine Pollution - Solid Waste Management - Disaster Management

Part 3 (10 hours)

Human Population and The Environment

Population Growth - Environment and Human Health - Women and Child Welfare

Part 4 (13 hours)

Social Issues and The Environment

Sustainable Development - Global Warming, Acid Rain and Ozone Depletion -
Environmental Laws and Regulation

Pedagogy

Lecture, Case Discussion, Audio-Visual Aids, Field Study

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Rajagopalan, R. (2016). *Environmental Studies: From Crisis to Cure*, 3/e; New Delhi: Oxford

Reference Books

1. Miller, G. Tyler Jr. (2014). *Environmental Science*, 14/e; New Delhi : Cengage Learning
2. Uberoi, N.K. (2010). *Environmental Management*, 2/e; New Delhi: Excel Books

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Course Title:	INDIAN ETHOS IN MODERN MANAGEMENT
Course Code :	MB18IEM
Semester/ Credits:	ELECTIVE / 3

Course Objective

The objective of this course is to acquaint the students with Indian Ethos and its relevance to managerial decision making. At the end of this course, students will acquire knowledge and capability to develop ethical practices for effective management.

Course Coverage

Part 1 (9 hours)

Philosophy of Indian Ethos in Modern Management

Indian Ethos: Distinctive Characteristics - Model of Modern Management in Indian Socio-Political Environment - Indian Perspective on Functions of Management - Indian Perspective on General and Functional Management - Indian Heritage in Production and Consumption

Part 2 (9 hours)

Values and Ethics for Modern Management

Values and Ethics: Concepts - Criteria for Ethical Evaluation - Ethics and Business - Ethical Dilemmas. Universalism vs Utilitarianism. Societal Values: Attitude to Other Beings - Values and Society - Values for Managers.

Part 3 (9 hours)

Indian Spiritual Values in Modern Management

The Concept of Karma - Spirituality: The Essence - Religion and Spirituality - Behavioural Implications - Humility - Meditation: Introduction - Benefits - Methods - The Primeval Sound.

Part 4 (9 hours)

Social Responsibility and Trusteeship

The Concept of Duty - Spirituality and Duty - Corporations and Social Responsibility - Trusteeship: Concept, Principles, Accountability - Social Responsiveness and Social Responsibility.

Part 5 (9 hours)

Leadership and Personal Effectiveness

Personal Leadership - Responsibilities - Demotivators - Integrity - Leader as Head of the Family - Personal Effectiveness : Learning - Intangibility of Objectives - Mind and Effectiveness - Desires and Pleasures -Managing the Mind - Interdependence - Creativity - Confidence and Responsibility.

Pedagogy

Lecture, Panel Discussion, Role Play

Evaluation and Grading

Panel Discussion	...	10%
Role plays	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Balachandran, S., Raja, K.C.R. and Nair, B.K. (2008). *Ethics, Indian Ethos and Management*, 2/e; Mumbai: Shroff Publishers and Distributors

Reference Books

1. Khandelwal, N.M. (2011). *Indian Ethos and Values for Managers*, 1/e; New Delhi: Himalaya Publishing House
2. Devdutt Patanaik, (2013). *Business Sutras: A Very Indian Approach to Management*, 1/e; New Delhi: Aleph Book Company

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Course Title: **PROJECT MANAGEMENT**
Course Code: MB18PRJ
Semester/ Credits: ELECTIVE/ 3

Course Objective

The course would enable the students to gain knowledge on the principles and tools of project management. At the end of the course students will be able to apply the principles and tools of project management in business on regular basis to accomplish unique outcomes with limited resources under critical time constraints.

Course Coverage

Part 1 (5 hours)

Project- Definition, Purpose of Project Management, Project Life Cycle, Project Management Growth

Part 2 (15 hours)

Project Initiation - Strategic Management and Project Selection, The Project Manager, Managing Conflict and the Art of Negotiation, The Project in the Organizational Structure

Part 3 (15 hours)

Project Planning - Project Activity and Risk Planning, Estimating Project Costs and Risks, Scheduling, Resource Allocation

Part 4 (10 hours)

Project Execution - Monitoring the Information Systems, Project Control, Project Auditing, Project Termination

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Seminar	...	10%
Case Discussion	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Meredith, R. Jack and Samuel J. Mantel (2012). *Project Management: A Managerial Approach*, 8 /e; New Delhi: Wiley India

Reference Books

1. Chandra, Prasanna (2014). *Projects - Planning, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education
2. Kerzner, Harold (2014). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 10/e; New Delhi: Wiley India

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Course Title: **PUBLIC POLICY AND ADMINISTRATION**
Course Code: MB18PPA
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course provides the students with an overview of evolution of Indian public administration, structure of Indian Constitution and its execution. On completion of this course the students will be able to recognize the roles and responsibilities at various levels of administrators involved in Public administration and identify the challenges in the process of making public policy in the changing environment.

Course Coverage

Part 1 (5 hours)

Evolutionary Perspective & Constitutional Setting

Kautilya's Administrative State, Mughal Administration, Administration under British rule; Value Premises of Indian Constitution, Parliamentary Democracy in India, Union - State Relations

Part 2 (10 hours)

The Union Executive & State Administration

Roles and Responsibilities of Indian President, Prime minister, Council of Ministers, Cabinet Secretariat, Central Secretariat, Ministries and Departments; The Governor, Chief Minister and State Secretariat

Part 3 (10 hours)

Area Administration & Civil Service System

District Collector, Urban local Governance, Panchayati Raj - Struggle for Effectiveness

Part 4 (10 hours)

Development Administration & Accountability System

Planning System - Central, State, and District, Rural Development Programmes - Foci and Strategies; Parliamentary Control over Public Expenditure, Comptroller and Auditor General of India

Part 5 (10 hours)

Issue Areas & Public Policy

Administrative Reforms in India, Integrity in Civil Service, The Right to Information; Public Policy - Nature and Scope, Public Policy Making Process

Pedagogy

Lecture, Case Discussion

Evaluation and Grading

Quiz	...	05%
Assignment	...	10%
Case Discussion	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Arora, K. Ramesh, Rajni Goyal (2014), *Indian Public Administration, Institutions and Issues*, 3/e; New Delhi: New Age International

Reference Books

1. Medury, Uma (2012), *Public Administration in the Globalization Era, The New Public Management Perspective*, 1/e; New Delhi: Orient Blackswan
2. Basu, Durga Das (2013), *Introduction to the Constitution of India*, 21/e; Gurgaon: LexisNexis

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Course Title: **SUPPLY CHAIN MANAGEMENT**
Course Code : MB18SCM
Semester/ Credits: ELECTIVE / 3

Course Objective

This course is designed to recognize the elements of supply chain and its impact on overall performance of the organization and also to impart the metrics for assessing the supply chain performance. At the end of this course students would be able to appreciate the strategic framework of supply chains, plan and manage inventories in a supply chain, design and plan transportation networks and also the role of information technology in supply chain.

Course Coverage

Part 1 (10 Hours)

Building a Strategic Framework to Analyse Supply Chain

Understanding the Supply Chain - Supply Chain Performance - Supply Chain Drivers and Metrics - Designing the Supply Chain Network - Network Design in Supply Chain.

Part 2 (15 Hours)

Planning Demand and Supply in a Supply Chain

Demand Forecasting in a Supply Chain - Aggregate Planning in a Supply Chain - Sales and Operations Planning - Planning and Managing Inventories in a Supply Chain - Managing Uncertainty in a Supply Chain.

Part 3 (10 Hours)

Designing and Planning Transportation Networks

Transportation in a Supply Chain - Managing Cross Functional Drivers in a Supply Chain- Pricing and Revenue Management in Supply Chain.

Part 4 (10 Hours)

Information Technology in a Supply Chain

The role of IT in a supply chain - the supply chain IT framework - the future of IT in the supply chain - Risk management in IT - Supply chain IT in practice - coordination in a supply chain.

Pedagogy

Lecture, Field Study, Case Discussion, Seminar

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%

Seminar	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Chopra, Sunil, Meindl, Peter and Kalra, D.V. (2015). *Supply Chain Management: Strategy, planning and operation*, 6/e; New Delhi: Pearson Education

Reference Books

1. Shah, Janat (2016). *Supply Chain Management - Text and cases*, 2/e; New Delhi: Pearson Education
2. Sahay, B.S. (2012). *Supply Chain Management for Global Competiveness*, 2/e; New Delhi: Macmillan

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Course Title: **TOTAL QUALITY MANAGEMENT**
 Course Code: **MB18TQM**
 Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course is designed to provide the students with the knowledge of the underlying philosophies and core values of TQM. At the end of the course students can understand the importance of HR dimensions of TQM and compare and contrast the various tools used in quality management.

Course Coverage

Part 1 (6 hours)

Introduction to Total Quality Management

Introduction, Gurus of TQM, TQM Framework, Defining Quality, Historical review, Obstacles and Benefits of TQM

Part 2 (7 hours)

Leadership

Characteristics of Quality leaders, 7 Habits of highly effective people, Deming Philosophy, Role of TQM leaders, Core values, Quality Statement, Strategic Planning, Communication, Decision making

Part 3 (12 hours)

Human Resource Dimension of TQM

Customer Satisfaction - Customer perception of quality, Feedback, Using customer complaints, Service Quality, Translating Customer needs into requirements, Customer Retention

Employee Involvement - Empowerment, Teams, Suggestion system, Recognition and rewards, Performance Appraisal, Benefits
Supplier Partnership - Principles, Partnering, Sourcing, Supplier selection, certification, Rating and Relationship development

Part 4 (8 hours)

Process and Performance

Continuous Process Improvement - Process, improvement strategies, Types of problems, PDCA Cycle, Problem Solving method, Kaizen, Reengineering, Six-sigma, Quality awards

Part 5 (12 hours)

Tools and Techniques

Benchmarking, Quality Management System, Environmental and Occupational health and safety management systems, Quality Function Deployment, Management Tools and Statistical Process Control

Pedagogy

Lecture, Case Discussion, Exercise, Field Study

Evaluation and Grading

Exercise	...	10%
Case Discussion	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Besterfield, D.H., Besterfield-Michna, Carol, Besterfield-Sacre, Mary and Besterfield, H. Glen (2015). *Total Quality Management*, 4/e; New Delhi: Pearson Education

Reference Books

1. Oakland, John S (2014). *Total Quality Management and Operational Excellence: Text with Cases*, 4/e; New York: Routledge
2. Kiran, D.R (2016). *Total Quality Management - Key Concepts and Case Studies*, 1/e; UK: Butterworth-Heinemann, Imprint of Elsevier

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SYLLABUS AND COURSE OUTLINE

LIST OF ELECTIVES IN ENTREPRENEURSHIP MANAGEMENT

No.	Code	Title	Credits
1	MB18BPD	Business Plan Development	3
2	MB18ENF	Entrepreneurial Finance	3
3	MB18EPS	Entrepreneurship	3
4	MB18NVC	New Venture Creation	3
5	MB18SBM	Small Business Management	3
6	MB18SEN	Social Entrepreneurship	3

Course Title: **BUSINESS PLAN DEVELOPMENT**
Course Code : MB18BPD
Semester/ Credits: ELECTIVE / 3

Course Objective

To enable students to understand the importance and various components of a business plan and lead them through a step by step process of developing , preparing and presenting a comprehensive and effective business plan. After completing this course the students will be able to develop a business plan and write an executive summary, identify the target market and competition, develop an exit plan and address the business and strategic aspects of internet business activities, as well as give a structure to outline the technology needs when planning an 'E - Business' or adding an internet component to their business.

Course Coverage

Part 1 (6 hours)

Starting the Process

The Successful Business - Getting Your Plan Started - Making Your Plan Compelling.

Part 2 (15 hours)

Business Plan Components

The Executive Summary - Company Description - Industry Analysis and Trends - Target Market - Competition - Strategic Position and Risk Assessment - Marketing Plan and Sales Strategy - Operations - Technology Plan - Management and Organisation - Community Involvement and Social Responsibility - Development - Milestones and Exit Plan - The Financials - The Plans Appendix.

Part 3 (12 hours)

Putting the Plan to Work

Preparing - Presenting and Sending Out Your Plan - Looking for Money - Using Your Plan for Class and Competitions - Internal Planning for Existing Business and Corporations - Time Saving Tips.

Part 4 (12 hours)

Special Considerations

Considerations for Internet , 'E- Business' - Considerations for Retailers - Considerations for Manufacturers - Considerations for Service Businesses - Business Planning in a Weak or Strong Economy.

Pedagogy

Lecture, Case Discussion, Exercise - Business Plan Development

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Kleiner, Eugene, Abrams , Rhonda (2014). *The Successful Business Plan: Secrets & Strategies*, 6/e; New Delhi: Prentice Hall

Reference Books

1. Chandra, Prasanna (2017). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education
2. Barringer, R. Bruce (2014). *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; New Delhi: Pearson Education

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Course Title: **ENTREPRENEURIAL FINANCE**
Course Code: **MB18ENF**
Semester / Credits: **ELECTIVE / 3**

Course Objective

This course enables the student to build their skill and knowledge in entrepreneurial finance by recognizing and valuing the opportunity, various sources of finance, venture capital, various financing techniques and strategic partnering. At the end of this course they would be able to learn the financial management practices and were able to find the various sources of financial capital and the related investment process.

Course Coverage

Part 1 (8 hours)

The Entrepreneurial Environment

Introduction to Finance for Entrepreneurs - Developing the Business Idea

Part 2 (8 hours)

Organizing and Operating the venture

Organizing and Financing a New Venture - Preparing and using Financial Statements
- Evaluating Operating and Financial Performance

Part 3 (8 hours)

Planning for the future

Managing Cash Flow - Types and Costs of Financial Capital - Securities Law
Considerations when obtaining Venture Financing

Part 4 (8 hours)

Creating and Recognizing Venture Value

Projecting Financial Statements - Valuing Early Stage Ventures - Venture Capital
Valuation Methods

Part 5 (8 hours)

Structuring Financing for the growing venture

Professional Venture Capital - Other Financing Alternatives - Security Structures
and Determining Enterprise Values

Part 6 (5 hours)

Exit and Turnaround Strategies

Harvesting the Business Venture Investment- Financially troubled Ventures,
Turnaround Opportunities

Pedagogy

Lecture, Exercise, Seminar

Evaluation and Grading

Exercise	...	10%
Assignment	...	10%
Seminar	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Leach J. Chris, Melicher W. Ronald (2016). *Entrepreneurial Finance*, 5/e; New Delhi: Cengage Learning

Reference Books

1. Alhabeeb, M. J, (2015). *Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business*, New Jersey: John Wiley & Sons
2. Steven, Rogers and Roza, Makonnen (2014). *Entrepreneurial Finance - Finance and Business Strategies for the Serious Entrepreneur*, 3/e; New Delhi: McGraw Hill Education

Course Title: **ENTREPRENEURSHIP**
Course Code : MB18EPS
Semester/ Credits: ELECTIVE / 3

Course Objective

This course is designed to enable the students to analyse the business environment to recognise the business opportunity and generation of business ideas and also to imbibe the concept and spirit of entrepreneurship. At the end of this course the students will be able to do the self-analysis, apply the elements of entrepreneurship in their real life and develop a feasible business plan and develop knowledge to start the venture.

Course Coverage

Part 1 (10 hours)

The Entrepreneurial Perspective

The Nature and Importance of Entrepreneurs - Entrepreneurship and the Entrepreneurial Mind-set - The Individual Entrepreneur - International Entrepreneur Opportunities - Entrepreneurial strategy

Part 2 (9 hours)

Creating and Starting the Venture

Creativity and the Business Idea - Identifying and Analysing Domestic and International Opportunities - Protecting the Idea - legal Issues for the Entrepreneur

Part 3 (8 hours)

Opportunity to the Business Plan

The Business Plan - The Marketing Plan - The Organisational Plan - The Financial Plan

Part 4 (9 hours)

Business Plan to Funding the Venture

Sources of Funds - Informal Risk Capital - Venture Capital and Going Public

Part 5 (9 hours)

Funding the Venture to Launching, Growing and Ending the New Venture

Strategies for Growth and Managing the Implications of Growth - Accessing Resources for Growth from External Sources - Strategies for Harvesting and Ending the Venture

Pedagogy

Lecture, Case Discussion, Exercise

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	05%
Exercise	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2018). *Entrepreneurship*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Kuratko, F. Donald, Rao, T. V, (2015). *Entrepreneurship*, 1/e; New Delhi: Cengage Learning
2. Holt, H. David (2016). *Entrepreneurship*, 1/e; New Delhi: Pearson Education

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Course Title:	NEW VENTURE CREATION
Course Code:	MB18CEN
Semester/ Credits:	ELECTIVE/ 3

Course Objective

This course enables the students to understand and appreciate the benefits and risk associated with the new venture creation and learns how to create different forms of new ventures by overcoming various risks involved in the existing environment. At the end of this course the students will be able to understand the process of planning, financing, leading, managing and evaluating the new venture.

Course Coverage

Part 1 (9 hours)

Entrepreneurship and Free Enterprise

Entrepreneurship and New Venture Opportunities - Entrepreneurship and Innovation Small Business and Corporate Entrepreneurship - Contrasting enterprise - A Model for New Ventures - Feasibility Planning

Part 2 (9 hours)

Product and Service Concepts for New Ventures

The Product Concept and Commercial Opportunities - Product Protection- patents - Trademarks - Copyrights - Services - The Human Side of Entrepreneurship

Part 3 (9 hours)

Marketing and New Venture Development

Marketing Research for New Ventures - Marketing - Functions and Strategies - International Markets - New Venture Opportunities

Part 4 (9 hours)

Organizing and Financing the New Venture

The Entrepreneurial Team and Business Formation - Business Acquisitions and Franchising - Financial Resources for New Ventures - Managing Growth and Transition

Part 5 (9 hours)

Startup for Creating the Adventure

The Rise of the Startup Economy - The Six Forces of Change - The Big Idea - Creating Great Customer Experiences - The New Brand Order - Scaling to New Heights - Creating the Adventure - Choose your Own Adventure

Pedagogy

Lecture, Case Discussion, Field Study

Evaluation and Grading

Filed Study	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Holt H., David (2017). *Entrepreneurship: New Venture Creation*, New Delhi: Pearson Education

Reference Books

1. Kumar Arya (2017). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*, New Delhi: Pearson Education
2. Barringer R., Bruce, Ireland R., Duane (2017). *Entrepreneurship: Successfully Launching New Ventures*, 4/e; New Delhi: Pearson Education
3. Fisher, Steven, Duane, Ja-Nae (2016). *Startup Equation - A Visual Guidebook for Building your Startup*, New Delhi: Tata McGraw-Hill

Course Title: **SMALL BUSINESS MANAGEMENT**
Course Code: MB18SBM
Semester / Credits: ELECTIVE / 3

Course Objective

This course enables the students to plan, start and managing the small business by learning the various topics include small business, financing small business, the use of accounting as a management tool, legal constraints of small business, developing realistic marketing plan, issues involved in managing the family business and work life balance. At the end of this course students can evaluate the options for entering into a small business.

Course Coverage

Part 1 (9 hours)

Entrepreneurs and Ideas: The Basis of Small Business

Small Business - Small Business Ethics - Small Business Entrepreneurs - Small Business Ideas

Part 2 (9 hours)

Small Business Paths and Plans

Small Business Entry - Path to Part Time Entrepreneurship - Paths to Full Time Entrepreneurship - Small Business Strategies - Business Plans

Part 3 (9 hours)

Marketing in the Small Business

Small Business Marketing - Small Business Promotion - Small Business Distribution and Location - Marketing Plans

Part 4 (9 hours)

Cash Accounting and Finance in the Small Business

Small Business Accounting - Cash Life blood of the Business - Small Business Finance - Small Business Protection - Legal Issues - Human Resource Management - Achieving Success in the Small Business

Part 5 (9 hours)

Family Business

Role and Importance of the Family Business - Contributions of Family Business in India - Stages of Development of a Family Business - Characteristics and Types of Family Business - Roles , Responsibilities and Rights of the Family - The Three Circle Model of Family Business - Challenges Faced by Family Business - Succession in Family Business-Improving the Performance of the Family Business.

Pedagogy

Lecture, Field Study, Case Discussion

Evaluation and Grading

Assignment	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Katz, Jerome and Richard, Green (2017). *Entrepreneurial Small Business*, 2/e; New Delhi: McGraw Hill Education

Reference Books

1. Scarborough, M. Norman, Cornwall, R. Jeffrey (2016). *Essentials of Entrepreneurship and Small Business Management*, 8/e; New Delhi: Pearson Education
2. Charantimath M. Poornima (2014) *Entrepreneurship Development and Small Business Enterprises*, 2/e; New Delhi: Pearson Education

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Course Title: **SOCIAL ENTREPRENEURSHIP**
Course Code: **MB18SEN**
Semester / Credits: **ELECTIVE / 3**

Course Objective

This course prepares the students for innovatively approaching public needs with a combination of entrepreneurial practices and social purposes with the vision of developing social enterprises. This course also provides a working knowledge of the concepts, opportunities and challenges of social entrepreneurship. At the end of this course the students will be able to identify the contemporary issues in management of social sector and also to create the social enterprises through collaborative learning with social enterprises.

Course Coverage

Part 1 (12 hours)

Social Entrepreneurship

Introduction - Social Entrepreneurship Definition - Theories and Models of Social Entrepreneurship - Describing the Social Entrepreneur

Part 2 (12 hours)

Key Elements of Social Entrepreneurship

Value Creation - Entrepreneur and Stakeholders Perspective - Global Context - The Role of Culture in forming Social Ventures - The Role of Innovation in Developing Solutions for Social Problems

Part 3 (11 hours)

Process and Management in Social Ventures

The Process of Social Entrepreneurship - The Founding Team in the Social Venture - Managing the Social Venture - Financing Non-profit and For-profit Social Ventures

Part 4 (10 hours)

Creating a Sustainable Change

Measuring Success - Scaling the Social Venture - Creating an Impact and Sharing Best Practices in Social Entrepreneurship

Pedagogy

Lecture, Field Study, Exercise

Evaluation and Grading

Exercise	...	10%
Case Discussion	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge

Reference Books

1. Bornstein, David (2007). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, New Delhi: Oxford University Press
2. Keohane, Georgia Levenson (2013). *Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors*, USA: McGraw Hill Education
3. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). *Entrepreneurship in the Social Sector (ESS)*, New Delhi: Sage Publications

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