



PSGR Krishnammal College for Women



DEPARTMENT OF MANAGEMENT

**CHOICE BASED CREDIT SYSTEM &
OUTCOME BASED EDUCATION SYLLABUS**

MASTER OF BUSINESS ADMINISTRATION

2020 - 2022 Batch



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MASTER OF BUSINESS ADMINISTRATION (MBA) 2020-2022

(Choice Based Credit System)

THE PROGRAMME

1. The full-time, two-year MBA programme offered by the Department of Management, (GRG School of Management Studies), PSGR Krishnammal College for Women 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. In the case of theory courses, one credit is equivalent to approximately 15 hours of contact sessions; and, in the case of practice courses (such as term paper or seminar course) one credit is equivalent to approximately 30 hours of coursework.
3. Students may choose to do upto a maximum of 100 credits equivalent of courses.
4. The programme includes Bridge Courses, Foundation Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

Programme Educational Objectives

PEO 1: To enable students to acquire knowledge in foundational, functional, and interdisciplinary areas of management

PEO 2: To impart critical and analytical thinking, decision making, communication, interpersonal, entrepreneurial and leadership skills to students

PEO 3: To promote ethical, societal and environmental consciousness among students

PEO4: To augment the necessary competencies of students for undertaking diverse career in management

Programme Outcomes

After Completion of the MBA Programme the student will be able to

PO1: Apply conceptual foundations to solve business problems (K3)

PO2: Combine the tools and concepts from multiple functional areas to solve business problems (K5)

PO3: Demonstrate Global Outlook and Cross-Cultural Understanding in business (K2)

PO4: Apply Critical Thinking and Problem-Solving Skills to provide solutions to business problems (K3)

PO5: Demonstrate communication skills in a variety of formats and contexts (K2)

PO6: Utilize leadership and interpersonal skills in chosen profession (K3)

PO7: Make use of team working skills to accomplish common objectives (K3)

PO8: Identify business opportunities, generate innovative ideas, develop business plans and demonstrate entrepreneurial spirit (K3)

PO9: Utilize ICT to design strategies for business growth and development (K3)

PO10: Evaluate and integrate ethical considerations in business decisions (K5)

PO11: Support and promote eco-friendly environment and socially responsible activities (K5)

PO12: Assess the need to acquire new knowledge and skills thus engaging in independent and lifelong learning (K5)

PEO and PO Mapping

PEO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
PEO1	3	3	3	1	1	1	1	2	2	2	1	2
PEO2	3	3	3	3	3	3	3	3	2	3	2	3
PEO3	2	2	2	1	1	2	1	2	1	3	3	2
PEO4	3	3	3	3	3	3	3	3	2	2	1	3

3- High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 learning in depth in courses that they wish to focus on
- Provide exposure to current and contemporary industry practices through Summer Internship work and Management-in-Practice work
- Provide global exposure through Study Abroad Programme and courses that provide global perspective
- Assist students to gain managerial and professional skills through development of Creativity & Innovation, Critical Thinking, Analytical, Decision Making, 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 'Bridge' Courses are intended to be those that prepare the students for the MBA programme
2. The 'Foundation' Courses are intended to be those that provide the basic and fundamental knowledge on subjects such as economics, accounting, tools and techniques for decision-making, technology for business, and organisational behaviour.
3. The 'Core' Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial

management, operations management, marketing management and business environment.

4. The 'Elective' Courses are intended to be those that students choose to study in pursuit of advanced knowledge in courses that they wish to focus on.
5. The 'Skill' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
6. The 'Practice' Courses are intended to be those that will help students learn how to apply their theoretical knowledge to practical issues in management.
7. 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.
8. 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.
9. The 'Study Abroad Programme' (SAB) is intended to provide global exposure and cross cultural appreciation.
10. 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 skills on the chosen themes/topics in management discover and propose a model or solution.
11. The 'Seminar Course' (SMC) is intended to be semester-long 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.
12. The course 'Business Review' (BR) is intended to keep the students abreast with the changes in the business environment.

CHOICE OF ELECTIVE COURSES

Students may choose elective courses in any functional area/domain of management based on their interest and competence, by choosing to do six (6) elective courses.

AUDIT COURSE(S)

Students may choose to register for Audit courses. Audit course(s) allow a student to take up a course to acquire knowledge. Audit courses do not count towards completing degree requirements. Students can register for a maximum of two course(s) per semester, upon approval from the respective course facilitator and register with the programme administrator. Students should attend classes regularly, complete assigned reading and class activities and participate in discussions, but they are exempted from taking up end semester examinations. Audit course(s) will be included in the transcript with an indication as 'completed' or 'not completed' depending on the recommendation of the respective course facilitator, however it will not be included in the calculation of CGPA.

ONLINE COURSE(S)

Students may choose to register and earn credits for online courses approved by the committee consisting of Director, Academic Coordinator, the concerned Domain Chair and Faculty Advisor. Students can take up online courses from NPTEL and SWAYAM platforms to a maximum of 18 credits during the two year duration of the MBA Programme, subject to a maximum of two courses per semester. The coverage of such online courses should be appropriate and relate to the coverage of the courses offered in the curriculum. Students who successfully complete the online courses will be exempt from taking up the equivalent courses offered by GRGSMS. The committee will monitor the progress of the student and evaluate their performance in 100% CIA pattern.

MBAPLUS

The primary objective of the MBAPlus scheme is to provide additional inputs and enable selected students to realize their potential for leadership after graduation. Students for this scheme will be identified through a sequence of steps, including their willingness, scoring in a set of assessment questionnaires, and a personal interview.

The MBAPlus scheme comprises about 60 hours of sessions spread across the two years of the MBA programme under eight topics (Four in Year 1 and four in Year 2). Students who have undergone the stipulated sessions for MBAPlus will be eligible for being awarded four credits - two credits each at the end of Year 1 and Year 2.

Topics for I MBA	Topics for II MBA
Understanding Personality Differences for Leadership Effectiveness	Consciousness (Emotional Intelligence)
Time Management	Collaboration (Interpersonal and Team working Skills)
Negotiation and Conflict Management	Globalization and Boundary-less Thinking
Presentation Skills	Envisioning

ATTENDANCE

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Principal/Director 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 60% and the ESE 40%. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as 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 (40%) of the CIA shall comprise four other components.
4. There will not be any ESE for the following, and 100% of marks will be through CIA:
 - i. Basic Mathematics and Statistics (MB20BMS)
 - ii. Essentials of Accounting and Finance (MB20EAF)
 - iii. History of Indian Business (MB20HIB)
 - iv. Computing for Management (MB20CFM)
 - v. Critical Thinking (MB20CTG)
 - vi. Communication Skills (MB20COM)
 - vii. Political Science (MB20PTS)
 - viii. Creativity and Innovation (MB20CIN)
 - ix. Spreadsheet for Data Analysis (MB20SDA)
 - x. Business Review - 1 (MB20BR1)
 - xi. Business Analytics for Decision Making (MB20BAM)
 - xii. Leadership in a Changing Business Environment (MB20LCE)
 - xiii. Term Paper (MB20TMP)
 - xiv. Summer Internship Programme (MB20SIP)
 - xv. Management in Practice (MB20MIP)
 - xvi. Information Security (MB20IST)
 - xvii. Business Review - 2 (MB20BR2)
 - xviii. Seminar Course (MB20SMC)
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 Programme', 'Outbound Programme', 'Career Counselling Programme' and 'Social Service Programme' 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. A student may request for

exemption from the 'Outbound Programme' by submitting requisition with relevant documents. The Director is entitled to approve or reject the same.

7. Students who are not satisfied with the CIA score for any Course may appeal for a review to the Director, 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 three hours duration irrespective of credits assigned to the Courses. The maximum marks in ESE shall be 100 to be pro-rated to 40%.
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 and will be of K1 and K2 levels of Blooms Taxonomy
- 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) and will be of K3 and K4 levels of Blooms Taxonomy
- 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) and will be of K5 and K6 levels of Blooms Taxonomy

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
90 - 99	9.0 - 9.9	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.

$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$ 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. $CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$ 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

PSGR Krishnammal College for Women, Coimbatore

MBA (2020-22) Curriculum

[Choice Based Credit System]

- MB20SIP# will be carried out during summer break between semester 2 and 3 and will carry a weight of 3 credits
- MB20SAB# will be carried out during summer break between semester 2 and 3 in lieu of SIP
- In addition to SAB, students can also take up SIP
- An orientation programme will be provided at the beginning of Semester 1
- * will be non-credit courses

Code	Title	Type	Credits
SEMESTER 1			
MB20BMS	Basic Mathematics and Statistics	Bridge	1
MB20EAF	Essentials of Accounting and Finance	Bridge	1
MB20HIB	History of Indian Business	Bridge	1
MB20CFM	Computing for Management	Bridge	1
	Sub-total		4
MB20AFM	Accounting for Management	Foundation	3
MB20EPM	Evolution and Principles of Management	Foundation	2
MB20OBH	Organizational Behaviour	Foundation	3
MB20TDM	Tools and Techniques for Decision Making	Foundation	3
MB20ECM	Economics for Management	Foundation	3
MB20ITB	Information Technology for Business	Foundation	3
MB20CTG	Critical Thinking	Skill	1
MB20COM	Communication Skills	Skill	2
MB20PDP*	Personality Development Programme	Practice	
	Sub-total		20
	Total		24
SEMESTER 2			
MB20PTS	Political Science	Foundation	1
MB20BET	Business Environment	Core	2
MB20OPM	Operations Management	Core	3
MB20MMT	Marketing Management	Core	3
MB20FMT	Financial Management	Core	3
MB20HRM	Human Resource Management	Core	3
MB20BRM	Business Research Methods	Core	3
MB20EMT	Environmental Management	Core	2
MB20CIN	Creativity & Innovation	Skill	1
MB20SDA	Spreadsheet for Data Analysis	Skill	2
MB20BR1	Business Review - 1	Practice	1

Code	Title	Type	Credits
MB20OBP*	Outbound Programme	Practice	
	Total		24
SEMESTER 3			
MB20CBE	Corporate Governance and Business Ethics	Core	2
MB20IBM	International Business and Management	Core	3
	Elective - 01	Elective	3
	Elective - 02	Elective	3
	Elective - 03	Elective	3
MB20BAM	Business Analytics for Decision Making	Skill	2
MB20LCE	Leadership in a Changing Business Environment	Practice	1
MB20TMP	Term Paper	Practice	2
MB20SIP	Summer Internship	Practice	3
MB20MIP	Management-in-Practice	Practice	3
MB20CCP*	Career Counselling Programme	Practice	
	Total		25
SEMESTER 4			
MB20IST	Information Security	Core	1
MB20LAB	Legal Aspects of Business	Core	2
MB20SMT	Strategic Management	Core	3
	Elective - 04	Elective	3
	Elective - 05	Elective	3
	Elective - 06	Elective	3
MB20BR2	Business Review - 2	Practice	1
MB20SMC	Seminar Course	Practice	1
MB20SSP*	Social Service Programme	Practice	
	Total		17
TOTAL CREDITS			90

LIST OF ELECTIVE COURSES

Each elective course will carry 3 credits

No.	Code	Title
FINANCE		
1	MB20BHF	Behavioural Finance
2	MB20CRF	Corporate Finance
3	MB20CMT	Cost Management
4	MB20FNM	Financial Markets
5	MB20FNS	Financial Services
6	MB20IFM	International Financial Management
7	MB20MNB	Management of Banking
8	MB20RMI	Risk Management and Insurance
9	MB20SAP	Security Analysis and Portfolio Management
10	MB20WMG	Wealth Management
HUMAN RESOURCES MANAGEMENT		
1	MB20CMG	Change Management
2	MB20CMP	Competency Mapping
3	MB20EMP	Employee Relations
4	MB20IHR	International Human Resource Management
5	MB20LLS	Labour Laws
6	MB20LAD	Learning and Development
7	MB20ORP	Organizational Psychology
8	MB20PMT	Performance Management
9	MB20RAR	Rewards and Recognition
10	MB20SHR	Strategic Human Resource Management
11	MB20TAD	Talent Acquisition and Deployment
MARKETING		
1	MB20BMT	Brand Management
2	MB20CBR	Consumer Behaviour
3	MB20CRM	Customer Relationship Management
4	MB20DMK	Digital Marketing
5	MB20ENT	Event Management
6	MB20IMC	Integrated Marketing Communication
7	MB20IMT	International Marketing
8	MB20RMT	Retail Management
9	MB20RUT	Rural Marketing

No.	Code	Title
10	MB20SVM	Services Marketing
		DECISION SCIENCE
1	MB20FNA	Financial Analytics
2	MB20HRA	HR Analytics
3	MB20MKA	Marketing Analytics
4	MB20SWA	Social Media and Web Analytics
		OPERATIONS MANAGEMENT
1	MB20PRJ	Project Management
2	MB20SCM	Supply Chain Management
3	MB20TQM	Total Quality Management
		ENTREPRENEURSHIP
1	MB20BME	Business Models in Entrepreneurship
2	MB20BPD	Business Plan Development
3	MB20ENF	Entrepreneurial Finance
4	MB20EPS	Entrepreneurship
5	MB20FBM	Family Business Management
6	MB20NVC	New Venture Creation
7	MB20SBM	Small Business Management
8	MB20SEN	Social Entrepreneurship

SYLLABUS AND COURSE OUTLINE

SEMESTER I - COURSES

Code	Title	Type	Credits
MB20BMS**	Basic Mathematics and Statistics	Bridge	1
MB20EAF**	Essentials of Accounting and Finance	Bridge	1
MB20HIB**	History of Indian Business	Bridge	1
MB20CFM**	Computing for Management	Bridge	1
	Sub-total		4
MB20AFM	Accounting for Management	Foundation	3
MB20EPM	Evolution and Principles of Management	Foundation	2
MB20OBH	Organizational Behaviour	Foundation	3
MB20TDM	Tools and Techniques for Decision Making	Foundation	3
MB20ECM	Economics for Management	Foundation	3
MB20ITB	Information Technology for Business	Foundation	3
MB20CTG**	Critical Thinking	Skill	1
MB20COM**	Communication Skills	Skill	2
MB20PDP*	Personality Development Programme	Practice	
	Sub-total		20
	Total		24

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **BASIC MATHEMATICS AND STATISTICS**
 Course Code: MB20BMS
 Type/Semester/Credits: Bridge / I / 1

Course Outcomes

CO1: Recall the knowledge of Basic Mathematics (K1)
 CO2: Demonstrate an understanding of statistical concepts like measures of central tendencies, dispersion and association (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	-	-	3	-	-	-	-	-	-	-	-
CO2	1	-	-	3	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation,- No Correlation

Course Coverage

Part - 1 (5 Hours)

Mathematics

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

Part - 2 (10 Hours)

Statistics

Statistics - Notation, Data, Describing and Summarizing Data, Classification and Tabulation of Data, Graphical Representation of data, Measures of Central Tendency - Mean, Median, Mode, Measures of Dispersion - Standard Deviation, Variance, Co-efficient of Variation, Correlation - Rank correlation - Simple Regression

Pedagogy

Lecture, Numerical Exercise, Peer Learning

Evaluation and Grading

Numerical Exercise	...	25%
Assignment	...	25%
Final Assessment	...	50%

Reference Books

1. Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas, (2018). *Statistics for Business and Economics*, 13/e; New Delhi: Cengage Learning

2. Agarwal R. S. (2017). *Objective Arithmetic, 2/e*; New Delhi: S Chand Publishing

Course Title: **ESSENTIALS OF ACCOUNTING AND FINANCE**
Course Code: MB20EAF
Type/Semester/Credits: Bridge / I / 1

Course Outcomes

CO1: Relate the gained basic knowledge about accounting and financial statements in understanding the business performance (K2)

CO2: Demonstrate the understanding of basic finance concepts (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	-	-	-	-
CO2	3	-	-	3	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (5 hours)

Introduction to Accounting

Accounting - Meaning, concepts and conventions of accounting, Accounting Process - Preparation of journal, ledger, trial balance and financial statements, Management accounting - Nature and scope, Cost accounting - nature and scope, Generally Accepted Accounting Principles (GAAP) - International Financial Reporting Standards(IFRS)

Part 2 (5 hours)

Introduction to Financial Statements

Understanding Basic Financial Statements- Profit and Loss Statements, Balance sheet, Information beyond the financial statements - Notes to financial statements, Auditor's Report, Management discussion and analysis

Part 3 (5 hours)

Introduction to Basic Finance concepts

Scope of financial management, Sources of long term and short term finance for business, financing decision and introduction to cost of capital, Investment decision and basic concepts of capital budgeting

Pedagogy

Lecture, Exercise

Evaluation and Grading

Exercises	...	50%
Assignment	...	50%

Reference Books

1. Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2015). *A Textbook of Accounting for Management*, 4/e; New Delhi: Vikas Publications
 2. Khan, M.Y. and Jain, P.K. (2019). *Financial Management: Text, Problems and Cases*, 8/e; New Delhi: McGraw Hill Education
-

Course Title: **HISTORY OF INDIAN BUSINESS**
Course Code: MB20HIB
Type/Semester/Credits: Bridge / I / 1

Course Outcomes

- CO1: Discuss the geographical spread of business in India and the evolution of businesses in various regions (K6)
CO2: Discuss the factors that contributed to the formulation of regulatory framework for business in India (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	2	-	-	-	-	-	-	-	-	2
CO2	-	-	2	-	-	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

- Indian Business History- Introduction
- Indian Business During the Period of British East India Company
- Developing an Identity by Indian Business
- Maturity of Indian Business
- Indian Business after Independence and during the Nehru Era
- The License Raj
- Liberalisation and After

Pedagogy

Lecture and Discussion

Evaluation and Grading

Class participation	...	50%
Presentation	...	50%

Reference Book

Dwijendra, Tripathi and Jyoti, Jumani (2012). *The Concise Oxford History of Indian Business*; New Delhi: Oxford University Press

Course Name: **COMPUTING FOR MANAGEMENT**
Course Code: MB20CFM
Type/Semester/Credits: Bridge / I / 1

Course Outcomes

- CO1: Utilize the advance functions in Text editor application for report writing (K3)
CO2: Apply spreadsheet functions to compute data (K3)
CO3: Create effective presentations using Presentation Application (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	3	-	-	2
CO2	3	-	-	-	-	-	-	-	3	-	-	2
CO3	1	-	-	-	3	-	-	-	3	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (6 hours)

Text Editor

Navigation, Creating reports, Basic functions, Tables & Charts, Section Breaks, using styles, Headers and Footers, Formatting 4

Part 2 (4 hours)

Spreadsheets

Navigation, referring a cell, formatting, page setup, simple functions -arithmetic and Logical

Part 3 (4 hours)

Presentation

Preparing, Formatting, Animating, Sorting the slides, Layouts, Slide design, Guidelines for good presentation

Part 4 (1 hour)

Using Web Effectively

Tools & techniques for effective search in Google

Pedagogy

Workshop Mode - Demo & Exercise

Evaluation and Grading

Class Exercise	...	50%
Assignment	...	50%

Course Title: **ACCOUNTING FOR MANAGEMENT**
Course Code: MB20AFM
Type/Semester/Credits: Foundation / I / 3

Course Outcomes

- CO1: Summarise the financial statements and interpret the financial performance of a company (K2)
- CO2: Explain the purpose of preparing the fund flow and cash flow statements to understand the financial health of the company (K2)
- CO3: Apply cost volume profit analysis for business decisions (K3)
- CO4: Estimate budgets to facilitate the business operation (K5)
- CO5: Construct cost sheet and apply variance analysis for supporting business decision making (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	3	-	1	-	-	-	1	-	-
CO2	3	3	-	3	-	-	-	-	-	-	-	-
CO3	3	3	-	3	-	-	-	1	-	1	-	-
CO4	3	3	-	3	1	1	1	1	-	1	-	-
CO5	3	3	-	3	-	-	1	-	-	1	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Financial Statement Analysis

Financial Statement Analysis - Meaning, Purpose, Horizontal and Vertical Analysis;
Ratio Analysis - Profitability Analysis, Liquidity Analysis and Solvency Analysis

Part 2 (9 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 (9 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

Part 4 (9 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 (9 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, Exercise, Case Discussion, Peer learning

Evaluation and Grading

Case Discussion	...	10%
Exercise	...	10%

Assignment	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 Publishing House
3. Khan, M.Y., and P.K. Jain (2019). *Management Accounting: Text, Problems and Cases, 7/e*; New Delhi: McGraw Hill Education

Course Title: **EVOLUTION AND PRINCIPLES OF MANAGEMENT**
 Course Code: MB20EPM
 Type/Semester/Credits: Foundation / I / 2

Course Outcomes

- CO1: Explain the evolution of management thought (K5)
 CO2: Design appropriate policies and strategies (K6)
 CO3: Demonstrate understanding of managerial functions (K2)
 CO4: Explain control techniques (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	-	-	-	1	-	-	1	-	-
CO2	3	2	-	2	1	-	2	-	-	-	-	2
CO3	3	2	-	2	3	-	2	-	-	-	-	2
CO4	3	2	-	2	-	-	2	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (6 hours)

Introduction to Management

Management - Nature and purpose - Evolution of management thought- Systems approach to management process - Functions of managers

Part 2 (8 hours)

Planning

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

Part 3 (6 hours)

Organizing

Nature of organizing - Organization Structure - Departmentation

Part 4 (6 hours)

Leading

Motivation - Theories - Leadership - Trait, Behaviour, and contingency approaches

Part 5 (4 hours)

Controlling

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

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Assignment	...	10%
Presentation	...	10%
Exercises	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 Agna Fernandez (2019). *Management*, 14/e; New Delhi: Pearson Education

2. Bhattacharyya, Dipak Kumar (2013). *Principles of Management*, 2/e; New Delhi: Pearson Education

Course Title: **ORGANISATIONAL BEHAVIOUR**
 Course Code: MB200BH
 Type/Semester/Credits: Foundation / I / 3

Course Outcomes

CO1: Explain the challenges and opportunities for Organizational Behaviour (K2)
 CO2: Demonstrate understanding of individual behaviour (K2)
 CO3: Analyse the causes and consequences of group behaviour (K4)
 CO4: Compare cultures of various organisations (K5)
 CO5: Explain the approaches to planned change (K2)

PO - CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	2	-	-	-	-	-	2	-	-
CO2	3	-	-	3	-	3	-	-	-	-	-	-
CO3	3	-	-	3	-	-	3	-	-	-	-	-
CO4	3	-	2	2	-	-	-	-	-	-	-	-
CO5	3	-	-	3	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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

Part 4 (12 hours)

The Organisation System

Organisational Culture - Organisational Change - Organisational Development - Stress management

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Field Study	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2019). *Organizational Behavior*, 18/e; New Delhi: Pearson Education

Reference Books

1. Manimala, Vijaya and Ajit Chakravarti (2019). *Cases in Organizational Behaviour*, New Delhi: SAGE Publications
2. McShane & Von Glinow (2015). *Organisational Behavior*, 6/e; New Delhi: McGraw Hill Education
3. Luthans, Fred (2017). *Organisational Behavior- An Evidence-based Approach*, 12/e; New Delhi: McGraw Hill Education

Course Title: **TOOLS AND TECHNIQUES FOR DECISION MAKING**
Course Code: **MB20TDM**
Type/Semester/Credits: **Foundation / I / 3**

Course Outcomes

- CO1: Explain the decision making process and techniques (K2)
CO2: Apply Linear programming models to solve business problems (K3)
CO3: Make use of Distribution and Network models to solve business problems (K3)
CO4: Demonstrate the ability to do decision analysis with and without probabilities (K2)

CO5: Utilize mathematical software to solve the proposed models (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	3	-	1	-	1	-	-	-	-
CO2	3	3	-	3	-	1	-	1	-	-	-	-
CO3	3	2	-	3	-	1	-	1	-	-	-	-
CO4	3	3	-	3	-	1	-	1	-	-	-	-
CO5	3	2	-	3	-	1	-	1	3	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation,- No Correlation

Course Coverage

Part - 1 (5 Hours)

Introduction to Decision Making

Decision Making Process, Types of decisions, Importance of Decision Making, Techniques of Decision Making -Role of Quantitative and Qualitative techniques - Models and Modelling for Quantitative Analysis

Part - 2 (12 Hours)

Linear Programming Problems

Introduction to Linear Programming - Structure, Application areas - Marketing, Finance and Operations Management, LPP formulation, Graphical method - Simple Problems, Solving LPP using Software

Part - 3 (10 Hours)

Distribution Models

Transportation problem, Assignment Problem, Simple Problems, Solving Distribution models using software

Part - 4 (8 Hours)

Project Scheduling

PERT/CPM - Project Scheduling with Known Activity Times, Project Scheduling with Uncertain Activity Times - Simple Problems

Part - 5 (10 Hours)

Decision Analysis

Decision Analysis - Decision making without probabilities, Decision making with probabilities, Computing Branch Probabilities using Bayes Theorem

Pedagogy

Lecture, Peer Learning, Numerical Exercise, Exercise in Software

Evaluation and Grading

Numerical Exercise	...	15%
Exercise in Software	...	10%
Case Problems	...	05%
Assignment	...	10%
Mid semester Examination	...	20%
End semester Examination	...	40%

Text Book

Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas (2018), *An Introduction to Management Science: Quantitative approaches to Decision Making*, 14/e; New Delhi: Cengage Learning

Reference Books

1. Sharma, J.K (2014). *Quantitative Techniques in Management*, 3/e; New Delhi: Trinity Press
2. Anand Sharma(2015). *Quantitative Techniques for Decision Making*, 3/e; Mumbai: Himalaya Publishing House

Course Title: **ECONOMICS FOR MANAGEMENT**
Course Code: MB20ECM
Type/Semester/Credits: Foundation / 1 / 3

Course Outcomes

CO1: Explain the law of demand, concepts of cost, nature of production and its association with business decisions (K2)

CO2: Categorize firms under various market structures (K4)

CO3: Analyze the different types of business cycles and its impact on businesses, and polices (K4)

CO4: Discuss the causes and effects of inflation across different sectors of the economy (K6)

CO5: Compare the macroeconomic aggregates of different countries. (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	3	-	-	-	-	1	3	-	1
CO2	3	2	-	3	-	-	-	-	1	3	-	2

C03	3	-	3	3	-	-	-	-	2	3	-	3
C04	3	-	3	3	-	-	-	-	2	3	-	3
C05	3	-	3	3	-	-	-	-	2	3	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (4 hours)

Introduction to Managerial Economics

Managerial Economics - Nature, Scope; Basic model of the Firm and Role of profits; 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 (12 hours)

Price and Output Decisions in Various Market Structures

Price and Output Decisions in Various Market Structures under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Transfer pricing, Game Theory

Part 5 (13 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, Exercise

Evaluation and Grading

Field Study	...	10%
Assignment	...	10%

Exercise	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

Reference Books

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

Course Title: **INFORMATION TECHNOLOGY FOR BUSINESS**
 Course Code: MB20ITB
 Type/Semester/Credits: Foundation / I / 3

Course Outcomes

- CO1: Infer the strategic application of information technology in business (K2)
 CO2: Compare the role of functional and cross-functional information systems in business (K4)
 CO3: Illustrate the importance of managing information technology to achieve bottom line business results (K2)
 CO4: List the Security, Ethical and Societal Challenges of information technology in Business application (K4)
 CO5: Design a business solution using Information Technology to solve a prevailing issue (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	3	-	3	-
CO2	2	3	-	2	-	-	-	-	3	-	3	2
CO3	-	3	2	-	2	-	-	-	3	-	-	2
CO4	3	-	-	2	-	-	-	-	3	3	2	-
CO5	-	3	-	3	-	-	-	-	3	2	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (6 hours)

Competing with Information Technology

Information Systems in Business - The Components of Information Systems - Fundamentals of Strategic Advantage - Using Information Technology for Strategic Advantage

Part 2 (14 hours)

Business Applications

e-Business Systems - Functional Business Systems - ERP - SCM - CRM - e-Commerce Fundamentals - e-Commerce Application and Issues - Decision Support Systems and Business Analytics - Artificial Intelligence

Part 3 (10 hours)

IT Infrastructure

Information Systems Infrastructure - Foundations of Data Management - Managing Data Resources - The Networked Enterprise - Internet, Intranet, IOT

Part 4 (10 hours)

Planning and Developing IT solutions

Planning - Developing - Implementing Business Systems- Security, Ethical and Societal Challenges of IT

Part 5 (5 hours)

Global Management of IT

Managing Information Technology - Managing Global IT

Pedagogy

Lecture, Case Discussion, Audio-Visual Presentation

Evaluation and Grading

Presentation	...	10%
Assignment	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information Systems*, 11/e; New Delhi: McGraw Hill Education

Reference Books

1. Turban, Efraim, Linda Volonino and Wood, R., Gregory (2017). *Information Technology for Management - Advancing Sustainable, Profitable Business Growth*, New Delhi: Wiley India
2. Laudon, Kenneth C., Laudon(2020). *Management Information System* , 16/e; New Delhi: Pearson Education

Course Title: **CRITICAL THINKING**
 Course Code: MB20CTG
 Type/Semester/Credits: Skill / I / 1

Course Outcomes

- CO1: Demonstrate the logical connection between the ideas (K2)
 CO2: Solve management problems by assessing information and presenting arguments in a logical way (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	-	-	-	-	-	-	-
CO2	2	-	-	3	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation,- No Correlation

Course Coverage

Part 1 (8 hours)

Critical Thinking Process

Critical Thinking - Characteristics of Critical Thinker - Critical Thinking Styles - Logical Fallacies - Inductive and Deductive Reasoning - Critical Thinking Process

Part 2 (7 hours)

Critical Thinking Skills

Critical Thinking Skills set - Solving Problems - Critical argumentation

Pedagogy

Lecture, Exercises

Evaluation and Grading

Exercises	...	50%
Case Action Plan	...	50%

Course Title: **COMMUNICATION SKILLS**
Course Code: MB20COM
Type/Semester/Credits: Skill / 1 / 2

Course Outcomes

- CO1: Demonstrate understanding of the communication process and communication styles (K2)
CO2: Apply the techniques of persuasive communication (K3)
CO3: Apply techniques of business writing and write effective messages and professional emails (K3)
CO4: Design and deliver effective presentations using slides and other audio-visual aids (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	-	-	2	3	1	-	-	-	-	-	-
CO2	1	-	-	2	3	3	-	-	-	-	-	-
CO3	2	-	-	2	3	2	-	-	-	-	-	-
CO4	1	-	-	2	3	2	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course coverage

Part 1 (7) hours

Communicating at Work

Importance of Communication Skills - Understanding the communication Process - Barriers to communication - Communication Styles - Functions of nonverbal communication - Appearance and Grooming

Part 2 (5) hours)

Persuasive Communication

The importance of persuasion - The persuasion process - Factors and theories of persuasion - Framing in persuasion

Part 3 (10 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

Part 4 (8 hours)

Fundamentals of business writing - Adapting your words to your readers -Constructing clear sentences and paragraphs - Writing for positive effect - Writing Business messages and drafting professional emails - email etiquette

Pedagogy

Lecture and Discussion, Role-Play, Class activities, Class exercises, Audio-video aids

Evaluation and Grading

Assignment	...	25%
Presentation	...	25%
Online Course	...	25%
Class Participation	...	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. Newman, Amy. (2017). *Business Communication*, 10/e; New Delhi: Cengage India
3. 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

Course Title: **PERSONALITY DEVELOPMENT PROGRAMME**
Course Code: MB20PDP
Type/Semester/Credits: Practice / I / NIL

Course Outcomes

- CO1: Identify one's own strengths and weaknesses (K3)
CO2: Demonstrate assertive communication skills (K2)
CO3: Function effectively in teams (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
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C01	-	-	-	-	-	-	-	-	-	-	-	3
C02	-	-	-	-	3	3	-	-	-	-	-	3
C03	-	-	-	-	-	3	3	-	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Overview

The Personality Development Programme focuses in exploring and identifying the strengths and weaknesses of the students and assesses their ability and willingness to work in teams through a series of activities. This later facilitates in enhancing their individuality and building upon their skills through a series of indoor activities. The Personality Development Programme will be offered by an external agency. They provide scoring and comments regarding the students who participate in the programme. The methodology used during PDP is a combination of blended and experiential learning methods such as Presentations, Small group activities, Management games, Individual Action Planning, Events and competitions, Video/Audio-based content, Questionnaires and Mock Interview.

SYLLABUS AND COURSE OUTLINE

SEMESTER II - COURSES

Code	Title	Type	Credits
MB20PTS	Political Science	Foundation	1
MB20BET	Business Environment	Core	2
MB20OPM	Operations Management	Core	3
MB20MMT	Marketing Management	Core	3
MB20FMT	Financial Management	Core	3
MB20HRM	Human Resource Management	Core	3
MB20BRM	Business Research Methods	Core	3
MB20EMT	Environmental Management	Core	2
MB20CIN**	Creativity & Innovation	Skill	1
MB20SDA**	Spreadsheet for Data Analysis	Skill	2
MB20BR1**	Business Review - 1	Practice	1
MB20OBP*	Outbound Programme	Practice	
	Total		24

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **POLITICAL SCIENCE**
 Course Code: **MB20PTS**
 Type/Semester/Credits: **Foundation / II / 1**

Course Outcomes

CO1: Demonstrate an understanding of the fundamental concepts in political science (K2)
 CO2: Evaluate the impact of Green Politics on business (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	2	-	-	-	3	-	-
CO2	3	-	-	3	-	-	-	2	-	3	3	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

- Positivism, Structuralism, Post Modernism, and Deconstructionism
- Conceptualising Justice, Equality, Liberty, and Rights
- Political Power, Political Authority, Political Legitimacy, and Political obligation
- Citizenship, and Human Rights in the age of Globalisation
- Political Participation and Political Toleration
- Good Governance, and Social Capital
- Dependency Theories, and Green Political Theory
- Political Leadership

Pedagogy

Lecture, Discussion, Seminar, Case Discussion

Evaluation and Grading

Assignment ... 50%
 Presentation ... 50%

Reference Books:

1. Vinod, M.J and Deshpande, Meena (2013). Contemporary Political Theory, New Delhi: PHI Learning
2. Ramaswamy, Sushila (2015). Political Theory: Ideas and Concepts, 2/e; New Delhi: PHI Learning
3. Bhargava, R. and Ashok Acharya (2008). Political Theory: An Introduction, New Delhi: Pearson Longman

Course Title: **BUSINESS ENVIRONMENT**
 Course Code: MB20BET
 Type/Semester/Credits: Core / II / 2

Course Outcomes

CO1: Explain the influence of the forces in the macro environment on business (K2)
 CO2: Examine the economic system and economic planning in India (K4)
 CO3: Analyse the impact of business on society (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	-	-	-	2	-	-	-	2
CO2	3	2	2	2	-	-	-	1	-	-	-	2
CO3	3	2	2	2	-	-	-	1	-	2	3	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (10 hours)

Overview of Business Environment

Overview of Business Environment - Basic Concepts of Functioning of an Economy-
 Economic Environment - Political and Government Environment - Natural and
 technological Environment - Demographic Environment

Part 2 (6 hours)

Economic System

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

Part 3 (6 hours)

Economic Planning and Development

Planning in India - Industrial Development Strategy - Industrial Policy - IDRA and
 Industrial Licensing

Part 4 (9 hours)

Business and Society

Global Environment - Societal Environment - Social Responsibility of Business -
 Consumer Rights, Consumerism and Business - Corporate Governance - Environmental
 Protection - UN Sustainable Development Goals

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Seminar	...	10%
Exercise	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Francis Cherunilam (2020). *Business Environment*; Mumbai: Himalaya Publishing House

Reference Books

1. Fernando, A.C. (2011). *Business Environment*; New Delhi: Pearson Education (Dorling Kindersley)
2. Paul, Justin (2018). *Business Environment: Text and Cases, 4/e*; New Delhi: McGraw Hill Education
3. Saleem, Shaikh (2015). *Business Environment, 3/e*; New Delhi: Pearson Education (Dorling Kindersley)

Course Title: **OPERATIONS MANAGEMENT**
Course Code: **MB200PM**
Type/Semester/Credits: **Core / II / 3**

Course Outcomes

- CO1: Apply the input-process-output framework and the extensions of it to a wide range of operations (K3)
- CO2: Explain the link between the organizational strategy and production strategy in a highly competitive global environment (K2)
- CO3: Evaluate the key performance measures for competitive success and long term survival (K5)
- CO4: Demonstrate an understanding of various production processes and service systems (K2)
- CO5: Apply decision-support tools to business decision making (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	------	------	------

C01	3	2	-	3	-	-	-	2	-	-	2	2
C02	3	-	3	-	-	-	-	-	2	-	2	-
C03	3	-	2	3	-	2	-	-	1	-	-	-
C04	3	3	-	3	-	-	2	2	-	-	2	2
C05	3	3	-	3	2	2	-	-	-	3	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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)

Operations and the Value Chain

Supply Chain Management - Components, Structure and flow - Measures of Supply Chain Performance - Bullwhip effect - SCOR model - Design of Supply Chain

Part 3 (10 hours)

Designing Operations

Facilities Location - Planning Methods - Issues in Location Planning - Process and Capacity Analysis - Design of Manufacturing Process - Layout Planning - Design of Service Systems - The Product Development Process -

Part 4 (8 hours)

Planning and Control of Operations

Demand Forecasting - Aggregate Production Planning - Master Production Schedule - Operations Scheduling - Maintenance Management

Part 5 (12 hours)

Inventory Planning and Quality Control

Types of Inventory - Inventory Cost - Inventory Control System - Issues in Inventory Planning and Control - Total Quality Management - Lean Six Sigma

Pedagogy

Lecture, Web Exercise, Online Course, Case Study, Field Study

Evaluation and Grading

Exercises	...	10%
Assignment	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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

Course Title: **MARKETING MANAGEMENT**
Course Code: **MB20MMT**
Type/Semester/Credits: **Core / II / 3**

Course Outcomes

- CO1: Explain the significance of holistic marketing in designing and implementing effective marketing programmes (K2)
- CO2: Examine how successful marketers identify and satisfy the right market segments (K4)
- CO3: Evaluate the significance of product and pricing strategies in attaining market leadership (K5)
- CO4: Determine the significance of promotion and channel strategies in influencing and reaching target markets (K5)
- CO5: Develop a marketing plan to demonstrate how values can be created, communicated and delivered to the target audience in a competitive environment (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	-	-	-	-	-	-	2	-	2
CO2	3	-	3	3	2	-	-	-	-	-	-	-

C03	3	-	-	3	2	-	3	-	2	-	-	-
C04	3	-	-	3	2	-	3	-	2	-	-	-
C05	3	3	2	3	3	2	3	3	3	3	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 - Neuro Marketing

Part 5 (8 hours)

Delivering Value

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

Pedagogy

Lecture, Case Discussion, Seminar, Field Study, Marketing Plan

Evaluation and Grading

Case Discussion	10%
Presentation	10%
Field Study	10%

Marketing Plan	10%
Mid Semester Examination	20%
End Semester Examination	40%

Text Book

Kotler, Philip; Kevin Lane Keller (2016). *Marketing Management*, 15/e; New Delhi: Pearson Education

Reference Books

1. Grewal Dhruv, Levy Michael (2020). *Marketing*, 7/e; New Delhi: McGraw Hill Education
2. Ramasamy V.S, Namakumari S., (2018). *Marketing Management: Indian Context Global Perspective*, 6/e; New Delhi: Sage Publications

Course Title: **FINANCIAL MANAGEMENT**
 Course Code: MB20FMT
 Type/Semester/Credits: Core / II / 3

Course Outcomes

- CO1: Measure the cost of capital of a firm and its impact on the firm’s valuation (K5)
 CO2: Estimate the value of money at different time periods (K5)
 CO3: Identify appropriate sources of funds and best investment alternatives (K3)
 CO4: Evaluate long run investment decisions (K5)
 CO5: Construct an effective cash budget (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	-	1	-	-	-	-	-	-	-	-
CO2	3	2	-	2	2	-	-	-	-	1	-	2
CO3	3	2	-	3	-	-	-	-	2	2	-	2
CO4	3	3	-	3	2	-	-	-	-	1	-	-
CO5	3	2	-	2	-	-	-	-	-	1	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (6 hours)

Finance Function

Overview and Scope of Financial Management - Objectives - Organization 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 - Theories - Dividend and Firm 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, Exercise, Assignment, Case Discussion

Evaluation and Grading

Assignment	...	10%
Case Discussion	...	10%
Exercise	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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

Text Book

Khan, M.Y. and Jain, P.K. (2019). *Financial Management: Text, Problems and Cases*, 8/e; New Delhi: McGraw Hill Education

Reference Books

1. Pandey, I.M. (2015). *Financial Management*, 11/e; New Delhi: Vikas Publishing House
 2. Chandra, Prasanna (2019). *Financial Management, Theory and Practice*, 10/e; New Delhi: McGraw Hill Education
-

Course Title: **HUMAN RESOURCE MANAGEMENT**
Course Code: MB20HRM
Type/Semester/Credits: Core / II / 3

Course Outcomes

- CO1: Examine the importance of Human Resource Management in an organization (K4)
CO2: Demonstrate an understanding of procurement, development, compensation, integration, and maintenance of human resources (K2)
CO3: Discuss strategic human resource management in practice (K6)
CO4: Identify the important trends influencing human resource management (K3)
CO5: Discuss issues in training, appraising and compensating international employees (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	1	-	-	-	-	-	-	-	2
CO2	3	3	-	2	1	-	-	-	-	2	-	2
CO3	3	3	-	2	-	-	1	-	-	-	-	-
CO4	3	2	2	2	-	-	-	-	-	-	-	-
CO5	3	3	3	3	2	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (5 hours)

Introduction to Human Resource Management: Introduction to Human Resource Management - Human Resource Management Strategy and Analysis

Part 2 (10 hours)

Recruitment and Selection: Job Analysis and the Talent Management Process - Personnel Planning and Recruiting - Employee Testing and Selection - Employee Testing and Selection - Interviewing Candidates

Part 3 (12 hours)

Training and Development: Training and Developing Employees - Performance Management and Appraisal - Managing Careers and Retention

Part 4 (6 hours)

Compensation: Establishing Strategic Pay plans - Pay for Performance and Financial Incentives - Benefits and Services

Part 5 (6 hours)

Employee Relations: Building Positive Employee Relations - Safety, Health and Risk Management

Part 6 (6 hours)

Global Human Resources
Managing Global Human Resources

Pedagogy

Lecture, Exercises, Assignment, Seminar, Case Discussion

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Exercises	...	10%
Seminar	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Dessler, Gary and Biju Varkkey (2019). *Human Resource Management*, 15/e; New Delhi: Pearson Education

Reference Books

1. Aswathappa, K (2017). *Human Resource Management: Text and Cases*, 8/e; New Delhi: McGraw Hill Education
2. Bohlander, W. George and Snell, A. Scott (2017). *Principles of Human Resource Management*, 16/e; New Delhi, Cengage Learning

Course Title: **BUSINESS RESEARCH METHODS**
 Course Code: MB20BRM
 Type/Semester/Credits: Core / II / 3

Course Outcomes

- CO1: Demonstrate knowledge in different types of research methods and techniques (K2)
 CO2: Prepare a research design to address a management problem (K5)
 CO3: Design a research questionnaire to collect information to address a management problem (K6)
 CO4: Perform statistical and research analysis (K5)
 CO5: Prepare structured reports that aid in appropriate decision making (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	-	-	-	-	-	-	2
CO2	-	3	-	3	-	-	-	-	-	-	-	2
CO3	-	-	-	3	-	-	-	-	-	-	-	2
CO4	-	-	-	3	-	-	-	-	-	-	-	2
CO5	-	-	-		3	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (5 hours)

Introduction to Business Research

Objectives and types of Business Research - Basic/Applied, Scientific Approach - Process of conducting Business Research - Challenges - Ethics and Business Research

Part 2 (10 hours)

Research Process

Defining and refining the research problem - Critical literature review - Theoretical framework and hypothesis development - Research design - Data collection methods

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

Types of Reports - Contents of Research Report - Report Presentation - Oral and Written

Pedagogy

Lecture, Practical SPSS Session, Exercises - Analysis & Discussion, Research Project

Evaluation and Grading

Assignment	...	10%
Exercises	...	10%
Research Plan	...	10%
Research Project	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Srivastava, T. N, and Shailaja, Rego (2017). *Business Research Methodology*, 1/e; New Delhi: McGraw Hill Education

Reference Books

1. Cooper, R. Donald, and Pamela, S. Schindler (2019). *Business Research Methods*, 12/e (Special Indian Edition); Chennai: McGraw Hill Education
2. Sekaran, U, and Bougie, R (2018). *Research Methods for Business: A Skill Building Approach*, 7/e; New Delhi: Wiley India
3. *Prahlad Mishra (2015). Business Research Methods*, 1/e: New Delhi, Oxford University Press

Course Title: **ENVIRONMENTAL MANAGEMENT**
Course Code: **MB20EMT**
Type/Semester/Credits: **Core / II / 2**

Course Outcomes

CO1: Explain the relationships between economic, social and environmental systems (K2)

CO2: Examine environmental management in relation to major principles of sustainable development (K4)

CO3: Demonstrate an understanding of the environmental laws and its implications to organizations (K2)

CO4: Analyze the roles and identities of human beings as citizens and consumers in a complex, interconnected world (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	-	3	2
CO2	2	2	-	3	-	-	-	-	-	2	3	2
CO3	2	2	-	-	-	-	-	-	2	2	3	2
CO4	2	-	-	3	-	-	-	-	3	2	3	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (06 hours)

Realm of Ecology and Ecosystems, Environmental Issues

Scope and Importance - Evolution of Sustainable Development - Concept of Ecosystem
- Human Interference with Natural Environment

Part 2 (06 hours)

Business and Sustainability

Sustainable Development and its Background - Green Businesses and their Growth - Green Rankings - Eco-labels and environmentally preferred purchasing - Sustainability and Environmental Reporting

Part 3 (06 hours)

Processes, Tools, and Standards for Environmental Management

Environmental Management System - Industrial Ecology - Environmental Impact Assessment

Part 4 (06 hours)

Environmental Ethics, Environmental Laws, Policies, and Treaties

Anthropocentrism, Egocentrism - Role of Consumers and Investors in Making Business Sustainable - Sustainable Lifestyles

Part 5 (06 hours)

Environmental Economies and Green Economy

Environmental Laws in India - Domestic Laws - Public Interest Litigations - International Agreements, laws and Treaties

Pedagogy

Lecture, Case Discussion, Audio-Visual Aids, Exercise

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	20%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Sankar R.N., Ajith (2015). *Environmental Management*, 1/e; New Delhi: Oxford University Press

Reference Books

1. Miller, G. Tyler Jr. (2016). *Environmental Science*, 14/e; New Delhi: Cengage Learning
2. Rajagopalan, R. (2015). *Environmental Studies: From Crisis to Cure*, 3/e; New Delhi: Oxford University Press

Course Title: **CREATIVITY & INNOVATION**

Course Code: MB20CIN

Type/Semester/Credits: Skill / II / 1

Course Outcomes

CO1: Apply the techniques of creativity in decision making and problem solving under various scenarios (K4)

CO2: Design business strategies through the systematic process of innovation (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	3	3	-	3	3	3	-	-	3
CO2	3	3	-	3	3	2	3	3	3	2	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 hours)

The Creativity Phenomenon

The Realm of Creativity - Creativity Process - Components of Creativity - Enhancing Creative Intelligence - Mastering Creative Problem Solving - Acquiring a Creative Persona - Techniques of Creative Problem Solving

Part 2 (7 hours)

The Practice of Innovation

Purposeful Innovation - Impetus to innovate - Sources of Innovation Opportunity - Types and Patterns of Innovation - Designing and Implementing Innovation Strategies

Pedagogy

Lecture, Journaling, Exercises

Evaluation and Grading

Article Review	...	20%
Presentation	...	30%
Exercises	...	50%

Reference Books

1. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, (International Edition), Harper Perennial Publishers
2. Tidd, Joe, Bessant, R. John (2015). *Managing Innovation: Integrating Technological, Market and Organizational Change*, 5/e; New Delhi: Wiley India
3. Christensen, M. Clayton, Raynor, E. Michael (2013). *The Innovators Solution*, Boston: Harvard Business School Press
4. Khandwalla, N. Pradip (2009). *Lifelong Creativity - An Unending Quest*, New Delhi: McGraw Hill Education

Course Title: **SPREADSHEET FOR DATA ANALYSIS**
Course Code: MB20SDA
Type/Semester/Credits: Skill / II / 2

Course Outcomes

- CO1: Apply in-built functions in Excel for structuring Data, apply features of Spreadsheet (K3)
CO2: Estimate the required result from the given data using What-if Analysis, Sensitivity Analysis (K5)

CO3: Make use of built in functions to validate data, perform database operations and present the processed information using Charts (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	3	-	-	1
CO2	3	-	-	3	-	-	-	-	3	-	-	1
CO3	3	-	-	3	-	-	-	-	3	-	-	1

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (12 hours)

Structuring Data

Functions - Application of Functions, Array Functions and Ranges, Text to Table, Data Validation, Excepting Handling, Conditional Formatting, Handling Date and Time Data, Basic String Functions

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 (6 hours)

Decision Making Tools

What-if Analysis, Sensitivity Analysis - Data table; Scenario Building with Basic Models - Presentation of data using Charts

Pedagogy

Workshop Mode - Demo & Exercise

Evaluation and Grading

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

Reference Books

1. Carlberg, Conrad (2019). *Business Analysis with Microsoft Excel*, 5/e; New Delhi: Pearson Education
 2. Walkenbach, John (2016). *Microsoft Excel 2016 Bible*, 1/e; New Delhi: Wiley India
-

Course Title: **BUSINESS REVIEW 1**
 Course Code: MB20BR1
 Type/Semester/Credits: Practice / II / 1

Course Outcomes

- CO1: Discuss the recent developments in the field of business and management (K6)
 CO2: Demonstrate interpersonal skills while working in teams (K2)
 CO3: Design and deliver effective presentations (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	2	-	-	3	1	-	2	-	3
CO2	-	-	-	-	3	3	3	-	-	-	-	3
CO3	-	-	-	-	3	-	3	-	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Guidelines for Business Review 1

The primary objective of the Business Review 1 is to enable the students update themselves with the current happenings in the business environment. A team of four students will join together, gather information and make a presentation. Each team can select, and work on a topic approved by the faculty coordinator and make a presentation on the same for about 20 minutes. The presentation could be on the insights obtained by the students on a specific topic after gathering relevant information. Apart from the presentation, individual student is expected to maintain a reflective diary on the learnings from each of the presentation's made which will be evaluated at the end of the course.

Evaluation will be based on

Reflective Diary	...	40%
Interpersonal Skills	...	20%
Team Work	...	20%
Presentation	...	20%

Course Title: **OUTBOUND PROGRAMME**
 Course Code: **MB20OBP**
 Type/Semester/Credits: **Practice / II / NIL**

Course Outcomes

- CO1: Demonstrate leadership responsibilities (K2)
- CO2: Make use of effective communication to influence team members (K3)
- CO3: Function effectively in teams (K4)
- CO4: Propose viable solutions for challenging situations (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-		3	3	-	-	2	-	2
CO2	-	-	-	-	3	2	3	-	-	-	-	2
CO3	-	-	-	-	-	2	3	-	-	2	-	2
CO4	-	-	-	3	-	-	3	-	-	2	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Overview

The Outbound Programme focuses in inculcating the sense of team spirit, enhancing the interpersonal, communication, and leadership skills and building competency for teamwork among students through a series of indoor and outdoor activities. The Outbound Programme will be offered by an external agency. The agency provides feedback regarding the performance of students in quantitative format comprising four dimensions namely leadership, teamwork, confidence and discipline.

SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

Code	Title	Type	Code
MB20CBE	Corporate Governance and Business Ethics	Core	2
MB20IBM	International Business and Management	Core	3
	Elective - 01	Elective	3
	Elective - 02	Elective	3
	Elective - 03	Elective	3
MB20BAM**	Business Analytics for Decision Making	Skill	2
MB20LCE**	Leadership in a Changing Business Environment	Practice	1
MB20TMP**	Term Paper	Practice	2
MB20SIP**	Summer Internship	Practice	3
MB20MIP**	Management-in-Practice	Practice	3
MB20CCP*	Career Counselling Programme	Practice	
	Total		25

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **CORPORATE GOVERNANCE AND BUSINESS ETHICS**
 Course Code: MB20CBE
 Type/Semester/Credits: Core / III / 2

Course Outcomes

- CO1: Infer the importance of Corporate Governance and Business Ethics (K2)
 CO2: Examine the Corporate Governance and Corporate Social Responsibility practices in India (K4)
 CO3: Discuss the role of Government and Regulators in promoting Corporate Governance and Business Ethics (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	2	-	1
CO2	3	-	-	3	-	-	-	-	-	2	2	2
CO3	3	-	-	-	-	-	-	-	2	2	2	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (10 hours)

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

Part 2 (12 hours)

Corporate Governance: An Overview - Principles and practices of corporate governance Landmarks in the emergence of corporate governance - corporate governance in the Indian context - Stakeholders in Corporate Governance - Rights and Privileges of Shareholders - Investors' Problems and Protection - Corporate Governance and Other Stakeholders

Part 3 (8 hours)

Ethics and corporate governance - corporate governance, corporate social responsibility, and sustainability - SEBI's Role in Promoting Corporate Governance - The Role of Government in Ensuring Corporate Governance - Recent cases

Pedagogy

Lecture, Case Discussion, Exercises

Evaluation and Grading

Case Discussion	...	15%
Assignment	...	10%
Presentation	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 Education
2. Ghosh, B.N. (2012). Business Ethics and Corporate Governance, New Delhi: McGraw Hill Education

Course Title: **INTERNATIONAL BUSINESS AND MANAGEMENT**
 Course Code: MB20IBM
 Type/Semester/Credits: Core / III / 3

Course Outcomes

- CO1: Explain the significance of prevailing differences between countries in the political and cultural frontiers (K2)
 CO2: Analyse the various investment patterns across the world and relate with the trade theories (K4)
 CO3: Compare the Monetary systems practised in different parts of the world (K5)
 CO4: Develop strategies to enter into international business (K6)
 CO5: Demonstrate decision making skills in international business scenario (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	3	-	-	-	-	-	-	3	-	-
CO2	-	2	-	3	-	-	-	-	-	-	-	-
CO3	-	2	-	3	-	-	-	-	-	-	-	-
CO4	2	-	-	3	-	-	-	2	-	-	-	3
CO5	1	-	3	-	-	3	-	-	-	3	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Globalisation and National Differences

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

Part 2 (15 hours)

Global Trade and Investment Environment

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

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

Part 4 (15 hours)

The strategy and Structure of International Business

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%
Case Discussion	...	10%
Article Review	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Hill, Charles W.L., Hult Thomas M. G. Rohit Mehtani (2019). *International Business: Competing in the Global Marketplace*, 11/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

Course Title: **BUSINESS ANALYTICS FOR DECISION MAKING**
 Course Code: MB20BAM
 Type/Semester/Credits: Skill / III / 2

Course Outcomes

CO1: Explain the different types of business analytics (K2)
 CO2: Formulate models to solve business problems using software packages (K6)
 CO3: Apply appropriate classification methods to predict business scenario (K3)
 CO4: Summarize data using appropriate data visualization tools (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	-	-	-	2
CO2	3	3	-	3	-	-	-	-	-	-	-	2
CO3	-	2	-	3	-	-	-	-	-	-	-	2
CO4	2	-	-	3	-	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (6 hours)

Introduction to Business Analytics

Introduction to Business Analytic - Evolution - Data for business analytics - Descriptive Analytics - Predictive Analytics - Prescriptive Analytics - Challenges in Data-driven decision making and future

Part 2 (14 hours)

Predictive Modelling and analysis

Time series analysis and forecasting - Extrapolation models and econometric model - Regression based trend models - Operational Models - Financial Models - Marketing Models

Part 3 (10 hours)

Data Exploration and visualization

Classification methods - Logistic regression - Factor Analysis - Discriminant Analysis - Conjoint Analysis - Clustering - Data visualization

Pedagogy

Lecture, Exercises using Spreadsheet - Workshop Mode

Evaluation and Grading

Exercises	...	30%
Assignment	...	30%
Practical Examination	...	40%

Reference Books

1. Albright, S. Christian and Winston, L. Wayne (2017). *Business Analytics & Decision Making*, 6/e; New Delhi: Cengage Learning
2. Purba Halady Rao (2017). *Business Analytics: An Application Focus*, 1/e; New Delhi: PHI Learning
2. Dinesh Kumar U (2018). *Business Analytics: The Science of Data Driven Decision Making*, New Delhi: Wiley India
3. Evans, R. James (2017). *Business Analytics - Methods, Models and Decisions*, 2/e; Noida: Pearson Education

Course Title: **LEADERSHIP IN A CHANGING BUSINESS ENVIRONMENT**
 Course Code: MB20LCE
 Type/Semester/Credits: Practice / III / 1

Course Outcomes

- CO1: Explain the impact of changes in the business environment on business (K2)
 CO2: List the characteristics of effective leadership (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	-	-	-	2	-	-	-	-	-	-	2
CO2	1	-	-	-	2	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation,- No Correlation

Overview

This course introduces the students to the foundations of leadership, the role of a leader in the changing business environment and the stories of women leaders from various walks of life.

Pedagogy

Discussion, Seminar, Role Play

Evaluation and Grading

Presentation	...	50%
Assignment	...	50%

Reference Books

1. Hurley, Kathleen and Priscilla, Shumway (2015). *Real Women, Real Leaders: Surviving and Succeeding in the Business World*, New Jersey: Wiley India
 2. Yukl, Garry (2013). *Leadership in Organizations*, 8/e; New Jersey: Pearson Education
 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
-

Course Title: **TERM PAPER**
Course Code: **MB20TMP**
Type/Semester/Credits: **Practice / III / 2**

Course Outcomes

- CO1: Analyze the collected data using appropriate tools (K4)
CO2: Discuss the findings of the analysis on the proposed topic (K6)
CO3: Summarize the findings and learning in the form of a written report (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	-	3	-	-	-	-	-	-	-	-
CO2	-	3	-	3	3	-	-	-	-	2	-	1
CO3	-	1	-	2	3	-	-	-	-	-	-	1

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Guidelines for Term Paper

The objective of the 'Term Paper' is to enable students to gain in-depth knowledge and understanding on a specific topic. The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or industry or company or a

contemporary topic. Students will identify key area or topic, analyze, apply their own creative ideas, thoughts and opinions and provide a new perspective and at the end summarize the key points.

Term paper is a semester long work. 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 and present their insights. 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.

The faculty guide will monitor the progress of work by the students on a regular basis. 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.

Each student will make a presentation on her term paper and a team of two faculty members will evaluate the presentation. After the presentation each student shall submit a report not exceeding 6000 words. The term paper helps in promoting critical thinking, analytical skills and improves the communication, and presentation skills of students.

Evaluation will be based on five factors:

- Critical Thinking - 25%
- Analytical Skills - 25%
- Presentation - 20%
- Synopsis & report - 20%
- Punctuality and regularity at work - 10%

Course Title: **SUMMER INTERNSHIP PROGRAMME**
 Course Code: **MB20SIP**
 Type/Semester/Credits: **Practice / III / 3**

Course Outcomes

CO1: Explain the functioning of an organization (K2)

CO2: Compare the theoretical concepts learnt with the practices followed in the organization (K4)

CO3: Identify an issue or a problem or an opportunity in the company which could be addressed (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	-	-	-	-	-	-	-	-	-	2

CO2	3	3	-	3	1	-	-	-	-	3	-	2
CO3	-	3	-	3	-	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 identify 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 GRG SMS. The report should clearly bring out the practices adopted in the company, their observations and the sources from which information was obtained.

Evaluation will be based on five factors

- Assessment and feedback from the industry guide - 20%
- Assessment by the faculty guide - 10%
- Quality of report - 20%
- Identification of an issue/problem/opportunity - 25%
- Presentation (to be evaluated by two faculty members) - 25%

Course Title: **MANAGEMENT IN PRACTICE**
 Course Code: MB20MIP
 Type/Semester/Credits: Practice / III / 3

Course Outcomes

- CO1: Apply Critical Thinking to analyze the issue or a problem or an opportunity identified (K3)
 CO2: Propose alternative solutions (K6)
 CO3: Evaluate the proposed alternatives to the recommended solutions (K5)
 CO4: Select the best solution from among the proposed alternatives (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	-	3	2	-	-	-	-	1	-	2
CO2	-	3	-	3	2	-	-	-	-	2	-	2
CO3	-	3	-	3	2	-	-	-	-	2	-	2
CO4	-	3	-	3	2	-	-	-	-	3	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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.

Students, who have taken up Study Abroad Programme in lieu of SIP, will be submitting a report on their perspectives of the country visited/culture of the visited country/institution visited/industry/sector. Students would carry out a detailed study, collect of data and information from many resources, share and discuss their work with other students and the faculty guide.

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

Evaluation will be based on four factors

- 1 Written report (by the faculty guide) -10%
- 2 Assessment of the effort and commitment of the student (by the faculty guide) -10%
- 3 Presentation (to be evaluated by two faculty members using the Oral Communication, Critical Thinking and Problem Solving Skills rubrics) -30%
- 4 Viva-voce examination (to be evaluated by the faculty guide and an external person using the Critical Thinking Skills and Problem Solving Skills rubrics) -50%

The first three factors put together shall constitute the CIA.

Course Title: **CAREER COUNSELING PROGRAMME**
 Course Code: MB20CCP
 Type/Semester/Credits: Practice / III

Course Outcomes

- CO1 Identify career choices or preferences (K3)
- CO2: Construct a resume (K6)
- CO3: Develop competencies for career growth (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	-	-	3
CO2	-	-	-	-	2	-	-	-	-	-	-	3
CO3	-	-	-	-	-	-	-	-	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation,- No Correlation

Overview

The Career Counseling Programme provides an arena for the students to explore and make choice of their career alternatives which later enables them to make appropriate career choices. Students who undergo this programme will appreciate the need for lifelong learning and craft their career accordingly.

SYLLABUS AND COURSE OUTLINE

SEMESTER IV - COURSES

Code	Title	Type	Code
MB20IST**	Information Security	Core	1
MB20LAB	Legal Aspects of Business	Core	2
MB20SMT	Strategic Management	Core	3
	Elective - 04	Elective	3
	Elective - 05	Elective	3
	Elective - 06	Elective	3
MB20BR2**	Business Review - 2	Practice	1
MB20SMC**	Seminar Course	Practice	1
MB20SSP*	Social Service Programme	Practice	
	Total		17

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **INFORMATION SECURITY**
 Course Code: MB20IST
 Type/Semester/Credits: Core / IV / 1

Course Outcomes

CO1: Explain the various information security threats, recognize the ethical and privacy issues involved in information security (K2)
 CO2: Choose appropriate security management tools to handle information security threats (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	3	3	-	1
CO2	3	-	-	-	-	-	-	-	3	2	-	1

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, Seminar, Exercise

Evaluation and Grading

Exercise	...	50%
Assignment	...	50%

Reference Books

1. Godbole, Nina (2017). *Information Systems Security: Security Management, Metrics, Frameworks and Best Practices*, 2/e; New Delhi: Wiley India
2. Whitman, Michael E., and Herbert J. Mattord (2018). *Principles of Information Security*, 6/e; New Delhi: Cengage Learning
3. Rhodes - Ousley, Mark (2013). *Information Security: The Complete Reference*, 2/e; New Delhi: McGraw Hill Education

Course Title: **LEGAL ASPECTS OF BUSINESS**
 Course Code: MB20LAB
 Type/ Semester/ Credits: Core / IV/ 2

Course Outcomes

- CO1: Outline the fundamentals of business and commercial laws with significant focus from a management studies student's perspective (K2)
 CO2: Examine in-depth the various aspects of commercial laws such as Indian Contracts Act, Companies Act, Indian Partnership Act and Negotiable Instruments Act and their contemporary relevance to businesses (K4)
 CO3: Compare international business laws (K5)
 CO4: Assess the need for progressive development of commercial law in India to suit the emerging needs and innovative ways in which business is being done (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	2	-	2
CO2	-	-	-	3	-	-	-	-	-	2	-	2
CO3	2	-	3	-	-	-	-	-	-	2	-	2
CO4	2	-	-	-	-	-	-	-	-	2	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 (5 hours)

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 (10 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 - Limited Liability Partnership

Part 4 (5 hours)

Information Technology Act, 2000 - Intellectual Property Rights

Pedagogy

Lecture, Case Discussion, Seminar, Assignment

Evaluation and Grading

Assignment	...	10%
Case Discussion	...	10%
Presentation	...	20%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 House

Course Title: **STRATEGIC MANAGEMENT**
Course Code: MB20SMT
Type/Semester Credits: Core / IV / 3

Course Outcomes

CO1: Analyze the internal and external environmental factors that influence a business (K4)

CO2: Construct strategies at different levels of organization (K6)

CO3: Explain different strategic decisions required in the organization structure (K2)

CO4: Design appropriate strategies for managing a business successfully in a global context (K6)

CO5: Formulate various control measures required in an organization for decision making (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	3	-	-	-	-	3	-	-	-	-
CO2	-	3	-	2	-	-	-	-	-	-	-	2
CO3	-	3	-	-	-	-	-	2	-	-	-	-
CO4	2	3	3	-	-	-	-	-	-	-	-	-
CO5	-	3	-	3	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (12 hours)

Strategic Inputs

Strategic Management and Competitiveness - External Environment- Internal Environment

Part 2 (18 hours)

Strategy Formulation

Business Level Strategy - Competitive Rivalry and Dynamics - Corporate Level Strategy - Strategic Acquisition and Restructuring - Global Strategy

Part 3 (6 hours)

Strategy Implementation

Organizational Structure - Leadership Implications

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

Assignment	...	10%
Peer Evaluation	...	10%
Case Discussion	...	10%
Reflective Diary	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Hitt, A. Michael, Ireland R. Duane, Hoskisson E. Robert and S. Manikutty (2018), *Strategic Management: A South Asian Perspective*; 9/e; Cengage, New Delhi.

Reference Books

1. 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
2. Hill, Charles W.L. and Gareth R Jones (2019). *Strategic Management: Theory: An Integrated Approach*, 11/e; New Delhi: Cengage Learning

Course Title: **BUSINESS REVIEW 2**
Course Code: MB20BR2
Type/Semester/Credits: Practice / IV / 1

Course Outcomes

- CO1: Develop insights on the recent developments in the field of business and management (K6)
CO2: Demonstrate critical thinking skills while analysing information (K2)
CO3: Design and deliver effective presentations (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
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CO1	2	2	2	3	-	2	3	2	-	2	-	3
CO2	-	-	-	3	-	-	2	2	-	2	-	3
CO3	-	-	-	-	3	-	2	-	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Guidelines for Business Review 2

The primary objective of Business Review 2 is to enable the students to develop insights on the happenings in the business environment. A team shall comprise of four students. Each team shall select a topic that is contemporary and provides them scope to conduct an in-depth analysis. A team will make a presentation on the insights obtained on the chosen topic after gathering relevant information and performing a critical analysis of the same. The presentation shall be for 20 minutes. Apart from the presentation, individual student is expected to maintain a reflective diary on the learnings from each of the presentation's made which will be evaluated at the end of the course.

Evaluation will be based on

Critical Thinking	...	40%
Reflective Diary	...	40%
Presentation	...	20%

Course Title: **SEMINAR COURSE**
 Course Code: MB20SMC
 Type/Semester/Credits: Practice / IV/ 1

Course Outcomes

CO1: Discuss the current developments in the chosen area of study relating to business and management (K6)

CO2: Summarize the analysis and findings in the form of a written report (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	3	3	-	-	-	-	-	-	-	2
CO2	-	-	-	3	3	-	-	-	-	2	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Guidelines for Seminar Course

The primary objective of the ‘Seminar Course’ is to enable students to learn, and update themselves the latest developments in the field of Business and Management. The seminar course would facilitate in discussing and deliberating the latest developments in the field of business and management, learning of specific issues and techniques and its impact on business.

This is a semester long 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, conduct a critical analysis and provide their insights on the same.

A team of 2 students will join together and work on a same topic. The students can choose any current topic and seek approval from their faculty guide. Students are expected to meet their respective faculty guide and discuss their progress periodically.

Each team will deliver the seminar and a team of two faculty members will evaluate the seminar. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

After delivering the seminar, each team shall submit a report not exceeding 6000 words. The seminar course helps in promoting critical thinking, and improves the communication, and presentation skills of students.

Evaluation will be based on four factors:

- Critical Thinking - 30%
- Oral Presentation - 30%
- Synopsis & report - 30%
- Punctuality and regularity at work - 10%

Course Title: **SOCIAL SERVICE PROGRAMME**

Course Code: MB20SSP

Type/Semester/Credits: Practice / IV / NIL

Course Outcomes

CO1: Define an issue or a problem or a cause concerning the society (K1)

CO2: Propose a solution for the stated issue or problem or cause (K6)

CO3: Analyze the impact of the proposed solution on the society or community (K4)

CO4: Summarize the learning in the form of a report (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
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CO1	2	-	-	3	-	-	-	-	-	2	3	2
CO2	3	3	-	3	-	-	2	-	-	2	3	2
CO3	-	3	-	3	-	-	2	-	-	2	3	2
CO4	-	-	-	-	3	-	2	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation,- No Correlation

Guideline for Social Service Programme

The objective of the ‘Social Service Programme’ is to sensitize students their responsibility towards the society through a 15-hour fieldwork. The Social Service Programme will be a yearlong work carried out during semester 3 and 4. Students are expected to define a cause prevailing in the society and address the same. A team of four students will join together and carry out the Social Service Programme.

At the beginning of semester 3, each team shall submit a problem statement that they would be addressing in about 250 words. Upon approval from the faculty guide, they shall later submit a detailed plan of action for the stated problem comprising of how the problem will be addressed, details with whom they are associating (if any), when and the place where they will be executing the plan.

Each team is expected to execute the proposed plan of action during Semester 3 and Semester 4. At the end of the semester 4, a detailed report shall be submitted on the outcome of the Social Service Programme, the impact it has created on the society and the learning.

Each team will make a presentation on their work and a team of two faculty members will evaluate the presentation.

Evaluation will be based on four factors

- Critical Thinking - 25%
- Teamwork - 25%
- Social Impact - 25%
- Report and Presentation - 25%

SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN FINANCE

No.	Code	Title
1	MB20BHF	Behavioural Finance
2	MB20CRF	Corporate Finance
3	MB20CMT	Cost Management
4	MB20FNM	Financial Markets
5	MB20FNS	Financial Services
6	MB20IFM	International Financial Management
7	MB20MNB	Management of Banking
8	MB20RMI	Risk Management and Insurance
9	MB20SAP	Security Analysis and Portfolio Management
10	MB20WMG	Wealth Management

Course Title: **BEHAVIOURAL FINANCE**
 Course Code: MB20BHF
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the theories and models of behavioural finance (K5)
- CO2: Demonstrate effective decision making and collaboration skills needed to make critical business decisions to accomplish functional, organization and professional goals (K2)
- CO3: Analyse behavioural patterns for specific corporate decisions (K4)
- CO4: Explain behavioural corporate finance, considering financial, investment and dividend policy decisions and contrasting traditional and behavioural approaches (K5)
- CO5: Discuss the important developments in the area of behavioural finance area (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	2	-	2	-	-	-	2	-	2
CO2	3	-	-	3	-	-	-	2	-	3	-	-
CO3	3	2	-	-	-	-	-	1	-	3	-	-
CO4	3	-	-	3	-	-	-	2	-	2	-	-
CO5	3	2	2	-	2	-	-	3	-	2	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 Hours)

Introduction to Behavioural Finance

Foundation of Behavioural Finance - Foundations of Rational Finance - Heuristics and Biases - Self Deception - Rationality to Psychology

Part 2 (12 Hours)

Utility Preference

Utility - Preference Functions - Expected Utility Theory - Prospect Theory and Mental Accounting - Emotional Factors and Social Forces - Neuroscientific and Evolutionary Perspective

Part 3 (8 Hours)

Behavioural aspects of Investing

Investor Behaviour - Rational Thought - Market Outcome - Value Investing - Self Control - Inefficient Market Hypothesis

Part 4 (8 Hours)

Group Behaviour

Group Investment - Individual Vs Group Behaviour - Prospect Theory - Group Framing - Conformism - Herding - Fatal Attractions

Part 5 (9 Hours)

Behavioural Corporate Finance

Introduction - Rational with Irrational Approach - Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy - Building a Smart Organisation

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Assignment	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Prasanna Chandra (2017). Behavioural Finance, First reprint edition; New Delhi: McGraw Hill Education

Reference Books

1. Lucy F. Ackert, Richard Deaves (2012). Understanding Behavioral Finance; Cengage Learning
2. William Forbes (2018). Behavioural Finance, 5/e; Wiley India

Course Title: **CORPORATE FINANCE**
Course Code: **MB20CRF**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Relate the firm value and risk concepts to business valuation process (K1)
CO2: Apply the tools and techniques for evaluating investment proposals (K3)

CO3: Construct optimal financial mix (K3)
 CO4: Plan dividend decision (K3)
 CO5: Identify the principles and practices associated with acquisitions and takeovers (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	3	-	-	-	-	-	-	-	-
CO2	3	3	-	3	-	-	-	1	-	-	-	-
CO3	3	3	-	3	-	-	-	-	-	1	-	2
CO4	3	3	-	3	-	-	-	-	-	1	-	2
CO5	3	3	-	3	-	-	-	-	-	1	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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, Exercise, Case Discussion, Article Reviews, Peer learning

Evaluation and Grading

Case Discussion	...	10%
Exercise	...	20%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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

Text Book

Brealey, Richard A., Stewart C. Myers, Franklin Allen, and Pitabas Mohanty (2019). *Principles of Corporate Finance*, 12/e; New Delhi: McGraw Hill Education

Reference Books

1. Berk, Demarzo (2017). *Corporate Finance: The core*, 4/e; Pearson Education
2. Besley Scott, Brigham, Eugene F., and Parasuraman N. R.(2016). *CFIN A South-Asian Perspective*; New Delhi: Cengage Learning

Course Title: **COST MANAGEMENT**
Course Code: MB20CMT
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Relate the cost concepts and behavior to business decision making process (K1)
CO2: Identify the various types of costing system for manufacturing and service organizations (K3)
CO3: Construct transfer pricing and profitability analysis (K3)
CO4: Apply strategic cost management techniques like life cycle cost management, activity based management for making cost effective business decisions (K3)
CO5: Design quality and environment cost management system (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
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C01	3	3	-	3	-	-	-	-	-	-	-	-
C02	3	3	-	3	-	-	-	-	-	-	-	-
C03	3	3	-	3	-	-	-	-	-	1	-	-
C04	3	3	-	3	1	1	1	-	-	1	-	-
C05	3	3	-	3	-	-	1	-	-	1	1	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Cost Management, Cost Behaviour and Activity-Based Costing

Basic Cost Management Concepts - Factors affecting Cost Management - Cost Assignment - Product and Service Costs - Basics of Cost Behaviour - Resources, Activities and Cost Behaviour - Methods of determining Cost Behaviour - Activity-Based Costing - Unit-Level Product Costing.

Part 2 (9 hours)

Product and Service Costing

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

Part 3 (9 hours)

Decentralisation and Profitability Analysis

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

Part 4 (9 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

Part 5 (9 hours)

Quality and Environment Cost Management - Lean accounting and Productivity Measurement

Cost of quality - Reporting quality costs - Quality cost information and decision making - controlling quality costs - defining, measuring and controlling environmental costs - Lean manufacturing - Lean accounting - productive efficiency - Total productivity measurement

Pedagogy

Lecture, Case Discussion, Article reviews, Peer learning

Evaluation and Grading

Case Discussion	...	10%
Article Review	...	10%
Exercise	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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

Text Book

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

Reference Books

1. 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
2. Drury, Colin (2019). *Management and Cost Accounting*, 9/e; New Delhi: Cengage Learning

Course Title: **FINANCIAL MARKETS**
Course Code: MB20FNM
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the role of financial markets and functions of the regulators (K2)
CO2: Compare the various financial instruments traded in money and capital market (K4)
CO3: Identify the roles of intermediaries in the new issues market and the various methods of issuing shares (K3)
CO4: List the speculative activities of the primary and secondary market (K1)
CO5: Demonstrate the trading mechanism of the stock market (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	-	-	2

CO2	3	-	2	3	1	-	-	-	1	1	-	2
CO3	3	-	-	-	-	-	-	-	-	1	-	2
CO4	3	-	-	-	-	-	-	-	-	1	-	2
CO5	3	-	-	3	1	-	-	2	1	1	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (10 hours)

Introduction to Financial and Money Market

Financial Market - Role - Functions and Constituents - Call money market - Commercial paper market - Commercial bill market - Certificate of deposit market - Treasury bill market - Government or Gilt - edged securities market

Part 2 (11 hours)

Capital Market

Indian Capital Market - Evolution and Growth - Capital Market Instruments - Capital Market Reforms - Foreign Exchange Market - Derivatives Market

Part 3 (8 hours)

New Issue Market

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

Part 4 (12 hours)

Secondary Market

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

Part 5 (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

Case Discussion	...	10%
Assignment	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 Education
2. Bhole, L.M. (2017). *Financial Institutions and Markets*, 6/e; New Delhi: McGraw Hill Education

Course Title: **FINANCIAL SERVICES**
 Course Code: MB20FNS
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Demonstrate knowledge of the theoretical and professional disciplines of Indian banking and financial service industry (K2)
 CO2: Propose appropriate options based on industry information (K6)
 CO3: Evaluate financial products offered by financial services organization for consumer needs (K5)
 CO4: Recommend specialized technical advice, knowledge and ideas about financial services (K5)
 CO5: Evaluate and devise strategies to promote financial services (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	3	-	-	-
CO2	3	-	-	3	-	-	-	-	-	-	-	-
CO3	-	-	-	2	2	-	-	-	3	-	-	-
CO4	2	-	-	-	3	-	-	2	-	-	3	-

CO5	2	-	-	1	-	-	-	-	2	-	3	-
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3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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.

Part 3 (8 hours)

Factoring and Bills Discounting

Factoring - Concept and Mechanism, Functions of a Factor, Forms of factoring, Legal aspects of factoring; Forfaiting 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, Legal aspects; Stock broking; Custodial Services; Depository system; Credit Rating - Agencies, Process, Symbols

Pedagogy

Lecture, Field Study, Case Discussion, Seminar

Evaluation and Grading

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

End Semester Examination ... 40%

Text Book

Khan, M.Y. (2019). *Financial Services*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Thummuluri Siddaiah (2015). *Financial Services*, 1/e; (reprint); New Delhi: Pearson Education
2. Renuka Sharma and Kiran Mehta (2017). *Financial Services*, 1/e; New Delhi: Cengage Learning
3. Shanmugam, R. (2017). *Financial Services*, 2/e; New Delhi: Wiley India

Course Title: **INTERNATIONAL FINANCIAL MANAGEMENT**
Course Code: **MB20IFM**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the Foreign Exchange Market and its development (K2)
CO2: Identify the risk in foreign exchange transactions (K3)
CO3: Demonstrate the ability to manage the foreign exchange risk with derivatives (K2)
CO4: Apply various corporate exposure management techniques to manage exchange risk (K3)
CO5: Assess the various international financing options (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	2	-	2
CO2	3	-	-	-	-	-	-	-	-	-	-	2
CO3	3	-	-	3	-	-	-	2	-	1	-	2
CO4	3	3	-	3	-	-	-	2	-	-	-	2
CO5	3	-	-	3	-	3	-	-	2	2	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 - Factors affecting Exchange Rates - Exchange Rate Regimes - The Gold Standard - The Bretton Woods System - 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 - Foreign Direct Investment - International Joint Ventures - Implications of International Activities.

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 (2018). *Multinational Financial Management*, 9/e; New Delhi: Wiley India
2. Eun S. Cheol, Resnick G. Bruce. (2017). *International Financial Management*, 7/e; New Delhi: McGraw Hill Education

Course Title: **MANAGEMENT OF BANKING**
 Course Code: **MB20MNB**
 Type/Credits: **ELECTIVE/3**

Course Outcomes

- CO1: Explain the role of banks in Indian Financial System (K2)
 CO2: Analyze the bank’s financial statement to assess the assets and liability management (K4)
 CO3: Distinguish the various risks involved in banking (K4)
 CO4: Assess the credit risk involved in lending function of a bank (K5)
 CO5: Explain the role of technology in banking (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	-	-	-	-	-	2	1	1
CO2	3	3	-	3	-	-	-	-	-	-	-	-
CO3	2	3	-	3	-	-	-	-	-	-	-	-
CO4	3	2	-	3	-	-	-	-	-	2	-	-
CO5	2	3	1	-	-	-	-	-	3	-	1	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 -- High-Tech Banking - E-Payment systems and Electronic Banking - Currents trends

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Case Discussion	...	10%
Exercise	...	10%
Financial Statement Analysis	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

Reference Books

1. Hubbard R. Glenn, O' Brien Patrick Anthony (2019). *Money, Banking and the Financial System*, 2/e; New Delhi: Pearson Education
2. Peter S. Rose, Sylvia C. Hudgins, (2014). *Bank Management and Financial Services*, 8/e; New Delhi: McGraw Hill Education

Course Title: **RISK MANAGEMENT AND INSURANCE**
 Course Code: MB20RMI
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Identify and classify the various risks involved in real life scenario (K3)
 CO2: Explain the different provisions stated in the Insurance contract (K2)
 CO3: List the implications of principles of Insurance on different types of insurance (K4)
 CO4: Explain the various functions performed by insurance companies (K2)
 CO5: Select an appropriate insurance product based on the requirement (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	-	2	-	-	-	-	-	2	-	-
CO2	3	-	-	3	-	-	-	-	-	1	-	-
CO3	3	3	-	2	-	-	-	-	1	2	-	-
CO4	3	3	1	3	1	-	-	-	-	2	-	-
CO5	2	3	-	3	-	-	-	-	3	-	1	1

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 - Rating and Rate Making - 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, Seminar

Evaluation and Grading

Case Discussion	...	10%
Exercise	...	10%
Insurance Contract Analysis	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

Reference Books

1. Gupta, P. K. (2019). *Insurance and Risk Management*, 2/e; Mumbai: Himalaya Publishing House
 2. Vaughan, J., Emmett and Vaughan, M., Therese (2015). *Fundamentals of Risk Management and Insurance*, 11/e; New Delhi: Wiley India
-

Course Title: **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
 Course Code: MB20SAP
 Type/Credits: ELECTIVE/ 3

Course Outcomes

- CO1: Analyze different financial assets for investment decisions (K4)
 CO2: Explain fundamental, technical and efficient market analysis (K2)
 CO3: Evaluate the performance stock or portfolio within a complex professional setting (K5)
 CO4: Design optimal portfolio using theories and practices (K6)
 CO5: Develop investment strategies in both primary and secondary market (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	3	2	-	-	-	3	-	-	-
CO2	3	-	-	3	3	-	-	-	3	-	-	-
CO3	3	3	-	3	-	-	-	-	3	-	-	-
CO4	3	-	-	3	-	-	-	-	2	2	-	-
CO5	-	2	-	3	2	-	-	-	-	1	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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

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; Modern Portfolio Theory - 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 & Peer learning

Evaluation and Grading

Market Analysis	...	10%
Presentation	...	10%
Assignment	...	10%
Virtual Stock Trading	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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

Text Book

Chandra, Prasanna (2017). *Investment Analysis and Portfolio Management*, 5/e: New Delhi: McGraw Hill Education

Reference Books

1. Fischer, E. Donald and Ronald, J. Jordan (2018). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education
2. Ranganathan, M and Madhumathi, R (2012). *Security Analysis and Portfolio Management*, 2/e; New Delhi: Pearson Education

Course Title: **WEALTH MANAGEMENT**
Course Code: **MB20WMG**
Type/Credits: **ELECTIVE/ 3**

Course Outcomes

CO1: Identify the major types of investment and describe how safety, risk, income, growth and liquidity affect the investment decisions (K3)

CO2: Apply financial principles to demonstrate sound, practical decision-making for personal investments (K3)

CO3: Make use of framework for financial planning (K3)

CO4: Demonstrate employability skills and commitment towards wealth management profession (K2)

CO5: Demonstrate skills in managing personal finance (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	2	-	-	-	3	-	-	-	-
CO2	3	2	-	2	2	2	-	3	-	3	-	-
CO3	3	-	-	2	-	-	-	-	2	-	-	-
CO4	3	-	-	-	-	3	-	-	3	-	-	3
CO5	3	2	-	-	3	-	-	-	-	-	-	2

Course Coverage

Part 1 (9 hours)

Introduction to Personal Financial Planning Environment

Personal Financial Statements - Cash flows - Expenditure - Budgeting - Investor Psychology - Investment Horizon - Risk-Return Relationship - Investor Profiling

Part 2 (9 hours)

Asset Classes Characteristics

Government Securities - Corporate Securities - Money Market Instruments - Capital Market Instruments - Mutual Funds - Life Insurance - Health Insurance - Physical Assets - Real Assets - Gold & Silver - Real Assets and others - Credit Cards and Other Types of Credit - Evaluation of Asset Classes

Part 3 (9 hours)

Tax Implication

Elements of Taxation - Income Tax Slabs - Advance Tax - Tax Deducted at Sources (TDS) - Exempted Income - Deductions from Income - Long Term and Short Term Capital Gain - Setting Off & Carry Forward - Taxation of Investment Products

Part 4 (9 hours)

Life Cycle Guide to Investing

Matching Personal Goals to Investment Objectives - Process - Asset Allocation - Portfolio Creation - Risk and Return - Designing Portfolios to meet Investment Objectives - Reporting

Part 5 (9 hours)

Retirement & Estate Planning and Ethics of Wealth Management

Retirement and Estate Planning - Nomination - Inheritance law - Will - Trust - Role of Wealth Managers - Dynamic vs Passive Management - Global Wealth Managers - Technology Usage

Pedagogy

Lecture, Exercise, Peer Learning and Case Discussion

Evaluation and Grading

Assignment	...	10%
Presentation	...	10%
Case Discussion	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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

Text Book

Jack R. Kapoor, Les R. Dlabay, Robery J. Hughes, Melissa Hart (2020), *Personal Finance*, 12/e; New Delhi: McGraw Hill Education.

Reference Books

1. Dun & Bradstreet (2009), *Wealth Management*, 1/e; New Delhi: McGraw Hill Education
2. Fischer, E. Donald and Ronald, J. Jordan (2018). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education

SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN HUMAN RESOURCE MANAGEMENT

No.	Code	Title
1	MB20CMG	Change Management
2	MB20CMP	Competency Mapping
3	MB20EMP	Employee Relations
4	MB20IHR	International Human Resource Management
5	MB20LLS	Labour Laws
6	MB20LAD	Learning and Development
7	MB20ORP	Organizational Psychology
8	MB20PMT	Performance Management
9	MB20RAR	Rewards and Recognition
10	MB20SHR	Strategic Human Resource Management
11	MB20TAD	Talent Acquisition and Deployment

Course Title: **CHANGE MANAGEMENT**
 Course Code: MB20CMG
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Demonstrate understanding of models of change (K2)
- CO2: Explain the process of managing change (K2)
- CO3: Illustrate the process of organisational diagnosis (K2)
- CO4: Analyse the applicability of OD interventions (K4)
- CO5: Design a survey to assess Organisational health (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	-	-	-	-
CO2	3	-	-	3	2	-	-	-	-	-	-	2
CO3	3	-	-	3	2	-	-	-	-	-	-	2
CO4	3	-	-	3	-	-	-	-	-	-	-	2
CO5	3	-	-	3	-	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (12 hours)

Organizational change: An overview - Models of change: Lewin, Six-Box, McKinsey 7S, Action Research, Nadler & Tushman, Kotter, and ADKAR model - Leading and managing of change - Resistance to change

Part 2 (11 hours)

Organizational Development - Organisational Diagnosis - OD Intervention - Role of Change Leaders and Change agents

Part 3 (10 hours)

Team-building - Performance Management - Role of communication in managing change

Part 4 (12 hours)

Organization Structure and Change - Organizational Health Survey - Knowledge Management - Role of Organizational Development in future business environment

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Raina Ratan (2018). *Change Management and Organizational Development*, New Delhi: SAGE Publications

Reference Books

1. Pathak, Harsh (2011). *Organizational Change*: New Delhi: Pearson Education
 2. Cawsey, Deszca, and Ingols (2012). *Organizational Change*, 2/e; New Delhi: SAGE Publications
-

Course Title: **COMPETENCY MAPPING**
Course Code: MB20CMP
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the principal approaches to assessing competencies (K2)
CO2: Design an instrument for assessing competencies (K6)
CO3: Create competency model for organisations (K6)
CO4: Describe the HRM applications of competencies (K2)
CO5: Analyse the role of HR Department in setting up a Competency-based HRM System (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	-	-	-	-
CO2	3	-	-	3	2	-	-	-	-	-	-	2
CO3	3	-	-	3	-	-	-	-	-	-	-	2

C04	3	-	-	3	2	-	-	-	-	-	-	-
C05	3	-	-	3	-	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course coverage

Part 1 (10 hours)

Competency Mapping and Modelling

Introduction to the concept of competency - History of competency movement - Developing a Competency Model

Part 2 (12 hours)

Competency Assessment

Principal approaches to assessing competencies: Perception-based assessment and Assessment-Centre-based evaluation of competencies. Designing an instrument for Competency Assessment

Part 3 (14 hours)

HRM Applications

Competency-based Recruitment and Selection - Competency-based Training and Development - Competency-based Performance Management - Competency-based Career and Succession Planning

Part 4 (9 hours)

Role of HR Department in setting up a Competency-based HRM System - Case studies

Pedagogy

Lecture, Case Discussion, Seminar, Field Study

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Basu Roy, Anindya & Sumati Ray (2019). *Competency-Based Human Resource Management*, New Delhi: SAGE Publications

Reference Books

1. Mukherjee, Sraban (2011). *Competency Mapping for Superior Results*; New Delhi: Tata McGraw Hill
 2. Sanghi, Seema (2016). *The Handbook of Competency Mapping, 3/e*; New Delhi: Response Books
-

Course Title: **EMPLOYEE RELATIONS**
Course Code : **MB20EMP**
Type/Credits: **ELECTIVE / 3**

Course outcomes

- CO1: Explain the evolution of industrial relations in India (K2)
CO2: Discuss the role of trade unions (K6)
CO3: Analyse the transition of industrial relations to employee relations (K4)
CO4: Explain the institutional framework for the prevention of industrial disputes (K2)
CO5: Explain the institutional framework for the settlement of industrial disputes (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	-	-	-	-
CO2	3	-	-	2	-	-	-	-	-	-	-	-
CO3	3	-	-	2	-	-	-	-	-	-	-	-
CO4	3	-	-	3	-	-	-	-	-	-	-	-
CO5	3	-	-	3	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (12 hours)

Introduction to Industrial Relations

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

Part 2 (10 hours)

Trade Unionism

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

Part 3 (8 hours)

Paradigm Shift

From Industrial Relations to Employee Relations - The Future of Employee Relations

Part 4 (15 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, Field Study

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

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. Sahoo, D.P. (2020). *Employee Relations Management*, New Delhi: SAGE Publications

Course Title: **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
Course Code: **MB20IHR**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the importance and relevance of international HRM practices (K2)
CO2: Examine the cultural differences across countries (K4)

CO3: Design a pre departure training programme (K6)
 CO4: Compare the cost of living expenses across countries (K4)
 CO5: Design a repatriation programme (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	3	-	-	-	-	-	-	-	-	-
CO2	-	-	3	-	1	-	-	-	-	-	-	-
CO3	-	2	3	2	-	-	-	-	-	-	-	-
CO4	-	-	3	2	-	-	-	-	-	-	-	-
CO5	-	2	3	2	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 hours)

Introduction to IHRM

Definition - Differences - Variables Moderating differences - Path to Global Status - Control Mechanism, Development of Cultures, Standardization and Localization of HRM Practices

Part 2 (5 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 (5 hours)

Re-entry and Career Issues

Re-entry - Repatriation Process - Designing Repatriation Programs - 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, Role Play, Seminar

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	05%
Exercises	...	15%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Dowling, Peter J., Marion Festing, and Allen D. Engle (2017). *International Human Resource Management*, 7/e; New Delhi: Cengage Learning

Reference Books

1. Harzing Anne-Wil and Pinnington H. Ashly (2017). *International Human Resource Management*, 4/e; New Delhi: SAGE Publication
2. Srinivas R. Kandula (2018). *International Human Resource Management*, 1/e; New Delhi: SAGE Publication

Course Title: **LABOUR LAWS**
Course Code: **MB20LLS**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the laws regulating working hours, conditions of service, and employment (K2)
CO2: Recall the laws regulating wages (K1)
CO3: Explain the laws relating to industrial relations (K2)
CO4: Discuss the laws relating to social security (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	-	2	-	-
CO2	3	-	-	3	-	-	-	-	-	2	-	-
CO3	3	-	-	3	-	-	-	-	-	2	-	-
CO4	3	-	-	3	-	-	-	-	-	2	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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, Field Study

Evaluation and Grading

Case Discussion	...	15%
Assignment	...	15%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 Education

Reference Books

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

Course Title: **LEARNING AND DEVELOPMENT**
 Course Code: MB20LAD
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Demonstrate an understanding of the various aspects of the training design process (K2)
 CO2: Discuss the concerns of upper and mid-level managers and trainers in needs assessment (K6)
 CO3: Analyze the strengths and weaknesses of different evaluation designs (K4)
 CO4: Compare the strengths and weaknesses of various training methods (K5)
 CO5: Design a training module (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	2	-	-	-	-	-	-	-	-
CO2	3	3	-	2	-	2	-	-	-	-	-	-
CO3	3	-	-	3	-	-	-	-	-	-	-	3
CO4	3	-	-	3	-	-	-	-	-	-	-	3
CO5	3	3	-	3	3	-	-	-	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 and Discussion, Case Discussion, Group activities and exercises

Evaluation and Grading

Assignment	...	10%
Class Participation	...	10%
Exercise	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Noe, A. Raymond and Kodwani, D. Amitabh (2018). *Employee Training and Development*, 7 /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. Bhattacharyya, Dipak Kumar (2015). *Training and Development: Theories and Application*, New Delhi: SAGE Publications

Course Title: **ORGANIZATIONAL PSYCHOLOGY**
Course Code: **MB20ORP**
Semester/Credits: **ELECTIVE / 3**

Course Outcomes

CO1: Demonstrate understanding of organisational socialisation process (K2)

CO2: Analyse productive and counterproductive behaviours (K4)

CO3: Evaluate occupational stress models (K5)

CO4: Compare the methods of improving the quality of intergroup relations (K4)

CO5: Discuss the methods of measuring and changing organisational culture (K6)

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	2	-	-	-	-	-	-	-	-
CO2	3	-	-	3	-	-	-	-	-	-	-	2
CO3	3	-	-	3	-	-	-	-	-	-	-	2
CO4	3	-		3	-	-	2	-	-	-	-	2
CO5	3	-	-	3	-	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 (10 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 (8 hours)

Occupational Stress

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

Part 4 (8 hours)

Leadership and Influence Processes

Approaches to Leadership - Modern Theories of Leadership - Power and Influence in organisations

Part 5 (6 hours)

Intergroup Behaviour

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

Part 6 (6 hours)

Organizational Culture

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

Pedagogy

Lecture, Case Discussion, Seminar, Field Study

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Field Study	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

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

Course Title: **PERFORMANCE MANAGEMENT**
Course Code: **MB20PMT**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the role and importance of designing performance management system (K2)
- CO2: Compare the various performance appraisal methods (K4)
- CO3: Explain the process of annual review and appraisal (K5)
- CO4: Demonstrate the ability to identify and map various competencies required in a particular work environment (K2)
- CO5: Analyze contemporary issues in performance measurement (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3	1	1	2	-	2	-	-	3	-	-	2
C02	3	-	-	3	1	2	-	-	-	-	-	1
C03	3	-	2	-	3	-	-	-	2	-	-	2
C04	3	-	-	3	2	1	-	-	-	-	-	2
C05	3	2	-	3	-	-	-	-	-	-	-	1

3- High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (4 hours)

Introduction to Performance Management

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

Part 2 (12 hours)

Performance Planning and Appraisal - Performance Planning - Process - Contents - Process of developing employee performance plans - Eight step model of a Performance plan

Performance Appraisal and Review - Objectives - Steps - Design - Types and Methods of Appraisal - Potential Appraisal - Biases - Performance Management Review - Effective Performance counseling

Part 3 (8 hours)

Performance Management Systems

PMS - Importance - Features, Dimensions - Conceptual framework - Performance consulting - Four pillars of PMS - Performance Management Theatre - Strategic Performance Management

Part 4 (9 hours)

Competency and Team based PMS

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

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

Part 5 (7 hours)

Decisions based on Performance

Performance based Compensation - Incentive schemes, Performance related compensation design - Benefits - Performance-related pay - Performance based Career Planning, Career Development and Succession planning

Part 6 (5 hours)

Performance Measurement and Contemporary issues in PMT Performance Measurement - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems - Six-sigma practices - Quick Response Manufacturing

Pedagogy

Lecture, Exercises, Case Discussion, Field Study

Evaluation and Grading

Assignment	...	10%
Seminar Presentation	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

Reference Books

1. Prem Chadha (2011). *Performance Management*, 1/e; New Delhi: Macmillan Education
2. Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: SAGE Publications

Course Title: **REWARDS AND RECOGNITION**
Course Code: **MB20RAR**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Demonstrate an understanding of total compensation and factors affecting compensation (K2)
CO2: Explain the objectives and functions of compensation management (K2)
CO3: Compare job-based pay with competency/skill-based pay (K4)
CO4: Justify the provision of fringe benefits (K5)

CO5: Analyse the role of non-financial benefits (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	-	-	-	-	-	-	-	-
CO2	3	-	-	3	2	-	-	-	-	-	-	-
CO3	3	-	-	3	-	-	-	-	-	-	-	2
CO4	3	-	-	3	2	-	-	-	-	-	-	2
CO5	3	-	-	3	-	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (12 hours)

Conceptual Framework: Total Compensation - Theories of Wages - Compensation Philosophy, Strategy, Policy - Psychological Contract - Legal issues - Factors affecting compensation.

Compensation Management: Objectives & Principles - Methods of Wage Payment - National Wage Policy - Wage Policy at Organisational level - Components/ Functions of Compensation Management.

Divergent Systems and Institutions for Wage Determination in India

Part 2 (12 hours)

Contingent Pay - Types - Performance-related Pay - Performance appraisal - Potential appraisal - Competency-based Pay - Skill-based Pay - Team-based Rewards - Gainsharing - Profit-sharing - Other cash payments and allowances.

Administering and Controlling Salary Costs and Salary Review

Part 3 (10 hours)

Fringe Benefits: objectives & significance - Factors - Administration - Approaches - Types - Current Practices - Recent Trends - Internal Audit of Compensation and Benefits.

Part 4 (11 hours)

Non-Financial Benefits - Role - Types - Effective Non-Financial Benefits - Non-Financial Metrics.

Recognition - Types - Advantages - Designing a Recognition Scheme - Problems.

Compensation and Reward Management Policy, Processes, and Procedures. Controlling Pay Roll Costs - Trends.

Pedagogy

Lecture, Case Discussion, Seminar, Field Study

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Sharma, R.C. and Sulabh Sharma (2019). *Compensation Management*, New Delhi: SAGE Publications.

Reference Books

1. Dipak Kumar Bhattacharya, (2014). *Compensation Management*, 2/e; New Delhi: Oxford University Press
2. Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation*, 9/e; New Delhi: McGraw Hill Education

Course Title: **STRATEGIC HUMAN RESOURCE MANAGEMENT**
Course Code: MB20SHR
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Analyse the strategic role of Human Resource Management (K4)
CO2: Discuss the demographic changes in workforce (K6)
CO3: Analyse the impact of technology on human resource management (K4)
CO4: Discuss the need for redesign of work systems (K6)
CO5: Discuss the challenges in the implementation of HR strategies (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	-	-	-	-	-	-	2	-	2
CO2	3	3	2	2	-	-	-	-	-	-	-	2
CO3	3	3	2	2	-	-	-	-	3	-	-	3
CO4	3	3	2	2	-	-	-	-	-	2	-	3

CO5	3	3	2	2	-	-	-	-	-	-	-	3
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3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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, Exercise

Evaluation and Grading

Presentation	...	10%
Assignment	...	10%
Case Discussion	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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

Course Title: **TALENT ACQUISITION AND DEPLOYMENT**
 Course Code: MB20TAD
 Type/Credits: ELECTIVE/ 3

Course Outcomes

- CO1: Explain the changing nature of jobs (K5)
 CO2: Identify the competencies required for a given job title (K3)
 CO3: Identify appropriate recruitment sources, selection tools and techniques (K3)
 CO4: Design a customized staffing procedure (K6)
 CO5: Explain the employee retention strategies adopted by organizations (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	2	-	-	-	-	-	-	-	-	2
CO2	3	-	-	2	-	-	-	-	-	-	-	2
CO3	3	-	-	2	-	-	-	-	-	-	2	-
CO4	3	3		3	-	-	-	-	-	-	2	2
CO5	2	-	-	-	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 - Recent trends in Recruitment and Selection

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, Exercises, Seminar

Evaluation and Grading

Assignment	...	10%
Case Discussion	...	10%
Exercises	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

Reference Books

1. Bhattacharyya, Dipak Kumar (2016). *Recruitment and Selection*, 1/e; New Delhi: Cengage Learning
2. Barrick Murray, Field S. Hubert and Gatewood D, Robert (2018). *Employee Selection in Human Resource Management*, 7/e; New Delhi: Cengage Learning

SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN MARKETING

No.	Code	Title
1	MB20BMT	Brand Management
2	MB20CBR	Consumer Behaviour
3	MB20CRM	Customer Relationship Management
4	MB20DMK	Digital Marketing
5	MB20ENT	Event Management
6	MB20IMC	Integrated Marketing Communication
7	MB20IMT	International Marketing
8	MB20RMT	Retail Management
9	MB20RUT	Rural Marketing
10	MB20SVM	Services Marketing

Course Title: **BRAND MANAGEMENT**
 Course Code: MB20BMT
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the significance of brands and brand management process (K2)
- CO2: Examine the big picture of brand equity measurement system (K4)
- CO3: Analyse brand positioning and customer value creation (K4)
- CO4: Demonstrate marketing channel strategies to influence and reach target markets (K2)
- CO5: Design brand strategies to create a platform to systematically brand in a global environment (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	-	-	-
CO2	-	3	-	3	-	-	-	-	-	-	-	-
CO3	-	3	-	-	-	2	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	3	-	-	2
CO5	2	-	3	-	-	-	-	-	-	-	-	2

3 - High Correlation, 3 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 - Leveraging Secondary Brand Associations to Build Brand Equity.

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 - Managing Brands over Geographic Boundaries and Market Segments

Pedagogy

Lecture, Responsive Learning, Case Discussion, Field Study

Evaluation and Grading

Peer Evaluation	...	10%
Case Discussion	...	10%
Field Study	...	10%
Brand Audit	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Keller, Kevin Lane, Parameswaran M.G. Ambi and Jacob, Isaac (2018). *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 (2017). *Brand Management: Principles & Practices*, 1/e; New Delhi: Oxford University Press

Course Title: **CONSUMER BEHAVIOUR**
Course Code: **MB20CBR**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the applications of consumer behaviour in marketing decisions (K5)
CO2: Illustrate the influence of psychological forces on consumer decision making (K2)
CO3: Analyze the influence of sociological factors on consumer decision making (K4)
CO4: Interpret consumer decision making process in various purchase situations (K5)
CO5: Evaluate consumer behaviour by conducting a consumer survey (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	2	-	-	-	-	-	2	-	2
CO2	3	3	-	2	2	-	3	-	2	-	-	-
CO3	3	3	3	2	2	-	3	-	2	-	-	-
CO4	3	2	-	3	3	-	3	-	2	-	-	-
CO5	3	3	-	3	3	-	3	-	3	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Introduction to Consumer Behaviour

Defining Consumer Behaviour - Scope and Application of Consumer Behaviour - The Interdisciplinary Nature of Consumer Behaviour - Technology driven Consumer Behaviour - Consumer Decision Making

Part 2 (12 hours)

Psychological Influences and Learning on Consumer Decision Making

Consumer 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 - Diffusion and Adoption of Innovations

Part 5 (5 hours)

Consumer Research

Qualitative and Quantitative Research - Need for Marketing Ethics and Social Responsibility

Pedagogy

Lecture, Case Discussion, Seminar, Consumer Survey

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Consumer Survey	...	15%
Assignment	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Schiffman, G.L., Wisenblit, J. and Rameshkumar, S. (2019). *Consumer Behaviour*, 12/e; New Delhi: Pearson Education

Reference Books

1. Solomon, Michael R (2019). *Consumer Behavior: Buying, Having, and Being*, 13/e; New Delhi: Pearson Education
2. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2019). *Consumer Behaviour: Building Marketing Strategy*, 13/e; New Delhi: McGraw Hill Education

Course Title: **CUSTOMER RELATIONSHIP MANAGEMENT**
Course Code : **MB20CRM**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the benefits of CRM and the competitive advantage it provides to organizations (K2)
CO2: Compare and contrast different types of CRM (K4)
CO3: Explain the best CRM practices in different sectors (K2)
CO4: Demonstrate the ability to calculate customer lifetime value to make marketing decisions (K2)
CO5: Experiment with the working of CRM software (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	-	-	-
CO2	3	-	-	3	-	-	-	-	-	-	-	-
CO3	3	-	-	3	3	3	3	-	-	-	-	-
CO4	3	-	-	3	-	3	3	-	3	-	-	-
CO5	3	-	-	3	-	3	3	-	3	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 - Date 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, 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 Demo Software, Seminar

Evaluation and Grading

Assignment	...	10%
Seminar presentation	...	10%
Exercise	...	10%
Case Discussion	...	10%
Mid semester Examination	...	20%
End semester Examination	...	40%

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

Course Title: **DIGITAL MARKETING**
Course Code: MB20DMK
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the role and importance of digital marketing in a rapidly changing business landscape (K5)
CO2: Examine website and propose recommendations for improvement (K6)
CO3: Create an email campaign using email automation software (K6)
CO4: Analyze the key performance indicators tied to any digital marketing program (K4)
CO5: Develop a structured digital marketing plan (K3)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	1	-	1	-	-	-	2
CO2	3	-	-	3	3	3	3	2	3	-	-	2
CO3	3	-	-	3	3	3	3	2	3	-	-	2
CO4	3	-	-	3	-	3	3	2	3	-	-	3
CO5	3	-	-	3	2	3	3	2	3	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (10 hours)

Introduction and SEO

An introduction to Digital Marketing, Traditional versus Digital Marketing, Internet Users in India, P-O-E-M Framework, Search Engine Optimization - Search Engine Result Pages, On Page Optimization, Off Page Optimization -Exercise - Web Site Audit

Part 2 (8 hours)

Online Advertising -Search and Display advertising

Google Ad words Overview, Search Advertising, Ad Placement, Ad Ranking, Display Advertising, Types of Display ads, Buying Models, Targeting, Youtube Advertising, A/B Testing

Part 3 (8 hours)

Email Marketing and Mobile Marketing

Email Marketing - Definition, Creating an Email campaign in Mail Chimp, Building effective email lists, Analyze and reporting, Mobile Marketing - Mobile Advertisements, Search Ads, Display Ads, Universal App Campaign, Proximity Marketing, SMS Marketing

Part 4 (12 hours)

Social Media Marketing

Definition, Process, Goals, Channels - Facebook, LinkedIn, Twitter, Digital Public Relations - Influencer Marketing, Emerging trends - Programmatic Advertising, Video Marketing, Social Messaging Apps, Social Media Stories, Social Listening, Online Reputation Management

Part 5 (7 hours)

Strategy and Planning

Digital Marketing Plan: Objectives, Buyer Personas, content, Channel, Timeliness, Budget and Measurement, Psychology of digital consumer

Pedagogy

Lecture, Web Exercise, Online Course, Case Study

Evaluation and Grading

Online Exercises	...	10%
Case Discussion	...	10%
Assignment	...	10%
Online Course	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Gupta Seema (2020), *Digital Marketing, 2/e*, Chennai: McGraw Hill Education

Reference Books

1. Bhatia Singh Puneet (2017), *Fundamentals of Digital Marketing*, New Delhi: Pearson Education
2. Dodson Ian, (2017), *The Art of Digital Marketing*, New Delhi: Wiley India

Course Title: **EVENT MANAGEMENT**
Course Code: **MB20ENT**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the importance and scope of event management as a marketing tool (K2)
CO2: Examine the elements of event management process (K4)
CO3: Design the marketing mix for an event (K6)
CO4: Create an event marketing plan and conduct it (K6)
CO5: Evaluate event performance through various metrics (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	-	-	-	-	-	-	-	-	2
CO2	3	2	2	2	2	-	3	-	2	-	-	-
CO3	3	3	-	3	3	-	3	3	2	-	1	2
CO4	3	3	-	3	3	3	3	3	3	2	2	2

CO5	3	2	-	2	2	-	-	-	2	-	-	1
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3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 hours)

Introduction to Events

Events - nature definition and scope - C's of events - Designing, interaction and importance - Event as a marketing tool - Needs addressed by events - Focus and implementation - Advantages and disadvantages

Part 2 (10 hours)

Event Management Process

Elements of events - Event infrastructure - Target audience - Organizers - Venue - media activities - Concept of market in events - Segmentation and targeting of the market events

Part 3 (9 hours)

Marketing Mix

Positioning in events and the concept of event property - Events as a product - Methods of pricing events - Events and promotion - Functions of management

Part 4 (9 hours)

Strategic Event Management

Strategic market planning - Development and assessment of market plan

Part 5 (9 hours)

Performance Measurement and Control

Strategic alternatives arising from environment - Competition and defined objectives - Pricing objectives - Evaluation of event performance - Measuring performance & correcting deviations

Pedagogy

Lecture, Seminar, Case Discussion, Event Marketing Plan

Evaluation and Grading

Peer Evaluation	...	10%
Presentation	...	10%
Assignment	...	10%
Event Marketing Plan	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Reference Books

1. Wagen, Lynn Van Der and White, Lauren (2018). *Event Management: For Tourism, Cultural, Business and Sporting Events*, 5/e; New Delhi: Cengage Learning
 2. Wagen, Lynn Van Der and Carlos, R. Brenda (2019). *Event Management*, New Delhi: Pearson Education
 3. Dowson, Ruth and Bassett, David (2010). *Event Planning and Management: Principles, Planning and Practice*, 2/e; New Delhi: Kogan Page
-

Course Title: **INTEGRATED MARKETING COMMUNICATION**
Course Code: MB20IMC
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the role of integrated marketing communication in marketing programmes (K2)
CO2: Compare various media alternatives for promotion (K4)
CO3: Analyze the communication process involved in IMC (K4)
CO4: Design an integrated marketing communication plan for an organization (K6)
CO5: Measure the effectiveness of promotional programmes (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	2	-	-	-	-	-	-	-	-	2
CO2	3	2	-	3	2	-	-	-	-	-	-	2
CO3	3	2	-	2	3	-	3	-	2	-	-	-
CO4	3	3	-	3	3	3	3	3	3	2	-	3
CO5	3	-	-	2	2	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 hours)

Introduction to Integrated Marketing Communication

Role of Marketing - 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

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

Part 3 (10 hours)

Analyzing the Communication Process

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

Part 4 (11 hours)

Developing the Integrated Marketing Communication Programme

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 Programme - Measuring the effectiveness of other Programme Elements

Pedagogy

Lecture, Case Discussion, Seminar, Exercises, Media Planning

Evaluation and Grading

Case Discussion	...	10%
Exercises	...	10%
Presentation	...	10%
Media Planning	...	10%
Mid semester Examination	...	20%
End semester Examination	...	40%

Text Book

Belch, E. George, Belch, A. Michael and Purani K. (2018). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Baack, E. Donald and Clow, E. Kenneth (2019). *Integrated Advertising, Promotion and Marketing Communications*, 6/e; New Delhi: Pearson Education
2. Shah, Kruti and D'Souza, Alan (2014). *Advertisement and Promotion - An IMC Perspective*, 1/e; New Delhi: McGraw Hill Education

Course Title: **INTERNATIONAL MARKETING**
 Course Code: MB20IMT
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the scope and challenges of international marketing (K2)
- CO2: Explain the various constituents of international marketing environment (K2)
- CO3: Examine strategies for international markets based on the global market opportunities (K4)
- CO4: Design marketing mix plan for an international organization (K6)
- CO5: Discuss strategies for international negotiations with customers, partners and regulators (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	3	-	-	-	-	-	-	-	-	2
CO2	3	-	3	-	-	-	-	2	-	-	-	1
CO3	3	1	3	-	-	-	-	3	-	-	-	2
CO4	3	2	3	-	-	-	-	1	-	-	-	2
CO5	3	2	3	2	2	-	-	-	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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, Exercise, Marketing Mix Plan

Evaluation and Grading

Debate	...	10%
Case Discussion	...	10%
Marketing Mix Plan	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

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 Strandkov, Edwin Duerr (2014). *International Marketing and Export Management*, 7/e; New Delhi: Pearson Education

Course Title: **RETAIL MANAGEMENT**
Course Code: **MB20RMT**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the major retail formats being adopted across the world (K2)
CO2: Analyze strategies for retail business establishment and expansion (K4)
CO3: Examine the role of merchandise management and pricing in successful retailing (K4)
CO4: Evaluate store design and operations decisions (K5)
CO5: Discuss the role of technology in servicing customers in a dynamic and competitive retail environment (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	-	-	-	-	2	-	-	-	3
CO2	3	3	3	3	2	-	-	2	-	2	-	2
CO3	3	3	2	3	3	-	3	1	2	2	-	2
CO4	3	3	2	3	3	-	3	1	2	2	-	2
CO5	3	3	3	3	2	-	-	2	3	2	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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%
Assignment	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

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

Reference Books

1. Carver, R. James, Patrick, M. Dunne and Robert, F. Lusch (2015). *Retailing*, 8/e; New Delhi: Cengage India
2. Berman, Barry and Joel, R. Evans (2019). *Retail Management - A Strategic Approach*, 13/e; New Delhi: Pearson Education

Course Title: **RURAL MARKETING**
Course Code: MB20RUT
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the emerging landscape of Indian rural markets (K2)
CO2: Analyse the behaviour of consumers in rural environment (K4)
CO3: Analyze rural markets for effective segmentation, targeting and positioning of products and services (K4)
CO4: Compare the effectiveness of marketing mix strategies of various brands in the rural context (K5)
CO5: Design strategies for tapping new opportunities presented by rural India (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	2	-	-	-	2	-	-	-	3
CO2	3	3	-	3	2	-	-	-	-	-	-	2
CO3	3	2	-	3	3	-	3	2	2	2	-	2
CO4	3	2	-	3	3	-	3	2	2	2	-	-
CO5	3	2	-	3	3	-	-	3	2	2	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 - New Approaches - Coverage Strategy - Promotion - Challenges - Developing Effective Rural Communication - Rural Media - Promotion Strategy

Part 5 (8 hours)

Future of Rural Marketing

The Rural Boom - The Rural Dividend

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Assignment	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Pradeep Kashyap (2017). Rural Marketing, 3/e; New Delhi: Pearson Education

Reference Books

1. Badi, V. Ravindranath and Narayansa. V. Badi (2017). Rural Marketing, 3/e; 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

Course Title: **SERVICES MARKETING**
Course Code: MB20SVM
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain services and the emerging trends in services marketing (K2)
CO2: Examine the impact of technology on services (K4)
CO3: Demonstrate the usefulness of gap model of service quality (K2)
CO4: Measure customer perceptions and expectations of service quality through field study (K5)
CO5: Design a service blueprint (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	-	-	-
CO2	3	-	-	3	3	3	3	-	3	-	-	-
CO3	3	-	-	-	-	-	-	-	-	-	-	-
CO4	3	-	-	3	-	3	3	-	3	-	-	-
CO5	3	-	-	3	3	3	3	-	3	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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, Seminar

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Presentation	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Zeithaml, A. Valarie, Bitner Jo Mary, Gremler, D. Dwayne, Pandit Ajay (2018). *Services Marketing*, 7/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. Jauhari Vinnie, Dutta Kirti (2017). *Services Marketing: Text and Cases*, 2/e; New Delhi: Oxford University Press

SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN DECISION SCIENCE

No.	Code	Title
1	MB20FNA	Financial Analytics
2	MB20HRA	HR Analytics
3	MB20MKA	Marketing Analytics
4	MB20SWA	Social Media and Web Analytics

Course Title: **FINANCIAL ANALYTICS**
 Course Code: MB20FNA
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the stages, challenges, core competencies and best practices of modelling (K5)
 CO2: Apply various models to solve business problems (K3)
 CO3: Design a suitable model to solve business problem (K6)
 CO4: Assess various models for transparency, error deduction and management (K5)
 CO5: Demonstrate the ability to test and audit the developed models (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	-	-	-
CO2	3	-	-	3	-	-	-	-	-	-	-	-
CO3	3	3	-	3	-	-	-	-	2	-	-	-
CO4	3	2	-	-	-	-	-	-	2	-	-	2
CO5	3	-	-	3	-	-	-	-	2	2	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 hours)

Introduction to Modelling, Core Themes and Best Practices Models of Models - Context and Objectives - The stages of Modelling - Using Models in Decision Support - Benefits of Using Models - Challenges in Using Models - Core Competencies and Best Practices

Part 2 (10 hours)

Model Design and Planning Defining Sensitivity and Flexibility Requirements - Data Versus Formulae driven Approaches - Designing the workbook Structure

Part 3 (10 hours)

Creating Transparency: Formula Structure Flow and Format Approaches to Identifying the Drivers of Complexity - Optimising Audit Paths - The Role of Formatting - Colour-coding of Inputs and Outputs - Basic Formatting Operations - Conditional Formatting - Custom Formatting

Part 4 (8 hours)

Building Robust and Transparent Formulae Introduction - General Causes of Mistakes - Examples of Common Mistakes - The use of Named Ranges - Approaches to Building Formulae, to testing, Error Deduction and Management

Part 5 (9 hours)

Model Testing and Auditing Choosing Spreadsheet Functions for Transparency, Flexibility and Efficiency - Dealing with Circularity - Model Review, Auditing and Validation

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Assignment	...	10%
Exercises	...	10%
Presentation	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Michael Rees (2017). *Principles of Financial Modelling*; New Delhi: Wiley India

Reference Books

1. Chandan Sengupta (2018). *Financial Analysis and Modelling using Excel and VBA, 2/e*; New Delhi: Wiley India
2. Danielle Stein Fairhurst (2017). *Financial Modelling in Excel*; New Delhi: Wiley India

Course Title: **HR ANALYTICS**
Course Code: **MB20HRA**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the use of HR analytics in the current business context (K2)
CO2: Explain the significance of talent sourcing and acquisition, talent engagement, performance management and retention analytics in organizations (K2)
CO3: Identify appropriate sources to collect data to manage human capital (K3)
CO4: Analyse data using appropriate tools (K4)
CO5: Demonstrate the ability to take business decisions based on the results of analysis (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-	-	-	-	-	-
CO3	3	3	-	3	-	-		-	-	-	-	-
CO4	3	-	-	3	-	-		-	3	-	-	-
CO5	3	-	-	3	-	-	-	-	-	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (10 hours)

Introduction to metrics and analytics

HR Sources of data and information - HR metrics overview - Types of metrics: Efficiency measures - effectiveness measures - HR value impact measures - Moving from metric to analytics - Meaning and Definition of people analytics - Purpose - Analytics levels - Future trends - Internet of things and AI

Part 2 (10 hours)

Talent sourcing and Acquisition Analytics

Importance - How it works - Sourcing - Application Phase - Pre-interview Assessment Analytics - Interviews - Selection Analytics

Part 3 (7 hours)

Talent Engagement Analytics

Importance of Employee Engagement - Employee Engagement Surveys - Making Employee Engagement Surveys Predictive - Moving beyond the Survey - Employee Engagement Measures

Part 4 (9 hours)

Performance Management Analytics

Linking individual objectives to organisational objectives - Defining Performance Measures - Performance Incentives and Promotion - Providing insights to senior management - Benefits of Performance Management Analytics

Part 5 (9 hours)

Retention Analytics

Meaning - Earlier Approaches - Proactive Talent Retention Models - Data for Talent Attrition - Predictive Modeling - The Segmentation Strategy of Talent Retention Model Insights

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Presentation	...	10%
Case Discussion	...	10%
Exercises	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Reference Books

1. Pease Gene, Byerly Boyce and Fitz-enz Jac (2016). *Human Capital Analytics*, New Delhi: Wiley India
2. Sesil James C. (2017). *Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration*, New Delhi: Pearson Education
3. Dipak Kumar Bhattacharyya (2017). *HR Analytics Understanding Theories and Applications*, 1/e; New Delhi: SAGE Publications
4. Kirsten Edwards and Martin Edwards (2016). *Predictive HR analytics*, 1/e; Kogan Page

Course Title: **MARKETING ANALYTICS**
 Course Code: MB20MKA
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the use of marketing analytics in current business context (K2)
- CO2: Demonstrate the understanding of product, marketing mix and customer analytics (K2)
- CO3: Utilize appropriate analytical tools to analyse the data collected (K3)
- CO4: Utilize advanced tools to address strategic marketing challenges (K3)
- CO5: Demonstrate the ability to take business decisions (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
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CO1	3	-	-	-	-	-	-	1	-	-	-	3
CO2	3	-	-	-	-	-	-	1	3	-	-	3
CO3	3	3	-	3	3	3	3	1	3	-	-	-
CO4	3	3	-	3	3	3	3	1	3	-	-	-
CO5	3	-	-	3	3	3	3	1	3	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 hours)

Introduction

Why Marketing Analytics? Resource-allocation Perspective for Marketing Analytics, Slicing and dicing marketing data with Pivot Tables, Summarizing the marketing data

Part 2 (9 hours)

Product Analytics

Cluster Analysis for Segmentation, Conjoint Analysis - Experimental Design, Interpreting Conjoint results, Applications

Part 3 (9 hours)

Marketing-Mix Analytics

Multiple regression in Marketing-Mix Models, Design of Price and advertising elasticity models, Media Selection Models

Part 4 (9 hours)

Customer Analytics

Customer Analytics - Calculating Customer life time value, Allocating marketing resources between customer acquisition and retention

Part 5 (10 hours)

Implementation

Implementing Marketing Analytics - Organizational Structure, Analytics Processes, Organizational Change

Pedagogy

Lecture, Class Exercise, Group Project

Evaluation and Grading

Exercise ... 10%

Group Project	...	10%
Assignment	...	10%
Online Course	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Venkatesan Rajkumar, Farris Paul, Wilcox T. Ronald (2019), *Cutting-Edge, Marketing Analytics*, Noida: Pearson

Reference Books

1. Winston L. Wayne (2018), *Marketing Analytics*, New Delhi: Wiley India
2. Hemann Chuck, Burbary Ken (2018), *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, Pearson Education

Course Title: **SOCIAL MEDIA AND WEB ANALYTICS**
 Course Code: MB20SWA
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Utilize various application programming interface (API) services to collect data from different social media sources (K3)
 CO2: Utilize appropriate tools for data analysis (K3)
 CO3: Demonstrate the ability to take business decisions (K2)
 CO4: Demonstrate the ability to set up google analytics account and work with it (K2)
 CO5: Explain the use of attribution models to calculate Marketing ROI (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	3	3	3	1	3	-	-	3
CO2	3	3	-	3	3	3	3	1	3	-	-	3
CO3	3	-	-	3	3	3	-	1	3	-	-	-
CO4	3	-	-	3	-	3	-	1	3	-	-	-
CO5	3	-	-	3	-	3	-	1	3	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (6 hours)

Introduction

What is Web Analytics? Data Collection techniques for web analytics, Overview of Analytics, Signing up for Analytics, Installing Analytics on company's site

Part 2U (10 hours)

Key Metrics in web analytics

Behaviour Analysis - Click Stream Data Analysis, Outcome Analysis - Conversion tracking, Experience Analysis - Research Data, Website Experimentation and Testing, Making Web analytics Actionable

Part 3 (8 hours)

Social Media Analytics

Sentiment Analysis - Sentiments, Opinions, Emotions and Topics, Social Metrics, Social Analytics & Available Data (Facebook, Twitter, & LinkedIn), Mobile Analytics, Metrics, Mobile Platform

Part 4 (12 hours)

Google Analytics

Importance of Google Analytics, Setting up GA account, Account Structure, GA Access levels, KPIs, Type of reports, Google Analytics Integration, Linking Google Adwords, Google Adsense and Third party platforms and applications

Part 5 (9 hours)

Attribution and Marketing ROI

Multi Channel Attribution, Attribution Models - Last Interaction/Last Click, First Interaction/First Click, Linear, Time Decay and Position Based Attribution Models.

Pedagogy

Lecture, Class Exercise, Group Project

Evaluation and Grading

Exercise	...	10%
Group Project	...	10%
Assignment	...	10%
Online Course	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Reference Books

1. Ganis, Kohirkar(2017). *Social Media Analytics*, 1/e, New Delhi: Pearson Education

2. Avinash Kaushik (2013). *Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity (SYBEX)*, New Delhi: Wiley India
 3. Alhlou Feras, Shiraz Asif, Eric Fettman (2016). *Google Analytics Breakthrough: From Zero to Business Impact*, New Delhi: Wiley India
 4. Gupta Seema (2018). *Digital Marketing*, Chennai: McGraw Hill Education
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SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN OPERATIONS MANAGEMENT

No.	Code	Title
1	MB20PRJ	Project Management
2	MB20SCM	Supply Chain Management
3	MB20TQM	Total Quality Management

Course Title: **PROJECT MANAGEMENT**
 Course Code: MB20PRJ
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the role and purpose of project management (K2)
- CO2: Explain the phases in the project management life cycle (K2)
- CO3: Analyze the various techniques of project planning, scheduling, execution and control (K4)
- CO4: Estimate the project costs and risks (K5)
- CO5: Examine the role of information technology in project management (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	1	-	-	-	-
CO2	3	-	-	-	-	-	-	1	-	-	-	-
CO3	3	3	-	3	-	2	-	1	3	-	-	-
CO4	3	3	-	3	-	2	-	1	3	-	-	-
CO5	3	3	-	3	-	2	-	1	3	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (5 Hours)

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

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

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Chandra, Prasanna (2019). *Projects - Planning, Selection, Financing, Implementation and Review*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Kerzner, Harold (2014). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 11/e; New Delhi: Wiley India
2. Timothy J. Kloppenborg, Vittal S. Anantatmula (2019), *Contemporary Project Management*, 4/e, Cengage Learning

Course Title: **SUPPLY CHAIN MANAGEMENT**
Course Code: MB20SCM
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the role of supply chain management in contemporary business environment (K2)
CO2: Explain the strategies for designing and managing global supply chain networks (K5)
CO3: Demonstrate the ability to plan and manage inventories (K2)
CO4: Explain the management of cross-functional drivers in a supply Chain (K5)
CO5: Examine the role of information technology in supply chain management (K4)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	2	-	1	1	-	-	-
CO2	3	-	3	-	-	2	-	1	1	-	-	-

CO3	3	3	-	3	-	2	-	1	1	-	-	-
CO4	3	3	-	3	3	2	2	1	1	-	-	-
CO5	3	3	-	3	3	2	2	1	3	-	-	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (10 Hours)

Building a Strategic Framework to Analyse Supply Chain

Understanding the Supply Chain - Objectives, Decision Phases, Examples; Supply Chain Drivers and Metrics - Designing the Supply Chain Network - Network Design in Supply Chain, Designing global supply chain networks

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, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Chopra, Sunil, Meindl, Peter and Kalra, D.V. (2019). *Supply Chain Management: Strategy, planning and operation*, 7/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

Course Title: **TOTAL QUALITY MANAGEMENT**
Course Code: MB20TQM
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the importance of quality management philosophies and frameworks (K2)
CO2: Select and use appropriate tools and techniques for measuring quality (K3)
CO3: Appraise the HR dimensions for effective quality management (K5)
CO4: Explain the role of quality management systems in an organization (K5)
CO5: Explain the role of environmental and occupational health and safety management systems in an organization (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	2	-	1	1	-	-	-
CO2	3	-	-	3	-	2	-	1	3	-	-	-
CO3	3	3	-	-	-	2	-	1	1	-	-	-
CO4	3	-	-	-	3	2	2	1	1	-	-	-
CO5	3	-	-	-	3	2	2	1	3	-	3	-

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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 (8 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

Part 4 (10 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 (14 hours)

Tools and Techniques

Benchmarking, Information Technology, 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%
Assignment	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Besterfield, D.H., Besterfield-Michna, Carol, Besterfield-Sacre, Mary and Besterfield, H. Glen (2019). *Total Quality Management*, 5/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 & COURSE OUTLINE

LIST OF ELECTIVES IN ENTREPRENEURSHIP

No.	Code	Title
1	MB20BME	Business Models in Entrepreneurship
2	MB20BPD	Business Plan Development
3	MB20ENF	Entrepreneurial Finance
4	MB20EPS	Entrepreneurship
5	MB20FBM	Family Business Management
6	MB20NVC	New Venture Creation
7	MB20SBM	Small Business Management
8	MB20SEN	Social Entrepreneurship

Course Title: **BUSINESS MODELS IN ENTREPRENEURSHIP**
 Course Code : MB20BME
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Examine innovative and viable business models in practice (K4)
- CO2: Design business model canvas to create value by connecting various resources and stakeholders (K6)
- CO3: Evaluate business model adjustments required to match business lifecycle stages (K5)
- CO4: Discuss the innovative approaches in adapting business models to drive growth and sustainability (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	2	-	-	3	-	2	2	3
CO2	3	3	2	3	3	2	3	3	2	2	3	3
CO3	3	2	3	3	2	-	-	2	-	2	2	2
CO4	3	3	3	3	3	2	3	3	2	3	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 hours)

The Truth about Business Models

Business Models in Practice - History of Business Models - Road Test for Business Ideas

Part 2 (15 hours)

Business Model Architecture

Raw Materials - Collecting and Connecting the Stakeholders - Creating and Capturing Value in Business Models - The Power of Business Model Narratives - Business Model Canvas

Part 3 (12 hours)

The Business Model Lifecycle

First Step for Entrepreneurs - Lean Education for Start-Ups - Coherent Storytelling for Growing Firms - Rejuvenating Mature Firms

Part 4 (10 hours)

Business Model Change and Innovation

When Business Models Fail - Change and Adaptation - Innovation and Disruption

Pedagogy

Lecture, Case Discussion, Exercises, Business Model Canvas

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	05%
Exercise	...	05%
Business Model Canvas	...	20%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Bock, J. Adam, George, Gerard (2019). *The Business Model Book: Design, Build and Adapt Business Ideas that Drive Business Growth*, 1/e; Pearson Education

Reference Books

1. Mullins, John (2019). *The New Business Road Test: What Entrepreneurs and Investors should do before Launching Lean Start-up*, 5/e; Pearson Education
2. Gassmann, Oliver, Frankenberger, Karolin (2014). *The Business Model Navigator: 55 Models that will Revolutionize Your Business*, 1/e; Pearson Education
3. Osterwalder, Alexander, Pigneur, Yves (2011). *Business Model Generation*, 1/e; New Jersey: Wiley & Sons, Inc.

Course Title: **BUSINESS PLAN DEVELOPMENT**
Course Code: MB20BPD
Type/Credits: ELECTIVE / 3

Course Outcomes

CO1: Demonstrate knowledge in identifying market opportunities and screening business ideas (K2)

CO2: Develop and conduct a feasibility study for a business plan (K5)

CO3: Examine the market and industry to develop a business plan (K4)

CO4: Develop a business plan (K6)

CO5: Explain the systematic approach to forecast demand and estimate returns (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	-	-	-	3	-	-	-	3
CO2	3	3	2	3	-	-	-	3	-	-	-	3
CO3	3	3	2	3	-	-	-	3	-	-	-	3
CO4	3	3	-	3	3	-	-	3	-	-	-	3
CO5	3	3	2	3	-	-	-	3	-	-	-	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (6 hours)

Starting the Process

Need for Planning - Developing and Screening Business Ideas - Feasibility Analysis

Part 2 (15 hours)

Business Plan Preliminaries

Introductory Material - The Executive Summary - Industry Analysis - Market Analysis - Management Team - Company Structure

Part 3 (15 hours)

Business Plan Essentials

Marketing Plan - Operations Plan - Product Development Plan - Presenting the Business Plan

Part 4 (9 hours)

The Financials

Financial Projections - Demand Forecasting - Technical Analysis - Financial Estimates

Pedagogy

Lecture, Case Discussion, Exercises, Business Plan Development

Evaluation and Grading

Case Discussion	...	05%
Assignment	...	05%
Exercises	...	10%
Business Plan	...	20%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Barringer, R. Bruce (2014). *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; New Delhi: Pearson Education

Reference Books

1. Chandra, Prasanna (2017). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education
2. Kleiner, Eugene and Abrams, Rhonda (2014). *The Successful Business Plan: Secrets & Strategies*, 6/e; New Delhi: PHI Learning

Course Title: **ENTREPRENEURIAL FINANCE**
Course Code: MB20ENF
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the role of finance in entrepreneurship (K2)
CO2: Analyse financial statements using various approaches (K4)
CO3: Utilize different methods of valuation for various types of organizations (K3)
CO4: Compare various sources of capital for growing ventures (K4)
CO5: Assess various models of intrapreneurship for high growth and sustainability (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	-	-	-	-	2	-	2	-	2
CO2	3	3	-	3	-	-	-	-	-	3	-	-
CO3	3	3	-	3	-	-	-	2	-	-	-	2
CO4	3	-	-	-	2	-	-	2	2	2	-	-
CO5	3	-	-	3	3	3	-	2	2	2	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (8 Hours)

Introduction to Entrepreneurial Finance

Introduction to Finance for Entrepreneurs - The Entrepreneurial Spectrum -
Entrepreneurial Finance - Role of Entrepreneurial Finance

Part 2 (10 Hours)

Financial Statements

Financial Statement Analysis - Income Statement - Balance Sheet - Proactive Analysis -
Income Statement Analysis - Ratio Analysis - Breakeven Analysis

Part 3 (10 Hours)

Cash Flow Management and Business Valuation

Cash Flow Forecasts - Cash Flow Management - Accounts Receivable - Accounts
Payable - Valuation Methods - Valuing Technology and Internet Companies

Part 4 (12 Hours)

Structuring Financing for the Growing Venture

Raising Capital - Value Added Investors - Sources of Capital - Debt Financing - Types -
Sources - Equity Financing - Financing for Minorities and Women - Crowdfunding -
Financially Troubled Ventures and financial Distress

Part 5 (5 Hours)

Intrapreneurship

Intrapreneurship - Spectrum - Intrapreneurship Models - Traits of the High-Growth
Intrapreneur - Operating Procedures

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	...	10%
Exercises	...	10%
Assignment	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Steven Rogers (2014). *Entrepreneurial Finance: Finance and Business Strategies for
the Serious Entrepreneur*, 3/e; New Delhi: McGraw Hill Education

Reference Books

1. Jeffrey R. Cornwall, David O. Vang, Jean M. Hartman (2015). *Entrepreneurial
Financial Management: An Applied Approach*, 3/e; Chennai: Yes Dee
 2. J. Chris Leach, Ronald W. Melicher (2016). *Entrepreneurial Finance*, 5/e; New
Delhi: Cengage Learning
-

Course Title: **ENTREPRENEURSHIP**
 Course Code: MB20EPS
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Demonstrate the need for entrepreneurial mindset in pursuing the path of entrepreneurship (K2)
 CO2: Develop ideas for spotting and utilizing the opportunities existing in the environment (K6)
 CO3: Develop a structured business plan to bridge ideas and action (K6)
 CO4: Examine various sources of funds available for entrepreneurs (K4)
 CO5: Evaluate various strategies for launching, growing and ending ventures (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	2	3	-	3	-	2	-	3
CO2	3	2	-	3	2	2	3	3	-	3	-	2
CO3	3	3	2	3	3	3	3	3	2	3	2	3
CO4	3	2	-	2	2	-	2	2	-	2	-	-
CO5	3	2	2	3	2	-	-	3	-	3	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

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)

From Idea to Opportunity

Creativity and the Business Idea - Opportunity Recognition - Protecting the Idea - Legal Issues for the Entrepreneur

Part 3 (8 hours)

From Opportunity to the Business Plan

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

Part 4 (9 hours)

From the Business Plan to Funding the Venture

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

Part 5 (9 hours)

From 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, Exercises, Seminar, Business Plan

Evaluation and Grading

Case Discussion	...	10%
Exercises	...	10%
Business Plan	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2019). *Entrepreneurship*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Barringer R. Bruce. Ireland, R. Duane (2020). *Entrepreneurship: Successfully Launching New Ventures*, 6/e; New Delhi: Pearson Education
2. Kuratko, F. Donald, Rao, T. V, (2015). *Entrepreneurship*, 1/e; New Delhi: Cengage Learning
3. Holt, H. David (2016). *Entrepreneurship*, 1/e; New Delhi: Pearson Education

Course Title: **FAMILY BUSINESS MANAGEMENT**
Course Code: **MB20FBM**
Type/Credits: **ELECTIVE / 3**

Course Outcomes

- CO1: Explain the need for governance and professionalism in family enterprises (K2)
CO2: Examine the evolution of family businesses (K4)
CO3: Illustrate structure of family business models (K2)
CO4: Analyse strategies for family business management (K4)
CO5: Assess family business valuation approaches (K5)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	-	-	-	2	-	3	-	3
CO2	3	2	2	-	2	-	-	2	-	2	-	2
CO3	3	3	3	3	3	-	3	3	2	-	-	2
CO4	3	3	2	3	2	-	-	2	-	2	-	2
CO5	3	3	1	2	2	-	-	2	-	-	-	2

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Fundamentals of a Family Business

Nature, Importance and Uniqueness of Family Business - The Family Dynamics Challenge - The Ownership Challenge - The Governance and Professionalism Challenge

Part 2 (9 hours)

Diagnosing the Family Business

Creating Conditions for the Continued Spirit of Enterprise - The 12S Model of Family Business - Succession - Development and Selection of the Next Generation - Transfer of Power

Part 3 (9 hours)

The Future of Family Business

Change, Adaptation and Innovation - Three States of Evolution - Family Business Governance - Boards of Directors - Family Councils - Family Offices - Family Meetings

Part 4 (9 hours)

Strategic Planning in Family Business

Creating Value with Unique Business Models - Strategic Regeneration - Transgenerational Entrepreneurial Ventures - Estate Planning - The Owners Plan

Part 5 (9 hours)

Management of Family Businesses

Financial and Wealth Management in the Family Business - Business Valuation - Key Nonfamily Management - Commitment to Managing the Family Business Professionally - Extending the Family Business Culture to Nonfamily Managers

Pedagogy

Lecture, Case Discussion, Seminar, Field Study

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Assignment	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Poza J., Ernesto, Daugherty S., Mary (2015). *Family Business*, 4/e; New Delhi: Cengage Learning

Reference Books

1. Zellweger Thomas (2017). *Managing the Family Business: Theory and Practice*, 1/e; UK: Edward Elgar Publishing
2. Leach Peter, Dixit Tatwamasi (2015). *Indian Family Business Mantras*, 1/e; New Delhi: Rupa Publications
3. Leach Peter (2007). *Family Businesses: The Essentials*, 1/e; London: Profile Books Ltd

Course Title: **NEW VENTURE CREATION**
Course Code: MB20NVC
Type/Credits: ELECTIVE / 3

Course Outcomes

CO1: Demonstrate knowledge to identify potential business opportunities for new ventures (K2)

CO2: Analyze product and service concepts for new ventures (K4)

CO3: Explain the importance of marketing in new venture development (K2)

CO4: Formulate strategies for exploiting business opportunities towards new venture creation and development (K6)

CO5: Propose startup ideas based on comprehensive opportunity assessment (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	-	-	-	3	-	-	-	3

CO2	3	2	2	3	2	-	-	3	-	-	-	2
CO3	3	2	2	2	2	-	-	3	-	-	-	2
CO4	3	2	2	3	3	2	3	3	2	3	2	2
CO5	3	2	2	3	3	2	3	3	2	3	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (9 hours)

Entrepreneurship and Free Enterprise

Entrepreneurship and New Venture Opportunities - Entrepreneurship and Innovation
Small Business and Corporate Entrepreneurship - Contrasting Enterprises - A Model for
New Ventures - Entrepreneurship in Emerging Markets

Part 2 (9 hours)

Product and Service Concepts for New Ventures

The Product Concept and Commercial Opportunities - Product Protection- Patents -
Trademarks - Copyrights - Services - Developing an Effective Business Model - 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

Pedagogy

Lecture, Case Discussion, Exercises, Field Study, Seminar

Evaluation and Grading

Case Discussion ... 10%

Assignment	...	10%
Field Study	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Holt H., David (2018). *Entrepreneurship: New Venture Creation*, New Delhi: Pearson Education

Reference Books

1. Barringer R., Bruce, Ireland R., Duane (2020). *Entrepreneurship: Successfully Launching New Ventures*, 6/e; New Delhi: Pearson Education
2. Fisher, Steven, Duane, Ja-Nae (2016). *Startup Equation - A Visual Guidebook for Building your Startup*, New Delhi: McGraw Hill Education
3. Kumar Arya (2017). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*, New Delhi: Pearson Education

Course Title: **SMALL BUSINESS MANAGEMENT**
 Course Code: MB20SBM
 Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Explain the basics of small business management (K2)
 CO2: Evaluate small businesses in various sectors (K5)
 CO3: Demonstrate knowledge in marketing of small business (K2)
 CO4: Formulate a plan for small business entry (K6)
 CO5: Explain the significance of family business in India (K2)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	-	-	-	-	3	-	-	-	3
CO2	3	2	3	2	2	-	3	3	-	-	-	2
CO3	3	2	3	2	2	-	-	3	-	-	-	2
CO4	3	2	3	3	3	-	3	3	2	2	2	3
CO5	3	1	2	-	-	-	-	3	-	-	-	1

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Part 1 (9 hours)

Entrepreneurs and Ideas:

The Basis of Small Business - Small Business Myths - Small Business Entrepreneurs - Small Business Ideas

Part 2 (9 hours)

Small Business Paths and Plans

Small Business Entry - Paths 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 Pricing, Distribution and Location

Part 4 (9 hours)

Management in the Small Business

Small Business Accounting - Cash and Asset Management - Small Business Finance - Small Business Protection - Human Resource Management

Part 5 (9 hours)

Family Business

Importance of the Family Business - Contributions of Family Business in India - Types of Family Business - Responsibilities and Rights of the Family Shareholders - Succession in Family Business - Pitfalls of a Family Business - Improving the Performance of the Family Business

Pedagogy

Lecture, Field Study, Case Discussion, Business Plan

Evaluation and Grading

Assignment	...	05%
Field Study	...	10%
Case Discussion	...	10%
Business Plan	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Katz, Jerome and Richard, Green (2018). *Entrepreneurial Small Business*, 5/e; New York: McGraw Hill Education

Reference Books

1. Charantimath M. Poornima (2019). *Entrepreneurship Development and Small Business Enterprises*, 3/e; New Delhi: Pearson Education
 2. Scarborough, M. Norman, Cornwall, and R. Jeffrey (2018). *Essentials of Entrepreneurship and Small Business Management*, 8/e; New Delhi: Pearson Education
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Course Title: **SOCIAL ENTREPRENEURSHIP**
Course Code: MB20SEN
Type/Credits: ELECTIVE / 3

Course Outcomes

- CO1: Compare social and commercial entrepreneurship (K4)
CO2: Examine how to create value through social enterprise models (K4)
CO3: Analyse how to manage social ventures across the non-profit to for-profit spectrum (K4)
CO4: Design a social business plan that can create a sustainable change in the society (K6)

PO-CO Mapping

COS	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	-	-	-	2	-	2	2	3
CO2	3	2	3	3	2	-	-	3	-	3	3	2
CO3	3	2	3	3	2	-	3	2	-	3	3	2
CO4	3	3	2	3	3	2	3	3	2	3	3	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation, - No Correlation

Course Coverage

Part 1 (12 hours)

Social Entrepreneurship

Social Entrepreneurship Definition - The Pioneers - Functions of Social Entrepreneurs - Difference between Social and Business Entrepreneurship - Qualities of Successful Social Entrepreneurs - Theories and Models of Social Entrepreneurship

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)

Management of 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 - Barriers of Social Change - Financial Constraints - Attracting Talented Workers

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, Case Discussion, Field Study, Social Venture Plan

Evaluation and Grading

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

Reference Books

1. Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge
2. Bornstein, David, Davis, Susan (2018). *Social Entrepreneurship: What Everyone Needs to Know*, New Delhi: Oxford University Press
3. Bornstein, David (2018). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, New Delhi: Oxford University Press
4. Keohane, Georgia Levenson (2013). *Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors*, New York: McGraw Hill Education
5. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). *Entrepreneurship in the Social Sector (ESS)*, New Delhi: SAGE Publications