



PSGR Krishnammal College for Women



DEPARTMENT OF MANAGEMENT

CHOICE BASED CREDIT SYSTEM & OUTCOME BASED EDUCATION SYLLABUS

MASTER OF BUSINESS ADMINISTRATION 2021 - 2023 Batch



July 2021

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**MASTER OF BUSINESS ADMINISTRATION (MBA) 2021-2023
(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.
3. Students may choose to do upto a maximum of 100 credits equivalent of courses.
4. The programme includes Bridge Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

The graduates from the MBA programme at GRGSMS are expected:

1. to contribute to human development through application of critical and analytical thinking, creativity and innovation, problem solving and decision making, and communication and interpersonal skills
2. to assume leadership roles in business and society
3. to be able to resolve business and social problems with concern for the environment
4. to be responsible members of the organisations they choose to serve, including their own, with adequate/appropriate knowledge, skills, aptitude and commitment
5. to be lifelong learners with curiosity and quest for knowledge
6. to be global citizens and demonstrate human values and ethical standards of behaviour
7. to be able to lead fulfilling lives with personal humility and professional will

Programme Educational Objectives

- PEO1: To enable students to acquire knowledge in foundational, functional, and interdisciplinary areas of management
- PEO2: To impart critical and analytical thinking, decision making, communication, interpersonal, entrepreneurial and leadership skills to students
- PEO3: 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 of management to solve ethically business, environment, and societal problems for sustainable development
- PO2: Develop Global Outlook and Cross-Cultural Understanding in business
- PO3: Evaluate and determine solutions to business problems using Critical Thinking and Problem-Solving Skills

PO4: Utilize Leadership, Interpersonal, Team Working and Communication skills in chosen profession to accomplish shared objectives

PO5: Analyse business opportunities and discover entrepreneurial spirit

PO6: Utilize ICT to design strategies for business growth and development

PO7: Develop lifelong learning to acquire new knowledge and skills

PEO and PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
PEO1	3	3	3	3	3	3	3
PEO2	3	3	3	3	3	2	3
PEO3	3	3	3	3	3	3	3
PEO4	3	3	3	3	3	3	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
- 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 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, Problem Solving, Decision Making, Team Work, Interpersonal and Communication skills
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives through experiential learning in Leadership Skills 1, 2 and 3

TYPES OF COURSES

1. The 'Bridge' Course is intended to prepare the students for the MBA programme
2. The 'Core' Courses are intended to be those that provide basic and fundamental knowledge on subjects such as economics, accounting, data analysis, technology for business, and organisational behaviour and the functions of management such as human resources management, financial management, operations management, and marketing management
3. 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.

4. The 'Skill' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers
5. The 'Management-in-Practice' (MIP) programme is intended to be a semester-long work carried out by the students during the second year of the MBA Programme. Students are expected to apply their knowledge and skills to specific management problems/ issues
6. The 'Study Abroad Programme' (SAB) is intended to provide global exposure and cross cultural appreciation
7. The course 'Business Review' (BSR) 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 five (5) elective courses and one multidisciplinary course.

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, SWAYAM or other platforms to a maximum of 36 credits during the two year duration of the MBA Programme, subject to a maximum of three 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 six topics (Three in Year 1 and Three 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
Time Management	Core Competence
Communication and Presentation	Collaboration and Consciousness
Adaptability to Change	Globalization, Boundaryless Thinking and 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 GRG SMS.
2. Assessment/evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for 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 quiz. The faculty concerned may decide appropriate mixture of components for their courses, provided that the quiz component of CIA shall carry 20% weightage. The remaining weightage (40%) of the CIA shall comprise four other components.
4. For the courses that do not have End Semester Examination, the concerned faculty shall decide four or five assessment components for CIA.
5. Two quizzes shall be conducted for 50 minutes and 70 minutes duration respectively through online mode comprising objective questions. Quiz 1 shall comprise of 40 questions of which 28 questions will be of K1 and K2 levels of Blooms Taxonomy and 12 questions of K3 and K4 levels. Quiz 2 shall comprise

- of 60 questions of which 42 questions shall be of K1 and K2 levels of Blooms Taxonomy and 18 questions of K3 and K4 levels. The average of the two quizzes shall be pro-rated to 20%.
6. There will not be any ESE for the following, and 100% of marks will be through CIA:
 - Bridge Course (MB21BRC)
 - Critical Thinking and Problem Solving (MB21CPS)
 - Data Analysis for Decision Making - 1 (MB21DD1)
 - Leadership Skills - 1 (MB21LS1)
 - Leadership Skills - 2 (MB21LS2)
 - Business Research Methods (MB21BRM)
 - Government and Public Administration (MB21GPA)
 - Social Responsibility of Business (MB21SRB)
 - Elective - 01 Multidisciplinary (MB21MDE)
 - Leadership Skills - 3 (MB21LS3)
 - Data Analysis for Decision Making - 2 (MB21DD2)
 - Legal Aspects of Business (MB21LAB)
 - Business Review (MB21BSR)
 - Management in Practice (MB21MIP)
 7. 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.
 8. Leadership Skills - 2 and Leadership Skills - 3 will be non-credit courses and be evaluated and graded as 'Completed/Not Completed'. Students securing 'Not Completed' 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 Leadership Skills - 3 by submitting requisition with relevant documents. The Director is entitled to approve or reject the same.
 9. 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.
 10. 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

The End Semester Examinations shall be of three hours duration. The maximum marks in ESE shall be 100 to be pro-rated to 40%. The End Semester Examination question papers shall comprise two sections.

- Section A shall comprise five questions with internal choice, each question set from the same unit (each question carrying eight marks) and will be of K1 and K2 levels of Blooms Taxonomy.
- Section B shall comprise five questions with internal choice, each question set from the same unit (each question carrying 12 marks) and will be of K3 and K4 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.

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

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

GRG School of Management Studies**PSGR Krishnammal College for Women, Coimbatore****MBA (2021-23) Curriculum****[Choice Based Credit System]**

Code	Title	Type	Mode	Credits
SEMESTER 1				
MB21BRC	Bridge Course	Bridge	CIA	3
MB21CPS	Critical Thinking and Problem Solving	Core	CIA	3
MB21DD1	Data Analysis for Decision Making - 1	Core	CIA	3
MB21ECM	Economics for Management	Core	ESE	3
MB21IT1	Information Technology for Management - 1	Core	ESE	3
MB21AFM	Accounting for Management	Core	ESE	3
MB21OBH	Organisational Behaviour	Core	ESE	3
MB21POM	Principles of Management	Core	ESE	3
MB21LS1	Leadership Skills - 1	Skill	CIA	3
MB21LS2*	Leadership Skills - 2	Practice		
	Total			27
SEMESTER 2				
MB21BRM	Business Research Methods	Core	CIA	3
MB21FMT	Financial Management	Core	ESE	3
MB21GPA	Government and Public Administration	Core	CIA	3
MB21HRM	Human Resource Management	Core	ESE	3
MB21IT2	Information Technology for Management - 2	Core	ESE	3
MB21MMT	Marketing Management	Core	ESE	3
MB21SRB	Social Responsibility of Business	Core	CIA	3
MB21MDE	Multidisciplinary Elective	Elective	CIA	3
MB21LS3*	Leadership Skills - 3	Practice		
	Total			24
SEMESTER 3				
MB21DD2	Data Analysis for Decision Making - 2	Core	CIA	3
MB21IBM	International Business and Management	Core	ESE	3
MB21LAB	Legal Aspects of Business	Core	CIA	3
MB21VEG	Values, Ethics and Governance	Core	ESE	3
	Elective - 01	Elective	ESE	3
	Elective - 02	Elective	ESE	3
	Elective - 03	Elective	ESE	3
MB21BSR	Business Review		CIA	3
	Total			24
SEMESTER 4				
MB21SMT	Strategic Management	Core	ESE	3
	Elective - 04	Elective	ESE	3
	Elective - 05	Elective	ESE	3
MB21MIP	Management in Practice		CIA	6
	Total			15
	TOTAL CREDITS			90

* will be non-credit courses

LIST OF ELECTIVE COURSES*Each elective course will carry 3 credits*

No.	Code	Title
		ENTREPRENEURSHIP
1	MB21BPD	Business Plan Development
2	MB21ENF	Entrepreneurial Finance
3	MB21EEP	Essentials of Entrepreneurship
4	MB21FBM	Family Business Management
5	MB21SBM	Small Business Management
6	MB21SEN	Social Entrepreneurship
		FINANCE
1	MB21BAI	Banking and Insurance
2	MB21IFM	International Financial Management
3	MB21FNA	Financial Analytics
4	MB21FNM	Financial Markets
5	MB21FNS	Financial Services
6	MB21SAP	Security Analysis and Portfolio Management
		GENERAL MANAGEMENT
1	MB21DSM	Disaster Management
2	MB21OSC	Essentials of Operations and Supply Chain Management
3	MB21LDW	Leadership for Women
4	MB21PRM	Project Management
5	MB21TQM	Total Quality Management
		HUMAN RESOURCES MANAGEMENT
1	MB21CMP	Compensation
2	MB21HRA	HR Analytics
3	MB21IHR	International HRM
4	MB21LAD	Learning and Development
5	MB21PMS	Performance Management System
6	MB21TAD	Talent Acquisition and Deployment
		MARKETING
1	MB21BMT	Brand Management
2	MB21CBR	Consumer Behavior
3	MB21DMK	Digital Marketing
4	MB21IMC	Integrated Marketing Communication
5	MB21MKA	Marketing Analytics
6	MB21SVM	Services Marketing

SYLLABUS AND COURSE OUTLINE

SEMESTER I - COURSES

Code	Title	Type	Credits
MB21BRC	Bridge Course	Bridge	3
MB21CPS	Critical Thinking and Problem Solving	Core	3
MB21DD1	Data Analysis for Decision Making - 1	Core	3
MB21ECM	Economics for Management	Core	3
MB21IT1	Information Technology for Management - 1	Core	3
MB21AFM	Accounting for Management	Core	3
MB21OBH	Organisational Behaviour	Core	3
MB21POM	Principles of Management	Core	3
MB21LS1	Leadership Skills - 1	Skill	3
MB21LS2*	Leadership Skills - 2	Practice	
	Total		27

* will be non-credit courses

Course Title: BRIDGE COURSE
Course Code: MB21BRC

Course Outcomes

- CO1: Recall the knowledge of basic mathematics and demonstrate an understanding of statistical concepts like measures of central tendencies, dispersion and association (K2)
 CO2: Relate the gained basic knowledge of managerial accounting and financial statements in understanding the business performance (K2)
 CO3: Utilize the word processing, presentation and spreadsheet applications for documentation, creating effective presentations and basic analysis of data (K3)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	1	-	-	-	-
CO2	2	-	1	-	-	-	-
CO3	2	-	-	-	-	1	-

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

Course Coverage

Part 1 (15 hours)

Mathematics & Statistics

Numbers - Order of Operations, Average, Ratio, Number Patterns, Solving Linear Equations, 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, Measures of Association - Correlation and Simple Regression

Part 2 (15 hours)

Introduction to Accounting

Introduction to Managerial Accounting: Accounting information system - Comparison of financial and managerial accounting. Understanding Financial Statements: Contents of financial statements, Balance sheet, profit and loss account - Sources of regulations - Accounting concepts - Accounting process

Part 3 (15 hours)

Computer skills for Managers

Text Editor - Navigation, Creating reports, Basic functions, Tables & Charts, Section Breaks, using styles, Headers and Footers, Formatting, Presentation tool - Preparing, Formatting, Animating, Sorting the slides, Layouts, Slide design, Guidelines for good presentation, Spreadsheet - Navigation, referring a cell, formatting, page setup, simple functions - arithmetic and Logical

Pedagogy

Recorded Videos - Asynchronous Mode

Evaluation and Grading

Exercises	-	40%
Assignments	-	40%
Quiz	-	20%

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

Course Title: CRITICAL THINKING AND PROBLEM SOLVING
Course Code: MB21CPS

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)
 CO3: Apply the techniques of creativity in decision making and problem solving under various scenarios (K3)
 CO4: Develop a design thinking mindset and approach to engage in innovation and creative problem solving (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	-	3
CO2	3	-	3	-	-	-	3
CO3	3	-	3	-	-	-	3
CO4	3	-	3	-	-	-	3

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

Course Coverage

Part 1 (15 hours)

Critical Thinking and Reasoning

Critical Thinking Process - Characteristics of Critical Thinker - Critical Thinking Styles; Informal Logic - Understanding Arguments, Premises and Conclusions - Informal Fallacies - Encountering Fallacies; Formal Logic - Categorical Propositions - Categorical Syllogisms - Propositional Logic - Predicate Logic; Inductive and Deductive Reasoning -

Analogy, Legal and Moral Reasoning - Probability - Statistical Reasoning - Hypothetical/Scientific Reasoning - Solving Problems

Part 2 (15 hours)

Creative Problem Solving

Principles of Creativity - Creativity Process - Acquiring a Creative Persona - Thinking Styles - Challenging Assumptions - Techniques of Creative Problem Solving

Part 3 (15 hours)

Design Thinking

Design Thinking Process - Frameworks, Approaches and Resources - Design Thinking Techniques - Innovation - Types and Patterns of Innovation

Pedagogy

Lecture, Journaling, Exercises

Evaluation and Grading

Exercises	-	40%
Case Action Plan	-	20%
Presentation	-	20%
Quiz	-	20%

Reference Books

1. Patrick J. Hurley, Lori Watson (2018). *A Concise Introduction to Logic*, 13/e: Cengage Learning
2. Inch S. Edward, Tudor H. Kristen (2015). *Critical Thinking and Communication*, 7/e, Pearson Education
3. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, Harper Perennial Publishers
4. Khandwalla, N. Pradip (2009). *Lifelong Creativity - An Unending Quest*, New Delhi: McGraw Hill Education
5. Brown, Tim (2019). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins Publishers

Course Title: DATA ANALYSIS FOR DECISION MAKING - 1
Course Code: MB21DD1

Course Outcomes

- CO1: Explain the decision making process and techniques (K2)
 CO2: Develop LPP models and solve using software (K3)
 CO3: Solve network flow problems (transportation and assignment) using software (K3)
 CO4: Plan, schedule and control projects using PERT and CPM (K3)
 CO5: Demonstrate the ability to do decision analysis with and without probabilities (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	2	-	-	-	-
CO2	3	-	2	-	-	2	-
CO3	3	-	2	-	-	2	-
CO4	3	-	2	-	-	2	-
CO5	3	-	2	-	-	-	-

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

Course CoveragePart 1 (8 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 of Cost, Revenue and Profit

Part 2 (12 hours)*Linear Programming Problems*

Introduction to Linear Programming - LPP formulation - Graphical Solution Procedure - Solving LPP using Software, LPP applications in Marketing, Finance and Operations Management

Part 3 (9 hours)*Distribution Models*

Supply Chain Models - Transportation problem - Assignment Problem - Solving Distribution models using software

Part 4 (7 hours)*Project Scheduling*

PERT/CPM - Project Scheduling with Known Activity Times - Project Scheduling with Uncertain Activity Times - Solving using Software

Part 5 (9 hours)*Decision Analysis*

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

Pedagogy

Lecture, Peer Learning, Numerical Exercise, Exercise in Software

Evaluation and Grading

Numerical Exercises - 30%

Exercise in Software	-	30%
Case Problems	-	10%
Assignment	-	10%
Quiz	-	20%

Text Book

Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas (2019), *An Introduction to Management Science: Quantitative approaches to Decision Making*, 14/e; New Delhi: Cengage Learning

Reference Books

1. Albright, S. Christian and Winston, L. Wayne (2017). *Business Analytics & Decision Making*, 6/e; New Delhi: Cengage Learning
2. Hillier S Frederick, Lieberman J Gerald (2020), *Introduction to Operations Research*, 10/e, New Delhi: McGraw Hill Education

Course Title: ECONOMICS FOR MANAGEMENT
Course Code: MB21ECM

Course Outcome

CO1: Define the scope of managerial economics (K1)
 CO2: Summarize the economic theories (K2)
 CO3: Identify the association between cost, production and business decisions (K3)
 CO4: Categorize firms under various market structures (K4)
 CO5: Explain the economic environment of a country (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	-	-	-	-
CO2	2	-	-	-	-	-	1
CO3	3	-	-	-	-	-	1
CO4	2	-	-	-	-	-	1
CO5	3	3	-	-	-	-	2

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

Course Coverage

Part 1 (4 hours)

Introduction to Managerial Economics

Managerial Economics - Nature and Scope; Theory of firm.

Part 2 (8 hours)***Consumer Behaviour, Demand and Supply***

Consumer preferences and choices; Demand and supply analysis: Elasticities of demand and supply; Demand forecasting

Part 3 (8 hours)***Cost and Production***

Cost and revenue - Long and short run costs - Break even analysis; Production function - Types of inputs - Optimum input combination

Part 4 (10 hours)***Price and Output Decisions in Various Market Structures***

Perfect Competition: Monopoly and monopsony; Monopolistic Competition; Oligopoly; Game theory; Product Pricing; Input pricing

Part 5 (15 hours)***Macroeconomics for Management***

Macroeconomic phenomena - National income - Money supply, Inflation and Unemployment - 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

Exercise	-	10%
Case Discussion	-	10%
Assignment	-	10%
Presentation	-	10%
Quiz	-	20%
End Semester Examination	-	40%

Text Book

Geetika; Ghosh, Piyali and Choudhury, Roy, Purba (2018). *Managerial Economics*, 3/e; New Delhi: McGraw Hill Education

Reference Books

1. Ahuja, H.L. (2017). *Managerial Economics: Analysis of Managerial Decision Making*, 9/e; New Delhi: S. Chand & Company Limited
2. Keat, Paul; Young, Philip; Erfle, Stephen and Banerjee, Sreejala (2017). *Managerial Economics: Economic Tools for Today's Decision Makers*, 7/e; New Delhi: Pearson India Education

Course Title: INFORMATION TECHNOLOGY FOR MANAGEMENT - 1
Course Code: MB21IT1

Course Outcomes

- CO1: Explain the role of information systems in today's business environment (K2)
 CO2: Illustrate the importance of managing information technology to achieve bottom line business results (K2)
 CO3: Analyze the role of Enterprise systems in achieving operational excellence and enhancing decision making (K4)
 CO4: Choose the right system development methodology for building information systems (K3)
 CO5: Infer the challenges posed by global information systems and management solutions for these challenges (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	2	1
CO2	3	-	-	-	-	3	1
CO3	3	-	-	-	-	3	1
CO4	3	-	-	-	-	3	1
CO5	3	2	-	-	-	2	1

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

Course Coverage

Part 1 (8 hours)

Introduction to Information Systems

Information Systems in Business - The Components of Information Systems - Organizations and Strategy - Ethical and Social Issues in Information Systems

Part 2 (12 hours)

Information Technology Infrastructure

Information technology Infrastructure - Foundations of Business Intelligence - Database and Information Management - Telecommunications - Internet and Wireless Technologies - Securing the Information Systems - Data and Information Security Threats and Management tools

Part 3 (12 hours)

Key system applications for Digital Ages

Enterprise Applications - ERP, SCM, CRM - E-Commerce - Digital Markets - Digital Goods - Managing Knowledge and Artificial Intelligence - Enhancing Decision Making

Part 4 (8 hours)

Building and Managing Information Systems

Building Information Systems - Principal Methodologies for Modeling and designing systems - New approaches to system building - Managing Information System Projects

Part 5 (5 hours)***Managing Global Systems*****Managing Global Information Systems - Challenges and Solutions****Pedagogy**

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Presentation	-	10%
Assignment	-	10%
Exercise	-	10%
Case Discussion	-	10%
Quiz	-	20%
End Semester Examination	-	40%

Text Book

Laudon, Kenneth C., Laudon(2020). *Management Information System*, 16/e; New Delhi: Pearson Education

Reference Books

1. O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information Systems*, 11/e; New Delhi: McGraw Hill Education
2. Behl Ramesh (2020), *Information Technology for Management*, 3/e, New Delhi: McGraw Hill Education

Course Title: ACCOUNTING FOR MANAGEMENT
Course Code: MB21AFM

Course Outcomes

CO1: Interpret the financial performance of the company (K2)
 CO2: Apply appropriate costing concepts to business operation (K3)
 CO3: Apply cost volume profit analysis for business decisions (K3)
 CO4: Estimate budgets to facilitate the business operation (K5)
 CO5: Analyze the business performance (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	2	-	-	-	1
CO2	3	-	2	-	-	-	1

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

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

Course Coverage

Part 1 (11 hours)

Financial Statement Analysis

Financial Statement Analysis - Meaning, Purpose, Limitation, Horizontal, Vertical Analysis, Ratio Analysis - Liquidity, Solvency and Profitability Analysis. The statement of cash flows

Part 2 (9 hours)

Product Costing & Cost Behavior

Product cost - Product cost in a manufacturing company, merchandising companies and the cost of products, service companies and cost of services, product cost and period cost behavior - Fixed, variable and mixed costs, Impact of income tax on costs and decision making, Comparison of absorption costing and variable costing, Impact of absorption and variable costing on the income statement - variable costing and decision making

Part 3 (8 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 (8 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)

Performance Evaluation

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 - Measures of performance - Return on investment, Residual income, Economic value added

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

Pedagogy

Lecture, Exercise, Case Discussion, Peer learning

Evaluation and Grading

Case Problems	-	10%
Exercises	-	20%
Assignment	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Sawyers, 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. Garrison, H. Ray, Noreen, Eric W. Brewer, Peter C. (2020). *Managerial Accounting*, 17/e; New York: McGraw Hill Education
2. Khan, M.Y., and P.K. Jain (2019). *Management Accounting: Text, Problems and Cases*, 7/e; New Delhi: McGraw Hill Education

Course Title: ORGANISATIONAL BEHAVIOUR
Course Code: MB210BH

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	-	-	-	-
CO2	3	2	-	2	-	-	-
CO3	3	-	-	2	-	-	-
CO4	3	3	2	2	-	-	-
CO5	3	-	-	-	-	-	-

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

Course Coverage

Part 1 (12 hours)

Introduction to Organizational Behaviour

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 - Perception - Emotions and Emotional intelligence - Personality - Motivation concepts

Part 3 (11 hours)***The Group***

Foundations of group behaviour - Basic approaches to Leadership - Organizational politics - Conflict management

Part 4 (10 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%
Quiz	-	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: PRINCIPLES OF MANAGEMENT
Course Code: MB21POM

Course Outcomes

CO1: Explain the evolution of management thought (K2)

CO2: Analyse appropriate policies and strategies for decision making (K4)

CO3: Demonstrate understanding of managerial functions (K2)

CO4: Explain various approaches to leadership (K2)

CO5: Explain control techniques (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	2	2	-	-	-
CO3	3	-	-	2	-	-	-
CO4	3	-	-	2	-	-	-
CO5	3	-	-	-	-	-	-

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

Course Coverage

Part 1 (9 hours)

Introduction to Management

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

Part 2 (10 hours)

Planning

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

Part 3 (10 hours)

Organizing

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

Part 4 (10 hours)

Leading

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

Part 5 (6 hours)

Controlling

The System and Process of Controlling - Control Techniques and Information Technology

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Case Discussion	-	10%
Exercises	-	10%
Assignment	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Koontz, Harold and Weihrich, Heinz (2020). *Essentials of Management: An International, Innovation and Leadership Perspective*, 11/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: LEADERSHIP SKILLS 1
Course Code: MB21LS1

Course Outcomes

- CO1:Examine the physiology and chemistry of emotions, and models and measures of emotional intelligence (K4)
 CO2:Discuss emotional intelligence in the organisational context (K6)
 CO3:Apply the techniques of self-disclosure (K3)
 CO4:Develop interpersonal skills (K6)
 CO5:Examine different types of communication styles (K4)
 CO6:Design and develop effective presentations (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	-	-	3
CO2	-	-	-	3	-	-	3
CO3	-	-	-	3	-	-	3

CO4	-	-	-	3	-	-	3
CO5	-	-	-	3	-	-	3
CO6	-	-	2	3	-	-	3

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

Course Coverage

Part 1 (15 hours)

Introduction, Emotions and Intelligence

Multiple Intelligences and their manifestations - the physiology and chemistry of emotions - What is emotional Intelligence, Models and Measures of Emotional Intelligence - Personality and emotional Intelligence - Components and competencies of emotional intelligence - Developing emotional intelligence competencies - Emotional intelligence in the organisational context

Part 2 (15 hours)

Interpersonal Skills

Increasing self-awareness through self-disclosure - Identifying personality types - Discovering the self - Perception - Managing effective interpersonal skills - Understanding and working with diverse others

Part 3 (15 hours)

Communication Skills

Different Communication Styles - Persuasion and Influence - Designing and Delivering Effective Presentations

Pedagogy

Lecture and Discussion, Case Discussion, Class activities and Presentations

Evaluation and Grading

Assignment	-	20%
Class Participation	-	20%
Case Discussion	-	20%
Online Course	-	20%
Presentation	-	20%

Reference Books

1. Peter A., John (2019). *Self-Development and Professional Excellence*, 1 /e; Delhi: Cengage Learning India Pvt Ltd
2. Ekkirala, Vikramaditya and Singh (Dabholkar), Smitha (2021). *Emotional Intelligence: Theory and Practice*, 1/e; Delhi: Cengage Learning India Pvt Ltd
3. Rentz, Kathryn, Lentz, Paula, Das, Anupam (2020). *Business Communication: A Problem Solving Approach*, 1/e; Chennai : McGraw Hill Education (India) Private Limited

Course Title: LEADERSHIP SKILLS 2
Course Code: MB21LS2

Course Outcomes

CO1: Demonstrate assertive communication skills (K2)

CO2: Function effectively in teams (K4)

CO3: Develop competencies for career growth (K3)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	3	-	-	3
CO2	-	-	-	3	-	-	3
CO3	-	-	2	3	-	-	3

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

Overview

Leadership Skills 2 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 indoor activities. These activities facilitates the students in enhancing their individuality and building upon their skills. The course also provides an arena for the students to explore and make choice of their career alternatives, build upon the required competencies and enables them to make appropriate career choices. Leadership Skills 2 will be offered by an external agency and will also be facilitated by a faculty. The agency provides scoring and comments regarding the performance of the students. The methodology 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. The agency provides feedback regarding the performance of students in quantitative format on the following dimensions; critical thinking, problem solving, decision making, communication, teamwork, and learning skills. This course helps students to appreciate the need for lifelong learning.

SYLLABUS AND COURSE OUTLINE

SEMESTER II - COURSES

Code	Title	Type	Credits
MB21BRM	Business Research Methods	Core	3
MB21FMT	Financial Management	Core	3
MB21GPA	Government and Public Administration	Core	3
MB21HRM	Human Resource Management	Core	3
MB21IT2	Information Technology for Management - 2	Core	3
MB21MMT	Marketing Management	Core	3
MB21SRB	Social Responsibility of Business	Core	3
MB21MDE	Multidisciplinary Elective	Elective	3
MB21LS3*	Leadership Skills - 3	Practice	
	Total		24

* will be non-credit courses

Course Title: BUSINESS RESEARCH METHODS
Course Code: MB21BRM

Course Outcomes

- CO1: Demonstrate knowledge in different types of research methods and techniques (K2)
 CO2: Prepare a research design to address a problem (K5)
 CO3: Design a research questionnaire to collect data to address a problem (K6)
 CO4: Analyse the data using appropriate tools and techniques (K4)
 CO5: Prepare structured reports that aid in appropriate decision making (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	2	-	-	-	-
CO2	3	-	3	-	-	-	2
CO3	3	-	3	-	-	-	2
CO4	3	-	3	-	-	-	2
CO5	2	-	-	3	-	-	2

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 - Scientific Approach -
 Process of conducting Business Research - Challenges - Ethics and Business Research

Part 2 (15 hours)

Research Process

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

Part 3 (10 hours)

Measurement, Questionnaires and Instruments, and Sampling

Measurement - Reliability and Validity - Measurement Scales - Designing Instruments - Sampling - Process and types - Data collection methods

Part 4 (10 hours)

Data Analysis

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

Part 5 (5 hours)**Research Report**

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

Pedagogy

Lecture, Practical Data Analysis Sessions, Exercises - Analysis & Discussion, Research Project

Evaluation and Grading

Exercises	-	20%
Assignment	-	10%
Research Plan	-	20%
Research Project	-	30%
Quiz	-	20%

Text BookCooper, R. Donald, and Pamela, S. Schindler (2019). *Business Research Methods*, 12/e (Special Indian Edition); Chennai: McGraw Hill Education**Reference Books**

1. Sekaran, U. and Bougie, R. (2018). *Research Methods for Business: A Skill Building Approach*, 7/e; New Delhi: Wiley India
2. Mark Saunders, Philip Lewis and Adriant Thornhill (2016). *Research Methods for Business Students*, 7/e; Pearson Education

Course Title: FINANCIAL MANAGEMENT
Course Code: MB21FMT

Course Outcomes

CO1: Summarize the significance of finance function and ascertain the value of money (K2)

CO2: Analyse long term investment decisions of a firm (K4)

CO3: Select appropriate sources of funds (K5)

CO4: Identify the association between dividend decisions and firm's value (K3)

CO5: Explain the significance of working capital management (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	2
CO2	3	-	2	-	-	-	2

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

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

Part 1 (8 hours)

Finance Function

Overview and Scope of Financial Management - Objectives - Organization of Finance function - Emerging role of Finance Managers in India; Compounding and Present value techniques - Time Value of Money.

Part 2 (10 hours)

Investment Decision

Capital Budgeting - Principles and Techniques - Evaluation techniques - Concept and Measurement of Cost of Capital - Importance, Measurement of Specific Costs, and 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, And 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 (7 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

Exercise	-	20%
Assignment	-	10%
Case Discussion	-	10%
Quiz	-	20%
End Semester Examination	-	40%

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

Text Book

Pandey, I.M. (2021). *Financial Management*, 12/e; New Delhi: Vikas Publishing House

Reference Books

1. Khan, M.Y. and Jain, P.K. (2019). *Financial Management: Text, Problems and Cases*, 8/e; New Delhi: McGraw Hill Education
2. Chandra, Prasanna (2019). *Financial Management, Theory and Practice*, 10/e; New Delhi: McGraw Hill Education

Course Title: GOVERNMENT AND PUBLIC ADMINISTRATION
Course Code: MB21GPA

Course Outcomes

- CO1:Examine the geographical spread of business in India and the evolution of businesses in various regions (K4)
 CO2:Explain the working of the Indian Constitution (K2)
 CO3:Analyse the factors that influence the political support for the formulation of a policy (K4)
 CO4:Examine the effectiveness of the administrative system (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	2	2	-	-	-	2
CO2	-	-	-	-	-	-	2
CO3	-	-	2	-	-	-	2
CO4	-	-	2	-	-	-	2

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

Course Coverage**Part 1 (10 hours)*****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

Part 2 (10 hours)***Indian Constitution***

Key Concepts in the Constitution of India - Preamble to the Constitution - Fundamental Rights (Art. 12-35) - Amendment of the Indian Constitution and Emergency Provision

Part 3 (12 hours)***Public Policy and Administration***

Concept and Significance; Public Policy - Concepts and Approaches; Public Administration - Evolution and Approaches; New Public Administration; Policy Formulation, Implementation and Evaluation

Part 4 (13 hours)***The Administrative System***

Directive Principles of State Policy (DPSP) and Fundamental Duties - The Union Executive - Union Legislature - Union Judiciary - The State Executive - Panchayati Raj, Urban, Local Bodies, Cooperative Societies in India - Election Systems in India

Pedagogy

Lecture, Discussions, Case Discussion, Article Review, Seminar

Evaluation and Grading

Exercises	-	20%
Assignment	-	20%
Seminar	-	20%
Presentation	-	20%
Quiz	-	20%

Reference Books

1. Alka Shameja and Sweta Mishra (2016). Public Administration: Approaches and Applications, New Delhi: Pearson Education
2. Shubham Singla, Charles E. Harris, Michael S. Pritchard, Michael J. Rabins and Thimmesha, I. (2019). Constitution of India, Professional Ethics and Human Rights, 1/e; New Delhi, Cengage Learning

Course Title: HUMAN RESOURCE MANAGEMENT
Course Code: MB21HRM

Course Outcomes

- CO1:Examine the relationship between human resource management and strategic human resource management in practice (K4)
 CO2:Develop job description and job specification for a job (K6)
 CO3:Examine the process of developing and evaluating employees (K4)
 CO4:Explain the importance of total rewards for improving employee engagement (K2)
 CO5:Analyse the methods for managing Employee Relations (K4)
 CO6:Explain the important issues in training, appraising and compensating international employees (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	2	2	-	-	2
CO3	3	-	2	2	-	-	-
CO4	3	-	-	-	-	-	-
CO5	3	-	2	2	-	-	-
CO6	3	3	2	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

Exercises	-	10%
Assignment	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Dessler, Gary and Biju Varkkey (2020). *Human Resource Management*, 16/e; New Delhi: Pearson Education

Reference Book

1. Aswathappa, K (2021). *Human Resource Management: Text and Cases*, 9/e; New Delhi: McGraw- Hill Education
2. Noe, Hollenback, Gerhart, Wright (2020). *Fundamentals of Human Resource Management*, 8th/e; New Delhi, McGraw- Hill Education

Course Title: INFORMATION TECHNOLOGY FOR MANAGEMENT - 2
Course Code: MB21IT2

Course Outcomes

CO1: Explain the emerging trends in information technology (K2)
 CO2: Compare the role of mobile commerce technology, Social Technology, Network technology and Collaborative technology (K2)
 CO3: Understand the strategic implications of Digital Transformation (K1)
 CO4: Analyze the impact of E-Commerce on Business Models and strategy (K4)
 CO5: Understand how digital platforms shape the business practices (K1)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	2	2
CO2	3	-	-	-	-	2	2
CO3	3	-	-	-	-	3	3
CO4	3	-	-	-	-	3	2
CO5	3	-	-	-	-	1	2

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

Course Coverage

Part 1 (8 hours)***Disruptive IT Innovations***

Artificial Intelligence - Machine Learning - Natural Language Systems - Computer Vision Systems and Robotics - Cloud Computing - Business Analytics and IOT

Part 2 (12 hours)***Internet Technologies***

Mobile Commerce Technology - Web 2.0 and Social Technology - Network Technologies - Collaborative Technologies

Part 3 (10 hours)***Managing Digital Innovation and Transformation***

Introduction to digital transformations and innovation-Classification of digital transformations - Social Media Transformations-Building Digital Capabilities-Challenges in Going Digital-Digital Transformations in the space of cloud computing - Prepare and Drive Digital Transformations

Part 4 (8 hours)***E-Commerce and Digital Markets***

Understanding E-Commerce-Technology and growth of E Commerce, Economic Foundations of E-Commerce-Business Models on the Internet-Intermediation and Dis-intermediation in e-Commerce

Part 5 (7 hours)***Managing Digital Platforms***

Understanding various types of platforms-Platform Economics - Architecture and Governance of Platforms-Platform Competition-Participating on Platforms-Decision rights

Pedagogy

Lecture, Case Discussion, Seminar, Audio-Visual Presentation

Evaluation and Grading

Exercises	-	10%
Assignment	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Laudon, Kenneth C., Laudon(2020). *Management Information System*, 16/e; New Delhi: Pearson Education

Reference Books

1. Turban, Efraim, Linda Volonino and Wood, R., Gregory (2017). *Information Technology for Management - Advancing Sustainable, Profitable Business Growth*, 7/e, New Delhi: Wiley India
2. O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information Systems*, 11/e; New Delhi: McGraw Hill Education

Course Title: **MARKETING MANAGEMENT**
Course Code: **MB21MMT**

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	-	-	-	-
CO2	3	2	2	-	1	-	-
CO3	3	2	2	2	-	-	-
CO4	3	2	2	2	-	-	-
CO5	3	2	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 - 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 Programmes

Part 4 (9 hours)***Communicating Value***

Designing and Managing Integrated Marketing Communications - Managing Mass Communications - Managing Digital Communications - Managing Personal Communications

Part 5 (8 hours)***Delivering Value***

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

Pedagogy

Lecture, Case Discussion, Market Study, Marketing Plan

Evaluation and Grading

Marketing Plan	-	15%
Assignment	-	10%
Case Discussion	-	05%
Presentation	-	10%
Quiz	-	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 (2021). *Marketing*, 6/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 India Pvt Ltd

Course Title: SOCIAL RESPONSIBILITY OF BUSINESS
Course Code: MB21SRB

Course Outcome

CO1:Examine the social responsibility of business from the context of a highly interactive triad of business, government and society (K4)

CO2:Examine the UNSDGs with specific focus on Quality Education, Sustainability, Responsible consumption and Climate Action (K4)

CO3:Demonstrate an understanding of the environmental laws and guidelines in India related to the conservation of natural ecosystems (K2)

CO4:Demonstrate an understanding of the idea of disasters and develop a comprehensive perspective for coping with both natural and man-made disasters (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	3	-	-	-
CO2	3	-	3	-	-	-	2
CO3	3	-	-	-	-	-	2
CO4	3	-	-	3	-	-	2

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

Course Coverage

Part 1 (15 hours)

Corporate Social Responsibility

Introduction - Examining Corporate Social Responsibility - Business, Government, Society and CSR - Theories of CSR - Stakeholders and Business - Concept and Practice of CSR in India

Part 2 (15 hours)

United Nations Sustainable Development Goals

Overview of UNSDGs - Education in India: Goals and Achievements - Sustainability in Indian Cities: A Developing Country Perspective - Sustainable Consumption pattern - Climate Change and Action

Part 3 (5 hours)

Indian Environmental laws

Environmental Laws in India: General, Forests and Wildlife, Water, Air - Environmental protection Act - Wildlife Protection Act - Forest Conservation Act - Clearance/ Permissions for Establishing Industry

Part 4 (10 hours)

Disaster Management

Introduction to Disasters - Natural Disasters - Man-made Disasters - Contextualising Disasters - Disaster Preparedness and Response - Role of Education, Communication and Training, Role of IT, Government, International and NGO bodies; Rehabilitation, Reconstruction and Recovery

Pedagogy

Lecture and Discussion, Case Discussion, Class activities and exercises

Evaluation and Grading

Exercises	-	20%
Assignment	-	20%
Case Discussion	-	20%
Online Course	-	20%
Quiz	-	20%

Reference Books

1. Paleri, Prabhakaran (2020). Corporate Social Responsibility, *Concept, Cases and Trends*, 1/e; New Delhi: Cengage Learning
2. Hazra, Somnath and Bhukta, Anindya (2020). *Sustainable Development Goals: An Indian Perspective*, Switzerland: Springer Nature Switzerland
3. Pandey, Rajendra Kumar (2020). *Disaster Management in India*, 1/e; New Delhi: Sage Publications
4. Sankar R.N., Ajith (2015). Environmental Management, 1/e; New Delhi: Oxford University Press

Course Title: MULTIDISCIPLINARY ELECTIVE
Course Code: MB21MDE

Course Outcomes

CO1: Demonstrate acquisition of knowledge in the chosen discipline of interest

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	-	-	2

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

Overview

Multidisciplinary elective provides an opportunity for the students to explore an area of interest apart from business and management by choosing a course of their choice from disciplines like arts, humanities, science, computational sciences, psychology etc., offered on campus/online mode. Students are required to complete the assignments/exercises/assessments as specified by the course facilitator.

Course Title: LEADERSHIP SKILLS 3
Course Code: MB21LS3

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)

CO5: Develop competencies for career growth (K3)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	3	-	-	3
CO2	-	-	-	3	-	-	3
CO3	-	-	-	3	-	-	3
CO4	-	-	3	3	-	-	3
CO5	-	-	3	3	-	-	3

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

Overview

Leadership Skills 3 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. Leadership Skills 3 will be offered by an external agency. The agency provides feedback regarding the performance of students in quantitative on the following dimensions namely critical thinking, problem solving, decision making, communication, interpersonal, leadership, teamwork, and learning skills.

SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

Code	Title	Type	Credits
MB21DD2	Data Analysis for Decision Making - 2	Core	3
MB21IBM	International Business and Management	Core	3
MB21LAB	Legal Aspects of Business	Core	3
MB21VEG	Values, Ethics, and Governance	Core	3
	Elective - 01	Elective	3
	Elective - 02	Elective	3
	Elective - 03	Elective	3
MB21BSR	Business Review		3
	Total		24

Course Title: DATA ANALYSIS FOR DECISION MAKING - 2
Course Code: MB21DD2

Course Outcomes

CO1:Apply built-in functions in Excel for Structuring Data (K3)
 CO2:Make use of built in functions to validate data, perform database operations (K3)
 CO3:Assess the results using What-if Analysis and Sensitivity analysis (K5)
 CO4:Apply appropriate classification methods to predict business scenario (K3)
 CO5:Demonstrate the use of Prescriptive modeling and analysis for business (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	2	2
CO2	3	-	-	-	-	2	2
CO3	3	-	3	-	-	3	2
CO4	3	-	3	-	-	3	2
CO5	3	-	-	-	-	1	2

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

Course Coverage

Part 1 (8 hours)

Structuring the Data

Formulas - Basic Formulas - Advanced Formulas - Functions - Application of Functions - Financial Functions - Lookup Functions - Data Validation

Part 2 (10 hours)

Database Operations

Database operations - Sorting - Filtering - Simple and Composite Criteria - Pivot Table - Grouping, Slicing and Dicing - Table Lookup - Vlookup - Hlookup

Part 3 (10 hours)

Decision Making Tools

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

Part 4 (10 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 5 (7 hours)

Prescriptive Analytics

Introduction to Prescriptive Analytics - Optimization Models - Simulation Models

Pedagogy

Lecture, Exercises using Spreadsheet, R and Tableau - Workshop Mode

Evaluation and Grading

Exercises	-	30%
Assignment	-	10%
Quiz	-	20%
Practical Examination	-	40%

Reference Books

1. Albright, S. Christian and Winston, L. Wayne (2017). *Business Analytics - Data Analysis and Decision Making*, 6/e; New Delhi: Cengage Learning
2. Hillier S Frederick, et.al., (2019), *Introduction to Management Science*, 6/e, New Delhi: McGraw Hill Publication
3. Seema Acharya, (2018), *Data Analytics using R*, New Delhi: McGraw Hill Education
4. Evans, R. James (2017). *Business Analytics - Methods, Models and Decisions*, 2/e; Noida: Pearson Education

Course Title: INTERNATIONAL BUSINESS AND MANAGEMENT
Course Code: MB21IBM

Course Outcomes

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

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	-	-	2
CO2	3	3	-	-	-	-	2
CO3	3	3	3	-	-	-	2
CO4	3	3	3	-	-	-	2

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

Presentation	-	10%
Assignment	-	10%
Article Review	-	10%
Case Discussion	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Hill, Charles W.L, Hult M. Thomas. G, Mehtani Rohit (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 Asia

Course Title: LEGAL ASPECTS OF BUSINESS
Course Code: MB21LAB

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	2	-	-	-	2
CO3	3	-	2	-	-	-	2
CO4	3	-	2	-	-	-	2

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

Course Coverage

Part 1 (12 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 (9 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 (16 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 (8 hours)

Information Technology Act, 2000 - Intellectual Property Rights

Pedagogy

Lecture, Case Discussion, Seminar, Assignment

Evaluation and Grading

Presentation	-	30%
Assignment	-	30%
Case Discussion	-	20%
Quiz	-	20%

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

Course Title: VALUES, ETHICS AND GOVERNANCE
Course Code: MB21VEG

Course Outcomes

- CO1: Explain the importance of Corporate Governance (K2)
 CO2: Illustrate the role of stakeholders in Corporate Governance (K2)
 CO3: Examine the role of Government and Regulators in promoting Corporate Governance (K4)
 CO4: Identify the implications of Indian culture and heritage in business (K3)
 CO5: Analyse the ethical practices adopted by various organisations in India (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-
CO3	3	-	2	-	-	-	2
CO4	3	-	2	-	-	-	2
CO5	3	-	2	-	-	-	2

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

Course Coverage

Part 1 (8 hours)

Understanding Corporate Governance

Corporate Governance: An Overview - Theory and Practice of Corporate Governance - Landmarks in the Emergence of Corporate Governance - Corporate Governance in India

Part 2 (10 hours)

Stakeholders in Corporate Governance

Rights and Privileges of Shareholders - Investors' Problems and Protection - Corporate Governance and Other Stakeholders

Part 3 (9 hours)

Role of Directors and Auditors in Governance

Board of Directors - Role, Duties and Responsibilities of Auditors- The Role of Government in Ensuring Corporate Governance- Corporate Social Responsibility

Part 4 (9 hours)

Introduction to Ethics and its Applications in Business

Values - Indian culture and heritage - Ethics - Morality and Moral Standards - Principles of Ethics - Law, Ethics and Business

Part 5 (9 hours)

Individual and Organisational Ethics

Rights and Obligations of Individuals in the organisation - Professional Ethics - Ethics and Environment

Pedagogy

Lecture, Case Discussion, Exercises

Evaluation and Grading

Presentation	-	10%
Assignment	-	10%
Exercise	-	10%
Case Discussion	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Fernando, A.C (2018). Corporate Governance: Principles, Policies and Practices, 3/e; New Delhi: Pearson Education

Reference Books

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

2. Ghosh, B.N (2017). Business Ethics and Corporate Governance, New Delhi: McGraw Hill Education

Course Title: BUSINESS REVIEW
Course Code: MB21BSR

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: Demonstrate interpersonal skills while working in teams (K2)
 CO4: Design and deliver effective presentations (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	-	-	-	3
CO2	-	-	3	-	-	-	3
CO3	-	-	-	3	-	-	3
CO4	-	-	2	3	-	-	3

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

Guidelines

The primary objective of the Business Review is to enable the students update themselves and develop insights on the current 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 and critical analysis. Each team will make a presentation on the insights obtained on the chosen topic. 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 by the faculty every month. This course runs across the first three semesters.

Evaluation will be based on

Critical Thinking	-	20%
Reflective Diary	-	20%
Interpersonal Skills	-	20%
Team Work	-	20%
Presentation	-	20%

SYLLABUS AND COURSE OUTLINE

SEMESTER IV- COURSES

Code	Title	Type	Credits
MB21SMT	Strategic Management	Core	3
	Elective - 04	Elective	3
	Elective - 05	Elective	3
MB21MIP	Management in Practice		6
	Total		15

Course Title: STRATEGIC MANAGEMENT
Course Code: MB21SMT

Course Outcomes

- CO1:Analyze the internal and external environmental factors that influence a business (K4)
 CO2:Compare the strategies at different levels of organization (K5)
 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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	-	-	-	3
CO2	3	-	3	-	-	-	3
CO3	3	-	-	-	-	-	3
CO4	3	3	3	-	-	-	3
CO5	3	-	3	-	-	-	3

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

Course Coverage

Part 1 (12 hours)

Strategic Leadership

Strategic Leadership - Competitive Advantage - Strategy Making Process - External Analysis- Internal Analysis - Competitive Advantage through Functional level Strategies

Part 2 (20 hours)

Strategy Formulation

Business Level Strategy - Business Level Strategy and the Industry Environment - Strategy and Technology - Strategy in the Global Environment - Corporate Level Strategy

Part 3 (6 hours)

Strategy Implementation

Organizational Structure - Organizational Culture - Organizational Processes - Leadership Implications

Part 4 (7 hours)

Strategy Control

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

Pedagogy

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

Evaluation and Grading

Reflective Diary	-	10%
Assignment	-	10%
Case Discussion	-	10%
Peer Evaluation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Hill, Charles W.L., Schilling Melissa A. and Gareth Jones R. (2021). *Strategic Management: Theory: An Integrated Approach*, 12/e; New Delhi: Cengage Learning

Reference Books

1. Thomas Wheelen L., David Hunger J., Alan Hoffman N., Charles Bamford E. and Purva Kansal (2018). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, 15/e; New Delhi: Pearson Education
2. 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
3. Hitt, A. Michael, Ireland R. Duane, Hoskisson E. Robert and S. Manikutty (2018), *Strategic Management: A South Asian Perspective*; 9/e; Cengage, New Delhi.

Course Title: MANAGEMENT IN PRACTICE
Course Code: MB21MIP

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 and choose the best solution (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	-	-	-	3

CO2	3	-	3	-	-	-	3
CO3	3	-	3	-	-	-	3

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 in an organization or in the society. The MIP course runs throughout the second year of the MBA programme.

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.

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 Critical Thinking and Problem Solving Skills rubrics) | - |
| | | 30% |
| 4 | Viva-voce examination (to be evaluated by an external person using the Critical Thinking and Problem Solving Skills rubrics) | - |
| | | 50% |

The first three factors put together shall constitute the CIA.

SYLLABUS & COURSE OUTLINE**LIST OF ELECTIVES IN ENTREPRENEURSHIP**

Code	Title	Credits
MB21BPD	Business Plan Development	3
MB21ENF	Entrepreneurial Finance	3
MB21EEP	Essentials of Entrepreneurship	3
MB21FBM	Family Business Management	3
MB21SBM	Small Business Management	3
MB21SEN	Social Entrepreneurship	3

Course Title: BUSINESS PLAN DEVELOPMENT
Course Code: MB21BPD

Course Outcomes

CO1: Demonstrate knowledge in identifying market opportunities, screening business ideas and conducting feasibility study (K2)
 CO2: Examine the market and industry to develop a business plan (K4)
 CO3: Develop a business plan (K6)
 CO4: Explain the systematic approach to forecast demand and estimate returns (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	-	-	-	-
CO2	3	2	2	-	3	-	2
CO3	3	-	3	-	3	-	2
CO4	3	-	2	-	-	-	-

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 and Organizational Structure

Part 3 (12 hours)

Business Plan Essentials

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

Part 4 (12 hours)

The Financials

Financial Projections - Demand Forecasting - Sources and Uses of Funds - Pro Forma Financial Statements

Pedagogy

Lecture, Case Discussion, Exercises, Business Plan

Evaluation and Grading

Exercises	-	10%
Assignment	-	05%
Case Discussion	-	05%
Business Plan	-	20%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Barringer, R. Bruce (2015). *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; London: Pearson Education

Reference Books

1. Chandra, Prasanna (2019). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 9/e; New Delhi: McGraw Hill Education
2. Kleiner, Eugene and Abrams, Rhonda (2019). *The Successful Business Plan: Secrets & Strategies*, 7/e; New Delhi: PHI Learning

Course Title: ENTREPRENEURIAL FINANCE
Course Code: MB21ENF

Course Outcomes

CO1: Explain the role of finance in the journey of entrepreneurship (K2)
 CO2: Analyze financial statements using various tools and techniques (K4)
 CO3: Identify different cash flow activities involved in the venture (K3)
 CO4: Formulate the financial structuring method for the existing venture (K6)
 CO5: Appraise various models of intrapreneurship for high growth and sustainability (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	
CO2	3	-	2	-	-	-	2
CO3	2	-	2	-	-	-	2
CO4	2	-	3	-	2	-	2
CO5	3	-	3	-	3	-	2

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

Course Coverage

Part 1 (8 hours)
Entrepreneurial Finance

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

Part 2 (10 hours)

Operating the Venture

Preparing and Analyzing Financial Statements - Operating Breakeven Analysis -
Evaluating Operating and Financial Performance

Part 3 (10 hours)

Planning For The Future

Managing Cash Flow - Cash Flow Activities - Cost of Capital - Types - Valuing Early Stage
Ventures - Valuation Methods

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 -
Financial 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

Exercises	-	10%
Assignment	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Leach, J. Chris, Melicher, W. Ronald (2015). *Entrepreneurial Finance*, 5/e; New Delhi: Cengage Learning

Reference Books

1. Rogers, Steven (2014). *Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur*, 3/e; New Delhi: McGraw Hill
2. Cornwall, R. Jeffrey, Vang, O. David, Hartman, M. Jean (2019). *Entrepreneurial Financial Management: An Applied Approach*, 5/e; Routledge

Course Title: ESSENTIALS OF ENTREPRENEURSHIP
Course Code: MB21EEP

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	3	-	3
CO2	3	2	3	3	3	-	-
CO3	3	-	3	3	3	-	3
CO4	3	-	1	-	-	-	-
CO5	3	2	2	-	3	-	2

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 Entrepreneurship - Entrepreneurial Mind-set - Characteristics of Successful Entrepreneurs - Common Myths about Entrepreneurship - Entrepreneurial Process - Generating and Exploring New Opportunities

Part 2 (9 hours)

From Idea to Opportunity

Creativity and the Business Idea - Identifying and Analysing Domestic and International Opportunities - 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

Exercises	-	10%
Business Plan	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Hisrich, D. Robert, Peters, P. Michael, Shepherd, A. Dean and Sinha, Sabyasachi (2020).
Entrepreneurship, 11/e; New Delhi: McGraw Hill Education

Reference Books

1. Barringer R. Bruce. Ireland, R. Duane (2019). *Entrepreneurship: Successfully Launching New Ventures*, 6/e; New Delhi: Pearson Education
2. Kuratko, F. Donald (2017). *Entrepreneurship: Theory, Process, Practice*, 10/e; New Delhi: Cengage Learning
3. Holt, H. David (2016). *Entrepreneurship*, 1/e; New Delhi: Pearson Education

Course Title: FAMILY BUSINESS MANAGEMENT
Course Code: MB21FBM

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 (K3)
 CO4: Analyse strategies for family business management (K4)
 CO5: Assess family business valuation approaches (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-

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

Assignment	-	10%
Field Study	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Poza J., Ernesto, Daugherty S., Mary (2018). *Family Business*, 5/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: SMALL BUSINESS MANAGEMENT
Course Code: MB21SBM

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	3
CO2	3	2	2	1	3	-	2
CO3	3	2	-	1	-	-	2
CO4	3	2	3	2	3	-	3
CO5	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 - Opportunities and Rewards - Small Business Entrepreneurs - Small Business Ideas - Women Entrepreneurship in Small Businesses

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)

Micro, Small and Medium Enterprises

Role and Importance of MSMEs in India - Government Policies and Schemes - Challenges facing the MSME sector - Role of Family Businesses in India - Types of 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

Field Study	-	10%
Business Plan	-	10%
Case Discussion	-	10%
Assignment	-	10%
Quiz	-	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

Course Title: SOCIAL ENTREPRENEURSHIP
Course Code: MB21SEN

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	3	-	3
CO2	3	1	3	2	3	-	-
CO3	3	1	2	2	3	-	-
CO4	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 (10 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 (12 hours)

Management of Social Ventures

The Process of Social Entrepreneurship - Social Business Model and Plan - The Founding Team in the Social Venture - Managing the Social Venture - Financing Non-profit and For-profit Social Ventures - Barriers of Social Change - Social Intrapreneurship

Part 4 (11 hours)

Creating a Sustainable Change

Measuring Success - Creating an Impact - Scaling the Social Venture - Sustainability - Support Ecosystem - Future of Social Entrepreneurship

Pedagogy

Lecture, Case Discussion, Seminar, Social Venture Plan

Evaluation and Grading

Assignment	-	05%
Social Venture Plan	-	15%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Reference Books

1. Kickul, Jill and Lyons S. Thomas (2020) *Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever-Changing World*, New York: Routledge
2. Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge
3. Bornstein, David, Davis, Susan (2018). *Social Entrepreneurship: What Everyone Needs to Know*, 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

SYLLABUS & COURSE OUTLINE**LIST OF ELECTIVES IN FINANCE**

Code	Title	Credits
MB21BAI	Banking and Insurance	3
MB21IFM	International Financial Management	3
MB21FNA	Financial Analytics	3
MB21FNM	Financial Markets	3
MB21FNS	Financial Services	3
MB21SAP	Security Analysis and Portfolio Management	3

Course Title: BANKING AND INSURANCE
Course Code: MB21BAI

Course Outcomes

CO1: Explain the role of banks in Indian Financial System (K2)
 CO2: Assess the various risks involved in banking (K5)
 CO3: Explain the role of technology in banking (K2)
 CO4: Identify and classify the various risks involved in real life scenario (K3)
 CO5: Select an appropriate insurance product based on the requirement (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	1
CO2	3	-	2	-	-	-	2
CO3	2	-	-	-	-	1	2
CO4	2	-	-	-	-	-	2
CO5	2	-	2	-	-	-	2

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

Course Coverage

Part 1 (4 hours)

Managing Banking and Financial Service

Financial System - Current Issues and Future challenges - Monetary policy - Implications for Bank Management.

Part 2 (13 hours)

Sources and Uses of Bank Funds

Bank Liabilities - Deposits - Non-Deposit Sources - Uses of Bank Funds - Capital Adequacy Regulations - Lending Function - Credit Process - Fund Based and non-fund based lending - Managing Credit Risk - Uses of Bank Funds - Managing Market Risk - The Changing Face of Banking Risk.

Part 3 (6 hours)

Retail Banking

Banking Functions - Retail Banking and Laws in Everyday Banking - International Banking - High-Tech Banking - E-Payment systems and Electronic Banking - Currents trends.

Part 4 (10 hours)

Introduction to Risk Management and Insurance

Understanding Risk - Introduction to Insurance - Principles of Insurance - Insurance Sector in India - Historical framework - Insurance sector reforms - Players in Insurance Sector - IRDA and its functions.

Part 5 (12 hours)***Life Insurance and General Insurance***

Fundamentals of Life Insurance - Types - Claim Management of Life Insurance - Group Insurance - Introduction to General Insurance - Function of Insurers - Underwriting - Reinsurance

Pedagogy

Lecture, Case Discussion, Exercise, Seminar

Evaluation and Grading

Exercises	-	10%
Assignment	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	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. Rejda, E. George (2017). *Principles of Risk Management and Insurance*, 13/e; New Delhi: Pearson Education
2. Gupta, P. K. (2019). *Insurance and Risk Management*, 2/e; Mumbai: Himalaya Publishing House
3. Hubbard R. Glenn, O' Brien Patrick Anthony (2019). *Money, Banking and the Financial System*, 2/e; New Delhi: Pearson Education

Course Title: INTERNATIONAL FINANCIAL MANAGEMENT
Course Code: MB21IFM

Course Outcomes

- CO1: Summarize the dimensions of financial management in the global context (K2)
 CO2: Identify the various international financing options (K3)
 CO3: Explain the Foreign Exchange Market and its development (K2)
 CO4: Choose an appropriate derivative contract to manage foreign exchange risk (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	-	-	-	-	1

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

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

Course Coverage

Part 1 (10 hours)

Financial Management in a Global Context

World economy - The global financial markets - The Indian economy and financial market - The emerging challenges - The Nature and Measurement of Exposure and Risk - Exchange Rates - Interest Rates - Inflation Rates and Exposure

Part 2 (10 hours)

Global Financial Markets

Domestic and off-shore markets - Euromarkets - Interest rates in global money markets - An overview of money market instruments - Long-term borrowings in the global capital markets - Equity financing in the international markets

Part 3 (10 hours)

Foreign Exchange Market

Structure of the foreign exchange market - Types of transactions and settlements - The Indian exchange rate scenario - Exchange rate regimes

Part 4 (15 hours)

Managing Foreign Exchange Risk with Derivatives

Forwards, swaps and interest parity - Currency and interest rate futures - Currency options - Financial swaps

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	- 10%
Assignment	- 10%
Exercise	- 10%
Presentation	- 10%
Quiz	- 20%
End Semester Examination	- 40%

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

Text Book

Apte P.G., Kapshe (2020). *International Financial Management*, 8/e; Chennai: McGraw Hill Education (India) Private Limited

Reference Books

1. Eun S. Cheol, Resnick G. Bruce. (2017). *International Financial Management*, 7/e; New Delhi: McGraw Hill Education
2. Thummuluri Siddaiah (2016). *International Financial Management: An Analytical Framework*, 2/e; Chennai: Pearson India Education Services Private Limited.

Course Title: FINANCIAL ANALYTICS
Course Code: MB21FNA

Course Outcome

CO1: Explain the significance of Financial Analytics in organizations (K2)
 CO2: Classify various sources of financial data (K2)
 CO3: Analyse the characteristics of time series data (K4)
 CO4: Develop models to understand the relationship between data (K6)
 CO5: Explain the application of dynamic models (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	2	2
CO2	2	-	-	-	-	2	-
CO3	3	-	3	-	-	2	-
CO4	3	-	3	-	-	2	2
CO5	2	-	-	-	-	3	2

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

Course Coverage

Part 1 (4 hours)

Introduction to Financial Analytics

Definition, relevance and scope of financial analytics - Recent trends in financial analytics.

Part 2 (4 hours)

Understanding data in finance

Sources of data, internal and external sources - Cleaning and Pre-processing financial data.

Part 3 (10 hours)

Testing and Characteristics of Time Series Data

Types of data - Financial time series - Characteristics - Review of the statistical properties; Time Series Econometrics - Basic Concepts - Stochastic Processes - Unit Root - Tests of Stationarity - The Augmented Dickey-Fuller (ADF) test.

Part 4 (15 hours)

Forecasting Models

Introduction to OLS - Autoregressive Integrated Moving Average (ARIMA); Measuring Volatility: The ARCH and GARCH Models

Part 5 (12 hours)

Dynamic Models

Cointegration Test - Granger Causality Test - Introduction to Vector Error Correction (VEC) Model and Vector Auto Regression (VAR)

Pedagogy

Lecture, Case Discussion, Seminar, Exercises, Article Review

Evaluation and Grading

Assignment	- 10%
Exercise	- 20%
Article Review	- 10%
Quiz	- 20%
End Semester Examination	- 40%

Text Book

Damodar Gujarati, Dawn Porter, Manoranjan Pal (2020). Basic Econometrics; McGraw-Hill Education

Reference Books

1. Michael Rees (2018). Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA; Wiley India
2. James, James. H and Mark, Watson. W (2017). Introduction to Econometrics, 3/e, Pearson Education
3. Brooks, Chris (2014). Introductory Econometrics for Finance, 3/e, Cambridge University Press

Course Title: FINANCIAL MARKETS
Course Code: MB21FNM

Course Outcomes

- CO1: Explain the functions of financial markets (K2)
 CO2: Categorise financial instruments based on their features (K4)
 CO3: Identify the roles of intermediaries and different methods of issue (K3)

CO4: Explain the trading mechanism and the role of regulators in protecting investor's interest (K5)

CO5: Summarize the functions of the regulators (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	2	-	-	-	2
CO3	3	-	-	-	-	-	2
CO4	3	-	2	-	-	-	2
CO5	3	-	-	-	-	-	1

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

Exercises	-	10%
Assignment	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	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: MB21FNS

Course Outcomes

- CO1: Demonstrate knowledge of the theoretical and professional disciplines of financial service industry (K2)
 CO2: Explain financial products offered by financial services organization (K2)
 CO3: Design the options based on industry information (K6)
 CO4: Evaluate and devise strategies to promote venture capital financing and mutual funds (K5)
 CO5: Recommend specialized technical advice, knowledge and ideas about financial services (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	2
CO2	3	-	-	-	-	-	2
CO3	2	-	3	-	-	-	2
CO4	2	2	2	-	-	-	2
CO5	3	2	3	-	-	-	2

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

Course Coverage

Part 1 (9 hours)

Introduction to Financial Services

Financial Services - Concept, Participants and Functions, Regulatory Framework, Non-banking Financial Companies - Types

Part 2 (6 hours)

Leasing & Hire Purchase

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

Part 3 (6 hours)

Factoring and Bills Discounting

Factoring - Types - Evaluation of factoring as off Balance Sheet Finance - Concept and Mechanism, Functions - Forms of factoring, Bills discounting - Bill of exchange, Discounting bill of exchange, Types of bills

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; Formation and Management of Mutual funds - Regulatory mechanism

Part 5 (12 hours)

Advisory Financial Services

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

Pedagogy

Lecture, Field Study, Case Discussion, Seminar

Evaluation and Grading

Field Study	-	10%
Assignment	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	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 India

2. Renuka Sharma and Kiran Mehta (2017). *Financial Services*, 1/e; New Delhi: Cengage
3. Shanmugam, R. (2017). *Financial Services*, 2/e; New Delhi: Wiley India

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: MB21SAP

Course Outcomes

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

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	3	-	-	2	2
CO2	3	-	3	-	-	2	2
CO3	3	-	-	-	-	2	1
CO4	3	-	3	-	-	1	1
CO5	2	-	3	-	-	1	2

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 (8 hours)

Fundamental Analysis

Economic Analysis - Forecasting techniques and stock investment decision; Industry Analysis - Industry life cycle; Company Analysis - Internal and External Information.

Part 4 (13 hours)

Technical Analysis

Technical Analysis - Dow Theory - Market Indicators - MACD - RSI - ROC - Bollinger Band
- ADX and Alligator

Part 5 (12 hours)

Efficient Market Theory & Portfolio Analysis

Random walk, Efficient market hypothesis, Empirical tests; Markowitz Portfolio Theory
- CAPM - APT - Portfolio process - Portfolio Selection - Implementation and Monitoring
- Evaluation Measures of Portfolio

Pedagogy

Lecture, Exercise - Live Market Analysis, Company Analysis & Peer learning

Evaluation and Grading

Market Analysis	-	10%
Assignment	-	10%
Virtual Stock Trading	-	10%
Presentation	-	10%
Quiz	-	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 (Fourteen impression, 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

SYLLABUS & COURSE OUTLINE**LIST OF ELECTIVES IN GENERAL MANAGEMENT**

Code	Title	Credits
MB21DSM	Disaster Management	3
MB21OSC	Essentials of Operations and Supply Chain Management	3
MB21LDW	Leadership for Women	3
MB21PRM	Project Management	3
MB21TQM	Total Quality Management	3

Course Title: DISASTER MANAGEMENT
Course Code: MB21DSM

Course Outcomes

- CO1: Demonstrate the understanding and the coping techniques of natural and man-made disasters (K2)
 CO2: Discuss issues and challenges in application of disaster management cycle in real-life situations (K6)
 CO3: Examine the institutional arrangements for disaster mitigation at the central, state and district levels, and the financial and federal aspects of disaster management (K4)
 CO4: Evaluate the role of innovation in disaster management and the challenges faced by the system of disaster management in the country (K5)
 CO5: Discuss the real time management of the biological disaster of the COVID-19 pandemic in India and the innovations and challenges in its management (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	2	-	-	2
CO2	-	-	2	3	-	-	2
CO3	3	-	-	3	-	-	2
CO4	3	-	2	3	-	-	2
CO5	1	3	2	3	-	-	2

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

Course Coverage

Part 1 (10 hours)

Understanding Disasters

Introduction to Disasters - Natural Disasters - Man-made Disasters - Contextualising Disasters

Part 2 (10 hours)

Disaster Management: Concept and Context

Conceptualizing Disaster Management - Disaster Management Cycle - Global Thrust for Disaster Management - Evolution of Disaster Management System

Part 3 (10 hours)

Management of Disasters in India

Disaster Profile of India - Disaster Management Policy - Legal Framework - Disaster Mitigation: Institutional Arrangements - Financial and federal Dimensions - Good Practices in Disaster Management

Part 4 (10 hours)

New Horizons of Disaster Management

Role of Science and Technology - Voluntary Action and Multilateral Cooperation -
Innovations and Challenges in Managing Disasters - Towards a Disaster-resilient India

Part 5 (5 hours)***Managing a Biological Disaster***

The Case of COVID-19 in India

Pedagogy

Lecture and Discussion, Case Discussion, Class activities and exercises

Evaluation and Grading

Field Study	-	10%
Assignment	-	10%
Case Discussion	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Pandey, Rajendra Kumar (2020). *Disaster Management in India*, 1/e; New Delhi: Sage Publications

Reference Books

1. Sulphrey, M.M (2016). *Disaster Management*, New Delhi: PHI Learning
2. Subramanian, R (2018). *Disaster Management*, New Delhi: Vikas Publishing House

Course Title: ESSENTIALS OF OPERATIONS AND SUPPLY CHAIN MANAGEMENT
Course Code: MB21OSM

Course Outcomes

- CO1: Evaluate the key performance measures in operations and supply chain management for competitive success and long term survival (K5)
CO2: Develop strategies for designing and managing supply chain networks (K6)
CO3: Demonstrate the ability to plan and manage inventories (K2)
CO4: Explain the management of cross-functional drivers in a supply Chain (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	-	-	-	2

CO2	3	2	2	-	-	-	2
CO3	3	-	-	-	-	-	-
CO4	3	2	2	-	-	-	2

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

Course Coverage

Part 1 (10 hours)

Operations Management and Value Chain, Operations Strategy

Introduction to Operations Management - Understanding Goods and Services - Value Chain Framework - Measuring Performance in Operations and Value Chains - Understanding Customer Wants and Needs - Evaluating Goods and Services - A Framework for Operations Strategy - Technology in Operations and Value Chain - Technology Decisions and Implementation

Part 2 (13 hours)

Designing Goods, Services, Operations

Customer-focused design - Designing Manufactured Goods - Service-delivery system design - Service Encounter Design - Process Selection, Design and Analysis - Facility and Work Design - Supply Chain Design

Part 3 (12 hours)

Planning and Control of Operations and Supply Chain

Demand Forecasting - Capacity Management - Inventory Management - Quality Management - Quality Control and SPC - Lean Operating Systems - Managing Uncertainty in a Supply Chain

Part 4 (10 hours)

Operations Scheduling and Sequencing, Supply Chain Management and Logistics

Operations Scheduling and Sequencing - Vehicle Routing and Scheduling - Managing Supply Chains - Logistics - Risk Management in Supply Chains - Supply Chains in e-Commerce - Sustainability in Supply Chains - Application of IT in Supply Chain

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Exercise	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

David A. Collier and James R. Evans (2017). OM 6E, 7/e; New Delhi: Cengage Learning

Reference Books

1. Chopra, Sunil, Meindl, Peter and Kalra, D.V. (2019). *Supply Chain Management: Strategy, planning and operation*, 7/e; New Delhi: Pearson Education
2. Mahadevan, B., (2015). *Operations Management, Theory and Practice*, 3/e; New Delhi: Pearson Education
3. Shah, Janat (2016). *Supply Chain Management - Text and cases*, 2/e; New Delhi: Pearson Education

Course Title: LEADERSHIP FOR WOMEN
Course Code: MB21LDW

Course Outcomes

- CO1:Examine the major leadership theories and the different ways leadership effectiveness is determined (K4)
 CO2:Discuss how aspects of situation can influence leader behaviour (K6)
 CO3:Examine different forms of participative and empowering leadership (K4)
 CO4:Explain traits and skills related to and contingency theories of effective leadership (K5)
 CO5:Discuss the types of influence tactics used in organisations (K6)
 CO6:Compare the different types of leadership (K5)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	3	-	-	2
CO2	3	-	-	3	-	-	2
CO3	3	-	-	3	-	-	2
CO4	3	-	-	3	-	-	2
CO5	3	-	-	3	-	-	2
CO6	3	-	-	3	-	-	3

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

Course Coverage

Part 1 (7 hours)

Introduction, Leadership Behaviour

Definitions - Indicators of Leadership Effectiveness - Leadership Theories - Types of Leadership Behaviour, Specific Task-Oriented and Relations-Oriented Behaviours - Supportive Leadership - Change Leadership - Empowering Leadership

Part 2 (5 hours)*The Leadership Situation and Adaptive Leadership*

Stewart model of Situational Determinants - Guidelines for Coping with Demands and Constraints - Early Contingency Theories of Effective Leader Behaviour - Multiple-Linkage Model

Part 3 (5 hours)*Decision Making and Empowerment by Leaders*

Participative Leadership - Normative Decision Model - Guidelines for Participative Leadership - Delegation - Psychological Empowerment

Part 4 (5 hours)*Power and Influence Tactics*

Consequences of Power - Guidelines for Using Power - Influence Tactics and Outcomes - Effectiveness of Proactive Influence Tactics

Part 5 (7 hours)*Traits and Skills of Leaders, Contingency Theories of Leadership*

Personality Traits and Effective Leadership - Evaluation of Trait Approach - Guidelines for Leaders

Part 6 (8 hours)*Leadership Types*

Charismatic and Transformational Leadership - Values-Based and Ethical Leadership - Team Leadership - Strategic Leadership - Cross-Cultural Leadership and Diversity

Part 7 (8 hours)*Developing Leadership Skills*

Leadership Training Programmes - Learning from Experience - Developmental Activities - Facilitating Conditions for Leadership Development

Pedagogy

Lecture and Discussion, Case Discussion, Class activities and Group presentation

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Exercise	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Yukl, Gary, Gardner, William L., Uppal, Nishant (2020). *Leadership in Organisations*, 9 /e; Chennai: Pearson India Education Services Ltd

Reference Books

1. Achua, Christopher F., Lussier, Robert N. (2013). *Effective Leadership*, 5/e; Cengage
2. DuBrin, Andrew J., (2013). *Principles of Leadership*, 7/e; Cengage

Course Title: PROJECT MANAGEMENT
Course Code: MB21PRJ

Course Outcomes

CO1: Explain the phases in the project management life cycle (K2)

CO2: Illustrate the project initiation process (K2)

CO3: Analyze the various techniques of project planning, scheduling, execution and control (K4)

CO4: Examine the role of information technology in project management (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-
CO3	3	2	2	-	-	-	2
CO4	3	2	2	-	-	2	2

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

Course Coverage

Part 1 (5 hours)

Introduction to Project Management

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

Part 2 (15 hours)

Project Initiation

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

Part 4 (10 hours)

Project Execution

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%
Exercise	-	10%
Presentation	-	10%
Quiz	-	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. Jack Gido, Jim Clements and Rose Baker (2018), *Successful Project Management*, 7/e; New Delhi: Cengage Learning
2. Timothy J. Kloppenborg, Vittal S. Anantatmula (2019), *Contemporary Project Management*, 4/e, Cengage Learning

Course Title: TOTAL QUALITY MANAGEMENT
Course Code: MB21TQM

Course Outcomes

CO1: Demonstrate the understanding of TQM framework (K2)
 CO2: Explain the importance of quality management philosophies and frameworks (K2)
 CO3: Analyze the HR dimensions for effective quality management (K4)
 CO4: Select and use appropriate tools and techniques for measuring quality (K3)
 CO5: Explain the role of environmental and occupational health and safety management systems in an organization (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	-	-	-	-	2

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

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 - Kaizen - Reengineering - Lean Six-sigma - DMAIC Phases

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

Case Discussion	-	10%
Assignment	-	10%
Exercise	-	10%
Field Study	-	10%
Quiz	-	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 (2021). *Total Quality Management and Operational Excellence: Text with Cases*, 5/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

SYLLABUS & COURSE OUTLINE**LIST OF ELECTIVES IN HUMAN RESOURCES MANAGEMENT**

Code	Title	Credits
MB21CMP	Compensation	3
MB21HRA	HR Analytics	3
MB21IHR	International HRM	3
MB21LAD	Learning and Development	3
MB21PMS	Performance Management System	3
MB21TAD	Talent Acquisition and Deployment	3

Course Title: COMPENSATION
Course Code: MB21CMP

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-
CO3	3	-	2	-	-	-	-
CO4	3	-	2	-	-	-	-
CO5	3	-	2	-	-	-	-

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

Course Coverage

Part 1 (12 hours)

Introduction to Compensation Management

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 (11 hours)

Types of Pay

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 (12 hours)

Financial Benefits

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

Part 4 (10 hours)***Non-Financial Benefits***

Non-Financial Benefits - Role - Types - Effective Non-Financial Benefits - NonFinancial 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%
Exercise	-	10%
Presentation	-	10%
Quiz	-	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: HR ANALYTICS
Course Code: MB21HRA

Course Outcomes

- CO1:Examine the significance of HR analytics in the current business context (K4)
 CO2:Choose the appropriate analytics technique for the given scenario (K3)
 CO3:Explain the various metrics used in talent sourcing and acquisition (K2)
 CO4:Compare the metrics used for measuring individual and team performance (K4)
 CO5:Develop a talent engagement and retention survey (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	-	-	2

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

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

Course Coverage

Part 1 (9 hours)

Introduction to metrics and analytics

HR Sources of data and information - HR metrics overview - Types of metrics - HR value impact measures - Moving from metric to analytics - Meaning and Definition of people analytics - Purpose - Future trends - Internet of things and AI - HR Forecasting - HR Planning - HR Auditing - Organizational Attractiveness

Part 2 (15 hours)

Analytics Techniques

Analytics levels - Quantitative and Qualitative techniques

Part 3 (7 hours)

Talent sourcing and Acquisition Analytics

Importance - Sourcing - Application Phase - Pre-interview Assessment Analytics - Interviews - Selection Analytics - Psychographic Profiling - Using Social Media Platforms for Recruitment and Selection - Analytics for Organisational Socialization

Part 4 (7 hours)

Performance Management Analytics

Linking individual objectives to organisational objectives - Defining Performance Measures - Performance Incentives and Promotion - Providing insights to senior management - Analytics for Individual, team and Leadership Performance - Analytics for High performance HR Practices - Analytics for Organizational Culture

Part 5 (7 hours)

Talent Engagement and Retention Analytics

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

Case Discussion - 10%

Assignment	-	10%
Exercise	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Swati Dhir and Suparna Pal (2021). Human Resource Analytics: Theory and Application Techniques, 1/e; New Delhi: Cengage Learning

Reference Books

1. Nishant Uppal (2021). Human resource Analytics: Strategic Decision Making, 1/e New Delhi: Pearson Education
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. Pratyush Banerjee, Jatin Pandey and Manish Gupta (2019). *Practical Applications of HR Analytics*, 1/e; New Delhi: SAGE Publications
4. Pease Gene, Byerly Boyce and Fitz-enz Jac (2016). *Human Capital Analytics*, New Delhi: Wiley India

Course Title: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Course Code: MB21IHR

Course Outcomes

- CO1:Examine the cultural differences across countries (K4)
 CO2:Compare the HRM activities in the different stages of internationalization (K4)
 CO3:Design a pre departure training programme (K6)
 CO4:Design a repatriation programme (K6)
 CO5:Explain the key issues in international industrial relations (K2)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	-	-	-
CO2	3	3	-	-	-	-	-
CO3	3	3	3	-	-	-	2
CO4	3	3	3	-	-	-	2
CO5	3	3	-	-	-	-	-

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)*IHRM in Cross-border Alliances, Mergers and Acquisitions and SMEs*

Stages of Internationalization - IHRM practices in Cross-border Alliances, Mergers and acquisitions, International Equity Joint Ventures and SMEs

Part 3 (10 hours)*Staffing International Assignments*

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

Part 4 (12 hours)*International Training and Development*

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

Part 5 (6 hours)*Re-entry and Career Issues*

Re-entry - Repatriation Process - Designing Repatriation Programs - Managing human resources in offshoring countries

Part 6 (4 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, Exercises, Seminar

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Exercise	-	10%
Presentation	-	10%
Quiz	-	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. Tony Edwards and Chris Rees (2017). *International Human Resource Management - Globalization, National Systems and Multinational Companies*, 3/e; New Delhi: Pearson Education
2. Harzing Anne-Wil and Pinnington H. Ashly (2017). *International Human Resource Management*, 4/e; New Delhi: SAGE Publication

Course Title: LEARNING AND DEVELOPMENT
Course Code: MB21LAD

Course Outcomes

- CO1: Demonstrate understanding of how training practices support business goals (K2)
 CO2: Discuss facilitation of learning and transfer of training before, during and after a programme (K6)
 CO3: Compare the strengths and weaknesses of various training methods (K4)
 CO4: Explain the issues and future trends in learning and development (K5)
 CO5: Develop a training module (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	3	-	-	-
CO2	3	-	3	2	-	-	2
CO3	3	-	-	3	-	-	2
CO4	3	-	-	3	-	-	2
CO5	3	-	3	2	-	-	2

H - High Correlation, M - Medium Correlation, L - Low Correlation, - No Correlation

Course Coverage

Part 1 (5 hours)

The Context for Training and Development

Forces influencing working and learning - Strategic training and development process

Part 2 (15 hours)

Designing Training

Needs assessment - Learning and transfer of training - Programme Design - Training Evaluation

Part 3 (15 hours)

Training and Development Methods

Traditional training methods - Technology based training methods - Employee development and career management

Part 4 (10 hours)

Social Responsibility and the Future

Social responsibility: legal issues, managing diversity and career challenges - The future of training and development

Pedagogy

Lecture and Discussion, Case Discussion, Class activities and exercises

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Exercise	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Noe, A. Raymond and Kodwani, D. Amitabh (2019). *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: PERFORMANCE MANAGEMENT SYSTEM
Course Code: MB21PMS

Course Outcomes

- CO1: Explain the role and importance of designing performance management system (K2)
 CO2: Compare the various performance appraisal methods (K4)
 CO3: Justify decisions based on performance (K6)
 CO4: Demonstrate the ability to identify and map various competencies required in a particular work environment (K2)
 CO5: Examine HRM applications of competency assessment (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	3	-	-	-
CO2	3	-	-	3	-	-	-
CO3	3	-	3	3	-	-	2
CO4	3	-	-	3	-	-	-
CO5	3	-	-	3	-	-	2

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

Course Coverage

Part 1 (5 hours)

Introduction

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 counselling

Part 3 (12 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 4 (8 hours)

Competency Mapping and Modelling

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

Part 5 (8 hours)

Competency Assessment & HRM Applications

Principal approaches to assessing competencies: Perception-based assessment and Assessment-Centre-based evaluation of competencies. Designing an instrument for Competency Assessment- HRM Applications - Competency-based Recruitment and Selection - Competency-based Training and Development - Competency-based Performance Management - Competency-based Career and Succession Planning

Pedagogy

Lecture, Exercises, Case Discussion, Field Study

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Field Study	-	10%
Presentation	-	10%
Quiz	-	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. Basu Roy, Anindya & Sumati Ray (2019). Competency-Based Human Resource Management, New Delhi: SAGE Publications
2. Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: SAGE Publications

Course Title: TALENT ACQUISITION AND DEPLOYMENT
Course Code: MB21TAD

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	-	-	2
CO2	3	-	-	-	-	-	-
CO3	3	-	-	-	-	-	-
CO4	3	-	3	-	-	-	2
CO5	3	2	-	-	-	-	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 - Employer Branding

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 (12 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 (4 hours)***Staffing System Evaluation and Technology***

Staffing Outcomes - Evaluating Staffing Systems - Technology and Staffing
Evaluation

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Field Study	-	10%
Presentation	-	10%
Quiz	-	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 (2011). *Employee Selection in Human Resource Management*, 7/e; New Delhi: Cengage Learning

SYLLABUS & COURSE OUTLINE**LIST OF ELECTIVES IN MARKETING**

Code	Title	Credits
MB21BMT	Brand Management	3
MB21CBR	Consumer Behavior	3
MB21DMK	Digital Marketing	3
MB21IMC	Integrated Marketing Communication	3
MB21MKA	Marketing Analytics	3
MB21SVM	Services Marketing	3

Course Title: BRAND MANAGEMENT
Course Code: MB21BMT

Course Outcomes

CO1: Explain the significance of brands and brand management process (K2)
 CO2: Examine the sources of brand equity in building strong brands (K4)
 CO3: Analyze the role of brand elements and marketing communications in influencing and reaching target markets in the digital era (K4)
 CO4: Measure the sources and outcomes of brand equity (K5)
 CO5: Design strategies for growing and sustaining brand equity in a global environment (K6)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	-	-	-	-	2
CO2	3	2	-	2	-	-	-
CO3	3	2	2	2	-	-	-
CO4	3	2	3	2	-	1	2
CO5	3	3	2	2	-	1	2

3 - High Correlation, 2 - 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)

Developing a Brand Strategy

Customer-based Brand Equity - Sources of Brand Equity - Establishing Brand Positioning - Positioning Guidelines - Brand Mantras - Building a Strong Brand - Brand Value Chain

Part 3 (11 hours)

Designing and Implementing Brand Marketing Programmes

Choosing Brand Elements - Designing Marketing Programmes - Integrating Marketing Communications - Branding in the Digital Era - Leveraging Secondary Brand Associations to Build Brand Equity

Part 4 (11 hours)

Measuring and Interpreting Brand Performance

Brand Equity Measurement System - Brand Audits - Brand Tracking Studies - Brand Equity Management System - Measuring Sources of Brand Equity - Qualitative and Quantitative

Research Techniques - Measuring Outcomes of Brand Equity - Comparative and Holistic Methods

Part 5 (8 hours)

Growing and Sustaining Brand Equity

Brand Architecture - Brand Hierarchy - Using Cause Marketing to Build Brand Equity - Managing Brands over Time - Managing Brands over Geographic Boundaries and Market Segments

Pedagogy

Lecture, Case Discussion, Seminar, Brand Audit

Evaluation and Grading

Case Discussion	-	10%
Brand Audit	-	10%
Field Study	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Keller, Kevin Lane., Swaminathan, Vanitha., Parameswaran, M.G. Ambi and Jacob, Isaac (2020). Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 5/e; New Delhi: Pearson Education

Reference Books

1. Minsky, Laurence, Geva, Ilan (2020). Global Brand Management, 1/e; NY: Koganpage
2. Dutta Kirti (2017). Brand Management: Principles & Practices, 1/e; New Delhi: Oxford University Press
3. Panda, Tapan K (2016). Product and Brand Management, 1/e; New Delhi: Oxford University Press

Course Title: CONSUMER BEHAVIOUR
Course Code: MB21CBR

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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	1	-	2
CO2	3	3	-	1	1	-	1
CO3	3	3	2	1	1	-	1
CO4	3	3	2	-	1	-	1
CO5	3	3	3	2	1	-	3

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

Course CoveragePart 1 (10 hours)*Introduction to Consumer Behaviour & Emerging Trends*

Scope and Application of Consumer Behaviour - Consumer Behavior and Technology - Urban Vs. Rural Consumer Behaviour - Emerging Trends

Part 2 (12 hours)*Psychological Influences on Consumer Decision Making*

Consumer Motivation and Personality - Consumer Perception and Positioning- Consumer Learning - Consumer Attitude Formation and Change

Part 3 (12 hours)*Sociological influences on Consumer Decision Making*

The Family and its Social Standing - Cultural Values and Consumer Behaviour - Cross-Cultural Consumer Behavior - Influence of Reference Groups and Communities

Part 4 (6 hours)*Consumers' Decision-Making*

Consumer Decision-Making Process - Consumer Gifting Behaviour - Diffusion and Adoption of Innovations

Part 5 (5 hours)*Consumer Research*

Exploratory Research and Secondary Data - Qualitative Research - Quantitative Research

Pedagogy

Lecture, Case Discussion, Seminar, Consumer Survey

Evaluation and Grading

Case Discussion	-	10%
Consumer Survey	-	15%
Assignment	-	05%

Presentation	-	10%
Quiz	-	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 (2020). *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
3. Pradeep Kashyap (2016). *Rural Marketing*, 3/e; New Delhi: Pearson Education

Course Title: DIGITAL MARKETING
Course Code: MB21DMK

Course Outcomes

- CO1: Explain the role and importance of digital marketing in a rapidly changing business landscape (K2)
 CO2: Examine a website and propose recommendations for improvement (K4)
 CO3: Design 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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	-	-	2	2
CO2	3	-	3	2	-	3	2
CO3	3	-	-	2	-	3	3
CO4	3	-	3	2	-	3	2
CO5	3	-	2	2	-	2	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 - Web Site Audit

Part 2 (8 hours)

Online Advertising - Search and Display advertising

Search Advertising - Display Advertising - Types of Display ads - Buying Models - Targeting - A/B Testing

Part 3 (8 hours)

Email Marketing and Mobile Marketing

Email Marketing - Creating an Email campaign in Mail Chimp - Building effective email lists - Campaign Design and Mail Delivery - Analysis and reporting - Mobile Marketing - Mobile Advertisements - Search Ads - Display Ads - Proximity Marketing - SMS Marketing

Part 4 (12 hours)

Social Media Marketing

Definition - Process - Channels - Emerging platforms - Digital Public Relations - Influencer Marketing - Emerging trends - Programmatic Advertising - Video Marketing - Social Messaging Apps - Social Media Stories - Social Listening - Social CRM - Online Reputation Management

Part 5 (7 hours)

Strategy and Planning

Digital Marketing Plan - Objectives - Developing Buyer Personas - Content - Channel - Timeliness - Budget and Measurement - Psychology of Digital Consumer

Pedagogy

Lecture, Web Exercise, Online Course, Case Study

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Online Course	-	10%
Online Exercises	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

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

Reference Books

1. Henlon Annmarie (2020), *Digital Marketing, Strategic Planning and Integration*, Adapted Edition, New Delhi: Sage Publications,
2. Dodson Ian, (2017), *The Art of Digital Marketing*, New Delhi: Wiley India

Course Title: INTEGRATED MARKETING COMMUNICATION
Course Code: MB21IMC

Course Outcomes

- CO1: Explain the role of integrated marketing communications 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)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	3	-	-	-
CO3	3	2	-	2	-	-	2
CO4	3	3	3	3	-	-	2
CO5	3	-	3	-	-	-	-

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 Programme Situation Analysis

Organizing for Advertising and Promotion - Event Management Process - 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%
Media Planning	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Belch, E. George, Belch, A. Michael and Purani K. (2020). *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 (2018). *Integrated Advertising, Promotion and Marketing Communications*, 8/e; New Delhi: Pearson Education
2. Shah, Kruti (2017). *Advertisement and Integrated Marketing Communications*, 1/e; New Delhi: McGraw Hill Education

Course Title: **MARKETING ANALYTICS**
Course Code: **MB21MKA**

Course Outcomes

- CO1: Explain the use of marketing analytics in current business context (K2)
 CO2: Demonstrate the understanding of marketing mix and customer analytics (K2)
 CO3: Utilize appropriate analytical tools to analyze the data collected (K3)
 CO4: Demonstrate the ability to set up Google analytics account and work with it (K2)
 CO5: Examine the use of attribution models to calculate Marketing ROI (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	2	2

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

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

Course Coverage

Part 1 (8 hours)

Introduction

Introduction to Marketing Analytics - Resource-allocation Perspective for Marketing Analytics - Slicing and dicing marketing data with Pivot Tables - Summarizing the marketing data

Part 2 (9 hours)

Marketing-Mix Analytics

Cluster Analysis for Segmentation - Conjoint Analysis - Interpreting Conjoint results - Applications - Multiple Regression in Marketing - Mix Models - Design of Price and advertising elasticity models - Media Selection Models

Part 3 (9 hours)

Customer Analytics

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

Part 4 (9 hours)

Social Media Analytics and Attribution Models

Sentiment Analysis - Sentiments - Opinions - Emotions and topics - Social Metrics - Social Analytics - Mobile Analytics - Mobile Platform - Multi Channel Attribution - Attribution Models

Part 5 (10 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 Ads

Pedagogy

Lecture, Exercise, Group Project

Evaluation and Grading

Case Discussion	-	10%
Assignment	-	10%
Group Project	-	10%
Online Course	-	10%

Quiz	-	20%
End semester Examination	-	40%

Text Book

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

Reference Books

1. Ganis, Kohirkar (2017). *Social Media Analytics*, 1/e, New Delhi: Pearson Education
2. Hemann Chuck, Burbary Ken (2018), *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, Pearson Education

Course Title: SERVICES MARKETING
Course Code: MB21SVM

Course Outcomes

- CO1: Explain services and the emerging trends in services marketing (K2)
 CO2: Compare and contrast service quality dimensions with e-service quality (K2)
 CO3: Measure customer perceptions and expectations of service quality through survey (K5)
 CO4: Design a service blueprint for the given service process (K6)
 CO5: Examine the impact of technology on services (K4)

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	2
CO2	3	-	-	-	-	-	2
CO3	3	-	3	3	-	-	2
CO4	3	-	3	-	-	-	2
CO5	3	-	-	-	-	3	2

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%
Assignment	-	10%
Field Study	-	10%
Presentation	-	10%
Quiz	-	20%
End semester Examination	-	40%

Text Book

Zeithaml, A. Valarie, Bitner Jo Mary, Gremler, D. Dwayne, Pandit Ajay (2020).
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
