

ADAMAS

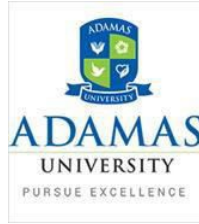
UNIVERSITY

PURSUE EXCELLENCE

KOLKATA

ADAMAS UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

Master of Business Administration
2024-2025



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

VISION OF THE UNIVERSITY

To be an internationally recognized university through excellence in interdisciplinary education, research and innovation, preparing socially responsible wellgrounded individuals contributing to nation building.

MISSION STATEMENTS OF THE UNIVERSITY

M.S 01: Improve employability through futuristic curriculum and progressive pedagogy with cuttingedge technology

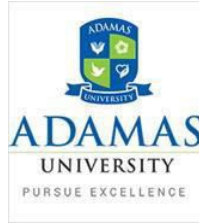
M.S 02: Foster outcomes based education system for continuous improvement in education, research and all allied activities

M.S 03: Instill the notion of lifelong learning through culture of research and innovation

M.S 04: Collaborate with industries, research centers and professional bodies to stay relevant and upto0date

M.S 05: Inculcate ethical principles and develop understanding of environmental and social realities

CHANCELLOR / VICE CHANCELLOR



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

VISION OF THE SCHOOL

To be a new0age school maintaining international standards of industry0relevant interdisciplinary education and research in the field of business, commerce and economics, developing professionals adept at leveraging technology, and conscious of society and environment.

MISSION STATEMENTS OF THE SCHOOL

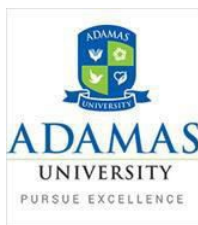
M.S 01: Focus on outcome based curriculum enabling intellectual, personal and professional growth through life0long learning.

M.S 02: Integrate theory with practice to create solutions, embracing sustainability and diversity

M.S 03: Inculcate trans0disciplinary culture through teaching and research in emerging areas.

M.S 04: Encourage students to inculcate entrepreneurial spirit, ethical and societal values, and contribute to nation0building.

DEAN / SCHOOL CONCERNED



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

VISION OF THE DEPARTMENT

To be an internationally recognized center for management education through excellence in pedagogy, research and innovation, preparing socially responsible and industry-ready management professionals who will emerge as the preferred choice for organisations.

MISSION STATEMENTS OF THE DEPARTMENT

M.S 01: Improve employability through progressive, outcome based pedagogy and regular interaction with industry for lifelong learning.

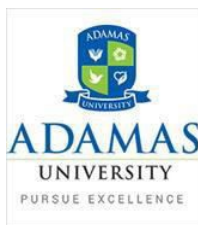
M.S 02: Integrate theoretical knowledge with real-life practices through industry interface.

M.S 03: Holistic development through trans disciplinary teaching and research in emerging areas leveraging technology.

M.S 04: Encourage students to inculcate entrepreneurial spirit, ethical, societal and professional values, and contribute to nation-building.

HOD

DEAN/SCHOOL



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Master of Business

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO 01: Imparting knowledge and problem solving capabilities using management

PEO 02: Developing expertise in the areas of leadership, interpersonal, entrepreneurship, finance, marketing and human resource management.

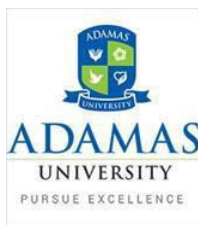
PEO 03: Enhancing professional competency in meeting the challenges of a globalized world of business.

PEO 04: Developing ethical, social and environmental consciousness.

PEO 05: Inculcating fundamental concepts and skills of research in various fields of business.

HOD

DEAN/SCHOOL



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Master of Business

PROGRAMME OUTCOME (PO)

PO 01: Management Knowledge Demonstrate the knowledge of management principles to solve complex organizational problems using limited resources.

PO 02: Problem Solution: Integrate tools and concepts from multiple functional areas (i.e. finance, marketing, supply chain, operations and allied disciplines) to solve business problems.

PO 03: Leadership and Organization Skills Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PO 04: Ethics and Governance: Apply principles of ethics and corporate governance in day to day business practices.

PO 05: Environment and Sustainability Understand the impact of the professionals in societal contexts, and demonstrate the knowledge of, and need for sustainable development

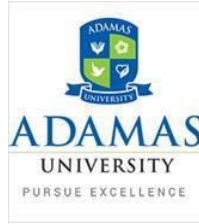
PO 06: Lifelong Learning Recognize the need for, and have the preparation and ability to engage in independent and lifelong learning in the broadest context of business world.

PO 07: Creativity and Innovation Create ability to solve the problems of business and industry through research and innovative practices.

PO 08: Employability: Equipped to get employment in the diversified areas either in domestic and multinational organizations.

HOD

DEAN/SCHOOL



**ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

Name of the Programme: Master of Business

PROGRAMME SPECIFIC OUTCOME (PSO)

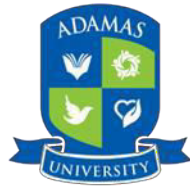
PSO 01: Create capabilities of converting theoretical knowledge into practical applications as per organizational requirements.

PSO 02: Keep abreast of trans0disciplinary trends, which can be brought to bear in creating strategic and tactical benefits in a VUCA world.

PSO 03: Develop competencies to be socially responsible business professionals.

HOD

DEAN/SCHOOL



ADAMAS
UNIVERSITY

PURSUE EXCELLENCE

KOLKATA

ADAMAS UNIVERSITY
School of Business

DEPARTMENT OF MANAGEMENT

COURSE STRUCTURE & SYLLABUS

of

**Master of Business Administration
2024-2025**

Semester I

MGT21201	Business Communication	L	T	P	C
Version 1.2	Contact Hours – 45	3	0	0	3
Pre0requisites/Exposure	Understanding of significance of language				
Co0requisites					
Academic Year	2024-2025				

Course Objectives

- To enable students to understand the basic principle of communication including the flow of communication, verbal as well as non0 verbal in context of the organization.
- To enable describe the various ways of employment communication as well as develop the understanding and skill of presentation
- To provide to the students the basic understanding of the verbal and non 0 verbal communication so that they understand the different aspects of spoken and written business communication.
- To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the core principles of business communication, including verbal, non0verbal, and written formats, to develop effective communication strategies.

CO2: Apply business communication techniques in professional settings, such as presentations, meetings, and negotiations, to convey information clearly and persuasively.

CO3: analyze various communication models and situations in business contexts, to identify barriers to effective communication and propose solutions.

CO4: Design communication plans tailored to specific business scenarios, incorporating feedback and utilizing appropriate channels to achieve strategic goals.

Course Description

Communication skill in a manager is one of the important skills, which a manager must possess to perform his/her role(s) effectively in an organization. Since he/she deals with employees, and with customers outside the organization, it is important that in an organization he should be well equipped in terms of different aspects of business communication. The course therefore covers all constituents, which will make a manager's job easy to handle.

Classroom activities involving lectures, discussions and case studies analysis (topped up with role0play) will be designed to encourage students to actually get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, group presentations, cooperative group solving problems, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content

UNIT 10

[5L]

Establishing a Framework for Business Communication, Conceptual Issues in Communication, Principles of Communication, Process of Communication, Myths and Realities of Communication, Communication Networks in an Organization, Verbal and Non Verbal Communication.

UNIT II

[8L]

Barriers and Aids to Communication, The 7 C's and the 4 S's of Communication, Talk Tactics : Private and Public Speaking. Critical Reasoning : Theory and Caselets. The Framing of Arguments to Persuade , Convince and Negotiate. Principles of Deductive and Inductive Principles in understanding Assumptions. Drawing Conclusions. Case Study Analysis in terms of Business and Current Affairs.

UNIT III

[8L]

Listening Process, Difference between Listening and Hearing. Deterrents to the Listening Process, The Positive Connotations of Good Listening, Case Study Analysis ...continued.

UNIT IV

[8L]

Non Verbal Communication, Non Verbal Signifiers and Communication, Body Language and Global Business Etiquette, Cross Cultural Communication, Case Study and Dramatic Practical on the

above.

UNIT V

[8L]

Written Communication, The 7 Cs of Written Communication, The First Draft and the Craft of Editing a write up. Memos, Letters, Emails, Net Etiquette and other Business Correspondence. Presentations: Preparing it and making an effective delivery. Practical Exercises.

UNIT VI

[8L]

Negotiating Skills for Business. Telephone Culture and Video Conferencing. Group Discussion: Basics and Practice, Personal Interview: C.V. Format. Frequently Asked Questions and Mock Interviews.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

MGT21201	Business Communication	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
		CO1	2	1	3	0	2	2	2	1	1	1	1
CO2	1	3	1	0	2	1	2	0	1	1	1	0	
CO3	2	1	1	3	2	1	2	2	1	0	1	1	
CO4	2	3	3	0	3	1	2	2	1	0	1	1	
AVG . CO	1.75	2	2	0.75	2.25	1.25	2	1.25	1	0.5	0.5	0.5	

OBH21202	Human Resource Management	L	T	P	C
Version 1.0	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Graduation level Knowledge				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

- To help the students to understand the role of HRM in effective business administration and how HRM can be used as a tool to execute strategies.
- To enable the students in order to analyze the elements such as the environment surrounding each company and their vision, values and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation and development) and organizational culture.
- To help the learners to look at numerous problems of HRM and their causes, and what action plans should be implemented in order to solve these problems.
- To help the students to gather the in depth knowledge of human resource management in modern organizations.
- To make the students familiar with the new HRM practices and processes.

Course Outcome

On completion of this course the students will be able to:

CO1: Describe the key concepts and functions of Human Resource Management, including recruitment, selection, training, and performance appraisal, to understand the role of HRM

CO2: Apply HRM principles in areas such as workforce planning, talent acquisition, and employee development, to address organizational challenges and enhance productivity.

CO3: Analyze HR policies and practices in relation to labor laws, organizational culture, and employee behavior, to assess their impact on organizational effectiveness.

CO4: Evaluate the effectiveness of HR strategies and interventions, such as training programs, compensation systems, and performance management, to improve employee engagement and organizational performance..

Course Description:

As Human Resource Management links people-related activities to business strategy, this course develops a critical understanding of the role and functions of the various human resource activities in an organisation by providing students with a comprehensive review of key HRM concepts, techniques and issues such as job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, as well as the strategic contribution of HRM to organisational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment. At the end of the course, each student should be able to know, comprehend, apply, analyze and evaluate the HR issues in the organizations to facilitate the development of better understanding of human resources issues as they relate to other managerial functions, HRM practices, and the ability of managers and the organization to achieve prescribed goal.

Course Contents

Unit I:

[6 L]

Fundamentals of HR Management: Concepts and Perspectives, Corporate Objectives and Challenges of HR in a Dynamic Environment, Scope and Coverage, Structure and functions of HR Department, Role of HR Manager. HRD objectives, process, Assessment of HRD Needs, HRD Methods, Developing Managerial Skills for: Team Management, Collaboration, Interaction across Business Functions.

Unit II

[7 L]

Human Resource Planning: Definition, Objective, Process of HRP. Supply and Demand Forecasting Techniques, Manpower Inventory, Career Planning & Development, Succession Planning, Personnel Policy, Rightsizing, Restructuring, Human Resource Information System (HRIS), Strategic Planning, Job Analysis, Case study.

Unit III

[8 L]

Recruitment and Selection: Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors.

Performance Management: Potential Assessment and Competency Development. Purpose, Methods, Appraisal Instruments, 360 degree Appraisal, HR Score Card, Errors in Appraisal, Potential Appraisal, Case Study.

Unit IV

[6 L]

Training and Development: Training Process and Methods, Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Management Development Programme, Case Study.

Unit V

[7 L]

Compensation and Reward Management: Concepts, Components; Concepts of Wages, System of Wage Payment, job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans.

Unit VI

[7 L]

Industrial Relations in India Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Mechanisms, Role of Government, Labour Policy in India Unit of compensation. Grievance Redressal Process, Dispute Resolution and Conflict Management Techniques, International Dimensions of HRM.

Employee Empowerment, Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Mechanisms, Role of Government, Labour Policy in India. Case Study.

Unit VII

[4 L]

Strategic HRM

Meaning, Strategic HRM vs Traditional HRM, SHRM Process, Nature of eHRM, eRecruitment & Selection, ePerformance Management, eLearning.

Suggested Reading

Text Books

T1: K Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill Education, 2017.

T2: Gary Dessler, "Human Resource Management", Seventh Edition, PrenticeHall of India
T3: VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books
T4: Bennis M & J Casson: The Manpower Planning Handbook, McGraw Hill

Reference Books

- R1: Walker J W: Human Resource Planning, MGH
- R2: William B. Werther Jr. and Keith Davis "Human Resource Management". New Jersey: McGraw Hill.
- R3: Martin, J. (2010). Key concepts in human resource management: New Delhi: Sage Key Concepts Series.
- R4: Mello, J. A. (2010). Strategic Human Resource Management (3rd ed.). India: Cengagelearning.
- R5: Sangvi Seema 0 Human Resource Management: Excel Books
- R6: Dessler, G. (2008). Human resource management (11th ed.). New Delhi: Pearson PrenticeHall

Modes of Evaluation: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
OBH21202	Human Resource Management	CO1	3	2	1	2	3	0	1	1	0	2	0
		CO2	0	1	2	3	2	2	2	1	2	0	0
		CO3	1	3	0	1	0	2	2	1	0	0	3
		CO4	2	0	2	3	1	2	2	1	0	0	0
		AVG CO	1.5	1.5	1.25	2.25	1.5	1.5	1.75	1	0.5	0.5	0.75

OBH21201	Organizational Behaviour	L	T	P	C
Version 1.0	Contact Hours – 45	3	0	0	3
Pre0requisites/Exposure	Understanding of significance of human skills in the organizational setting				
Co0requisites	Understanding of the challenges of people management				
Academic Year	2024-25				

Course Objectives:

- To develop a better understanding of individual behaviour dimensions that determine workplace interpretation and evaluation
- To cultivate among the students an understanding of human behaviour in groups
- To develop student’s knowledge and skills in leadership, power, communication, negotiation and conflict management
- To help in understanding impact of politics, conflict and stress on organizational functioning
- To improve decision making abilities and resulting effectiveness of managers in a global work environment in the 21st Century

Course Outcomes:

On completion of this course, the students will be able to:

CO1: recall fundamental theories and concepts of organizational behavior, such as motivation, leadership, group dynamics, and organizational culture, to build a foundational understanding of human behavior in organizations.

CO2: Explain how individual and group behaviors influence organizational effectiveness, to understand the dynamics of employee interactions and their impact on organizational outcomes.

CO3: Apply organizational behavior theories to real0world business scenarios, to enhance leadership effectiveness, team collaboration, and organizational culture.

CO4: Analyze workplace situations and behaviors, including conflict resolution, decision0making, and organizational change, to diagnose challenges and opportunities within an organization.

CO5: Evaluate the effectiveness of organizational behavior interventions, such as leadership styles, motivational techniques, and team building activities, to improve organizational performance and employee satisfaction.

Course Description:

This course is intended to provide the student with cutting edge thinking on a variety of Organizational Behaviour and Management Issues. Conceptual frameworks, case discussions, and skill oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, organizational culture and development etc. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.

Course Content:

Unit I: Introduction: Organizational Behaviour Concept and its Emergence; Nature and Theoretical Frameworks; Disciplines contributing to the field of OB; Historical Background Hawthorne Studies, Psychological Foundations; Models of Organizational Behaviour, Challenges and Opportunities for Organizational Behaviour; Ethics and Organizational Behaviour. [7L]

Unit II: Individual Behaviour Dimensions in an Organization: Determinants of Individual Behaviour; Personality – Meaning, Determinants and Theories, Influence on OB; Perception: Process and its influence on OB; Values, Attitudes and Job Satisfaction; Emotional Intelligence and OB; Employee Motivation – Concept, Content Theories vs. Process Theories, Designing Motivational Strategies. [10L]

Unit III: Interpersonal Behaviour: Interpersonal Communication and Feedback; Transactional Analysis (TA); Johari Window; Managing misbehaviour at work Sexual Abuse, Substance Abuse, Cyber Slacking, Aggression and Violence; Communication and Negotiation in Organization; Learning Organization: Characteristics, Implementation Strategies, Learning Cycle and Curve. [10L]

Unit IV: Group Dimensions in Behaviour: Theories of Group Formation, Types of Groups, Stages of Group Development, Group Decision Making; Cohesiveness and Productivity; Management of Dysfunctional Groups; Power and Politics in Organization; Leadership: Concept and Styles, Leadership Theories; Conflict & Stress Management: Types of Conflicts, Conflict Management Process, Resolution of Conflict Strategies. [10L]

Unit V: Organizational Dimensions and Processes in Organization: Organizational Climate Concept, Determinants, and OCTAPACE Model; Organization Culture Concept, Forming, Sustaining, and Changing a Culture; Organizational Effectiveness Concept and Measurement; Organizational Change Resistance and Management; Organization Development – Concept & Issues. [8L]

Text Books:

1. Robins, S.P., and Sanghi, S.: Organizational Behavior, Ed. xi, Pearson Education, New Delhi.
2. Luthans, F.: Organizational Behavior, Ed. vii, PHI, New Delhi.
3. Prasad, L.M.: Organization Theory and Behavior, HPH, New Delhi.
4. Aswathappa, K.: Organizational Behaviour, HPH, New Delhi.

Reference Books:

1. Sakaran, U.: Organizational Behavior, TMH, N. Delhi.
2. Newstrom J. W., and Davis, K.: Organizational Behavior: Human Behavior at Work, Ed.v., Tata McGraw Hill, New Delhi.
3. Mullins, L. J.: Management and Organizational Behavior, Pearson Education, N. Delhi.
4. Bhattacharya D.K.: Organization Behavior, OUP, New Delhi.
5. Robbins, Stephen P., and Mathew, Mary: Organization Theory: Structure, Design and Applications, Ed. iii, Pearson Education.

Project:

The class will be divided into groups consisting of 5 members in each. Each group will select a company of their choice in order to understand the people related issues in that particular company through interactions with their HR Department and functional managers. The objective of the project is to acquaint the students with the relevance of the concepts of Organizational Behaviour in the organizational setting. Students are required to submit their project reports just after mid0semester examination. Each group will present their work in the class such that all students have a clear idea of the behavioural issues of several companies.

Modes of Evaluation: Assignment/Quiz/Project/Presentation/Extempore/Written Exam Examination Scheme:

Components	Internal	Mid0Term	End0Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	
OBH21201	Organizational Behaviour	CO1	3	2	1	2	3	0	2	1	1	2	1	
		CO2	0	1	2	1	2	3	2	2	2	0	1	
		CO3	1	3	0	1	0	2	2	2	1	0	3	3
		CO4	2	0	2	3	1	2	2	2	3	1	0	0
		CO5	3	1	1	0	2	1	0	3	3	1	1	0
		AVG CO	1.8	1.4	1.2	1.4	1.6	1.6	1.6	2	1	1.2	1	

MTH21517	Quantitative Techniques for Management	L	T	P	C
Version 1.0	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Business Mathematics & Business Statistics				
Co0requisites	00				
Academic year	2024-25				

Course objectives:

- To develop knowledge about the principles of probability theory and different types of random variables
- To help the students to learn various techniques of statistical inference
- To provide the basic concepts of Linear programming and Integer programming

Course Outcomes

On completion of this course, the students will be able to:

CO1: Recall descriptive statistics and principles of probability

CO2: Apply probability theory to a variety of problems

CO3: Analyse a given data set using different statistical tools

CO4: Apply Linear programming and Integer programming techniques for modelling and solving real0life decision making problems

Course Description:

The course is designed to make the students familiar with the basic probabilistic, statistical, and linear programming techniques. The focus of this course is to enable the students to apply relevant quantitative tools in business decision making. All the lectures will be devoted on discussions of basic and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation. The tutorials will familiarize the students with practical problem0solving techniques led by the course coordinator. Students will strongly grab the basic concepts of the subject via exercise and discussions with the coordinator.

Course Structure:

Unit01: Introduction to Probability Theory: 15[L]

Probability Theory, Discrete Probability Distributions: Binomial, Poisson and Hyper geometric distribution; Continuous Probability Distributions: Normal, Lognormal and Exponential distribution

Unit0II: Statistics: 15[L]

Sampling and Sampling distribution; Statistical inference: Estimation for single population parameters, Hypothesis testing for single population, Hypothesis testing for two population; Analysis of variance and Design of experiments, Hypothesis testing for Categorical data; Correlation and Regression analysis, Non0parametric tests. Business forecasting

Unit0III: Linear Programming: 15[L]

Basic concepts, Model formulation, Solution methods, Duality, Sensitivity analysis; Integer linear Programming: Different types of integer programming problems (Pure integer, Mixed integer and 001 integer problems), Formulating integer programming problems, Solution through Branch and Bound algorithm.

Text Books:

1. Black, K. (2008). Business statistics for contemporary decision making (5thed.). New Delhi: Wiley India.
2. Taha, H. A. (2007). Operations Research: An Introduction (8thed.). Delhi: Pearson Education.
3. Gupta, S. P., & Gupta, M. P. (2005). Business statistics. Delhi: Sultan Chand & Sons.

Reference Books:

1. Spiegel, M. R., Schiller, J., & Srinivasan, R. A. (2004) Probability and statistics(2nded.). New Delhi: Tata McGraw Hill.
2. Levin, R. I., & Rubin, D. S. (1999). Statistics for management (7thed.). New Delhi: Prentice Hall of India.
3. Webster, A. (2006). Applied statistics for business and economics (3rded.). New Delhi: McGraw Hill.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MTH21517	Quantitative Techniques for Management	CO1	3	2	1	2	3	0	1	1	0	2	1
		CO2	2	1	3	2	2	2	2	1	2	0	0
		CO3	1	3	0	1	0	2	2	1		2	3
		CO4	2	1	2	3	2	2	2	1	1	0	0
		AVG CO	2	1.75	1.5	2	1.75	1.5	1.75	1	1	1	1

ECO21206	Managerial Economics	L	T	P	C
Version 1.1	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Exposure to Basic Economic Theory at Undergraduate Level				
Co0requisites	Mathematics: Basic Calculus				
Academic year	2024-25				

Course Objectives:

Managers are faced with constraints, both at micro level and at macro level. Faced with these constraints they need to optimally use the resources and find solution to fulfil the goals of a business organisation, most imperatively maximising the profits. Economic theory serves as a guiding force to optimize and seek scientific solutions. This course aims to introduce the economic theory relevant for managerial decision making in a problem solving perspective. By the end of this course students' should be familiar with the basic tools of managerial economics and be able to apply them to find optimal solutions. A primary purpose of the course is to develop constructs useful for other courses and make use of content taught in other courses¹.

Course Outcomes:

On completion of the course it is expected that students will be able to:

CO1: Explain fundamental economic concepts such as demand, supply, elasticity, and market structures, to understand how economic principles influence business decision0making.

CO2: Apply marginal analysis, pricing strategies, and cost0benefit analysis to managerial decision0making, to solve business problems and optimize resource allocation.

CO3: Analyze market trends, economic data, and external factors, such as inflation and government policies, to assess their impact on business strategies and operations.

Course Contents:

Unit I: Firm's Environment and Economic Theory

10[L]

Managerial decision making and principles in today's business world

Role of Managerial Economics in problem solving

The core themes of Microeconomics: Trade0offs; Prices and Markets; Equilibrium; Competition The core themes in Macroeconomics: Growth, output, employment, and inflation; Business cyclesand Government Policies.

¹*A note on Mathematics:* Economics is a social science. The language of science (and all analytical thinking) is mathematics. Math helps us measure and solve problems and without doubt improves decision0making. We really can't learn how to solve business (economic) problems logically and systematically and avoid mathematics at the same time. This isn't a math course. The task here would be to solve business problems mathematically and interpret the results in economic sense, making use of mathematical construct.

Unit II: Demand, Revenue, Production and Cost 10[L]

Demand and Revenue: How demand influences the revenue of the firm Firm’s demand versus industry demand The elasticity of demand and relation with revenue of the firm Production in short run and long run: Optimal combination of inputs Measuring cost: Which cost matters? Choices for Inputs: Cost minimisation for a given Output. Output maximisation with a given Cost From cost to supply decisions of a firm

Unit III: Profit Maximisation & Market Conditions 10[L]

Profit maximisation principle: shut down point Break even analysis Profit maximisation versus break even analysis Profit maximisation with input constraints From Firm’s Supply to Industry Supply Profit Maximisation in a Perfectly Competitive Market Firm’s Supply decisions with Market Power: Profit Maximisation in Monopoly Pricing Strategies with Market Power Monopolistic Competition: Some forms and characteristics

Unit IV: Business Cycles and Economic Activity 5[L]

Business cycles: how GDP and economic activity influences Businesses Determination of equilibrium Income: The Multiplier Model Change in Autonomous Demand: The multipliers in closed economy

Unit V: Money Interest and Income & Influence of Fiscal and Monetary Policies 10[L]

Interest rate and aggregate demand: The Investment Saving Function and the IS curve The Asset market & The LM curve Determination of income and interest rate Short run Economic Fluctuations Fiscal Policy: Operations and Recent debates Monetary policy: Operations Recent debate

Text and Reference:

Truett L.J and Truett B Dale, 2008. “*Managerial Economics: Analysis, problems, cases*”, eighth edition. Wiley India.

Sikdar Soumyen (2009). “*Principles of Macroeconomics*” Oxford University Press

Reference Readings:

Salvatore. D Adapted by Ravikesh Srivastava, 2008. “*Managerial Economics: Principles and worldwide Application*”, Sixth edition, Oxford University Press

Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, 2008, “*Microeconomics*”, Sixth edition, Pearson Education.

Edward T. Dowling, 2001. “*Introduction to Mathematical Economics*”, third edition, Schaum’s outline series, Tata McGraw Hill.

Hirschey Mark 2007. “*Economics for Managers*”, latest Edition, Thomson

Thomas and Maurice 2008. “*Managerial economics: Concepts and Applications*”. Tata McGraw Hill

Dornbusch, Fischer and Startz. 2009. “*Macroeconomics*” Tenth edition, McGraw Hill Education

Economic Times / Business Standard; Economic and Political Weekly; Economic Survey

Modes of Examination: Assignment / Quiz / Project / Presentation / Course Work / Article reviews / Book Reviews / Reports / Written Exam / Jury / Survey / / any other method that suits to assess the given course outcome

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
ECO21206	Managerial Economics	CO1	3	2	1	2	3	0	2	1	0	2	1
		CO2	2	1	3	3	2	2	2	1	2	0	0
		CO3	1	3	0	1	0	3	2	1	1	2	3
		AVG CO	2	2	1.3	2	1.6	1.7	2	1	1	1.3	1.3

FAC21205	Financial Accounting for Managers	L	T	P	C
Version 1.0	Contact Hours – 45	3	0	0	3
Pre0erequisites/Exposure	Basic Knowledge of Business Functions				
Corequisites	00				
Academic year	2024-25				

Course Objectives:

1. To make student understood the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;
2. To develop an awareness and understanding of the accounting process and fundamental accounting principles
3. To build the ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company;

Course Outcomes:

On completion of this course, the students will be able to:

CO1: Identify key accounting concepts and principles, such as double0entry bookkeeping, accrual accounting, and the accounting equation, to understand the basics of financial accounting.

CO2: Explain the structure and purpose of financial statements, including the income statement, balance sheet, and cash flow statement, to interpret the financial health of an organization.

CO3: Apply accounting principles to record business transactions and prepare financial statements, to reflect accurate financial performance and position.

CO4: Analyze financial statements using ratios, trends, and comparative data, to evaluate organizational performance and make informed management decisions.

CO5: Evaluate financial data for internal control, budgeting, and forecasting purposes, to ensure financial accuracy and strategic planning.

CO6: Design financial reports and budgets that align with organizational goals, to support effective managerial decision0making and resource allocation.

Course Description:

Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision0making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyse financial statements will enable participants to deal more effectively with strategic options for their businesses or business units. Strong foundations in financial analysis, and development of crucial basic accounting skills will also enable participants to develop a management accounting focus. From this second phase of the course students will take away highly relevant skills in areas such as budgeting, product and service costing and short0run decision making. Such skills, ability and knowledge will enable participants to more effectively identify profitable opportunities and to contribute significantly to better management within their own organisations.

Course Content:

Module 01

6[L]

Introduction to Financial Statements: Forms of Business Organization – Users of Financial Information – Business Activities – Financing, Investing, Operating – Communicating with Users – Income Statement, Retained Earnings Statement, Balance Sheet, Statement of Cash Flows, Interrelationships of Statements, Elements of annual Report – Assumptions and Principles in Financial Reporting.

Module 02

9[L]

A Further Look at Financial Statements: Objectives of Financial Reporting – Characteristics of Useful Information 0 Relevance, Reliability, Comparability and Consistency – Constraints in Accounting – Materiality and Conservatism 0 Financial Statements Revisited – The Income Statement, The statement of Stockholder’s Equity, The Classified Balance Sheet – Currents Assets, Long Term Investment, Property, Plant, Intangible Assets, Current Liabilities, Long Term Liabilities,

Stockholder's Equity, Using a Classified Balance Sheet 0 The Statement of Cash Flows.

Module 03

9[L]

The Accounting Information System 0 The Accrual Insight: Accounting Transactions – The Account – Steps in the Recording Process – The Recording Process Illustrated – Summary Illustration of Journalizing and Posting – The Trial Balance – Timing Issues – The Revenue Recognition concept, Matching Principle, Accrual Versus Cash basis of Accounting – The Basics of Adjusting Entries – The adjusted Trial Balance and Financial Statement – Closing the Books – Summary of Accounting Cycle.

Module 04

6[L]

Financial Analysis – The Big Picture: Earning Power and Irregular Items – Discontinued Operations, Extraordinary Items, Changes in Accounting Principles, Comprehensive Income – Comparative Analysis – Ratio Analysis – Liquidity Ratios, Solvency Ratios, Profitability Ratios – Limitations of Financial Analysis.

Module 05

9[L]

Reporting and Analyzing Long Lived Assets: Determining the Cost of Plant Assets – Land, Land Improvements, Buildings, Equipment – Accounting for Plant Assets – Depreciation, Expenditure during Useful Life, Impairments, Plant Asset Disposals – Analyzing Plant Assets – Average Useful Life, Average age of Plant Assets, Asset turnover Ratio – Intangible Assets – types – Accounting for intangible Assets – Financial Statement presentation of Long Lived Assets.

Module 06

6[L]

Statement of Cash Flows: Purpose – Format – Classification of Cash Flows – Usefulness – Preparing the Statement of Cash Flow – Indirect Method – Direct Method – Using Cash Flows to Evaluate a Company.

Reference Books

1. Accounting Principles by Weygandt, Kieso and Kimmel, Wiley
2. Accounting: Texts and Cases by Robert Anthony, David Hawkins Kenneth A. Merchant, Mc Graw Hills
3. Accounting for Management 0 Maheshwari & Maheswari, Vikas Publishing House
4. Financial Accounting of Management 0 Ambrish Gupta, Pearson

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
FAC21205	Financial Accounting for Managers	CO1	3	2	1	2	3	0	2	1		2	1
		CO2	2	1	3	3	2	2	2	1	2		
		CO3	2	3	0	1	0	3	2	1	1	2	3
		CO4	2	2	2	0	0	1	2	2	1		
		CO5	2	1	1	2	2	2	1	1		2	
		CO6	3	2	2	1	3	1	1	2	1		2
		AVG CO	2.3	1.8	1.5	1.5	1.7	1.5	1.7	1.3	0.8	1	1

MKT21201	Marketing Management	L	T	P	C
Version 1.0	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Basic knowledge of business and marketing is useful				
Co0requisites	00				
Academic year	2024-2025				

Course Objectives:

- To understand the basic concepts of marketing management
- To understand the marketing environment
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision making

Course Outcomes

At the end of the course, students will be able to:

CO1: Recall fundamental marketing concepts such as the marketing mix, segmentation, targeting, and positioning, to build a foundational understanding of marketing management.

CO2: Explain how consumer behavior, market research, and competitive analysis influence marketing strategies, to develop a customer0centric marketing approach.

CO3: apply marketing management techniques, such as developing value propositions and pricing strategies, to solve real0world marketing challenges and drive business growth.

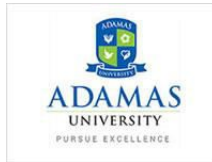
CO4. Analyze marketing data and competitive environments, to assess the effectiveness of marketing strategies and recommend improvements.

CO5: Evaluate different pricing, promotion, and distribution strategies, to determine their impact on brand positioning and profitability.

CO6: Design integrated marketing campaigns across digital and traditional platforms, to achieve organizational marketing goals and drive customer engagement.

Course Description:

Marketing management continues to reflect the changes in the marketing discipline over the past five decades. Companies now sell products and services through a variety of direct and indirect channels. Mass advertising is not nearly as effective as it was, so marketers are exploring new forms of communication, such as experiential, entertainment, and viral marketing. Customers are telling companies what types of product or services they want and when, where, and how they want to buy them. They are increasingly reporting to other customers what they think of specific companies and products0 using email, blogs, podcasts, and other digital media to do so. As a result, marketers have shifted gears from managing product portfolios to managing customer portfolios, compiling databases on individual customers so they can understand them better and construct customised offerings and messages. Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the ‘Marketing mix’ elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their exams, case study discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for



themselves the role of a marketing manager and the boundaries of marketing. Classroom activities include lecture sessions, case study discussion to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, peer learning, live projects, and analysis of video cases.

Course Content:

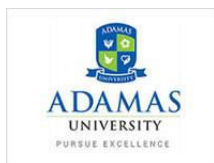
Unit01 : **8[L]**
Introduction to Marketing: Definition of Marketing, Marketplace and Customer Needs, Customer0 Driven Marketing Strategy, Marketing Myopia, Marketing Plan, Building Customer Relationships Marketing, Challenges for 21st century. Understanding the impact of Macro and Micro environment on Marketing, and GlobalMarketing environment.

Unit0II : **8[L]**
Strategic Planning and Marketing Process: Company wise strategic planning, Marketing strategy and marketing mix, managing the marketing effort.
Consumer Markets and Consumer Buyer Behavior: Model of Consumer Behaviour, Factors Affecting Consumer Behaviour, Types of Buying Behaviour, Buyer Decision Process

Unit0III: **6[L]**
Customer0Driven Marketing Strategy: Market Segmentation and Targeting, Differentiation and Positioning — Frame of Reference, Points of Parity and Difference, MassCustomization
Products, Services and Brands: Product, Service and Brand decisions, Product Life Cycle Strategies Shortened PLC: New Product Development

Unit IV: **8[L]**
Pricing Decisions: Concept of Price, Factors to Consider When Setting Prices, New Product Pricing Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Price Changes, Ease of Price and Product Comparisons because of Technology, Yield Pricing, Dynamic Nature of Pricing.

Unit V: **7[L]**
Channel Decisions0 Distribution, Retailing & Wholesaling: Marketing Channels 0 Nature, Importance and Value Delivery, Channel Organization, Channel Design and Channel Conflict Decisions, Marketing Logistics and Supply Chain Management, Wholesaling, Retailing, Disintermediation, Role of Distribution in the Digital Era, E0tailing and its Advantages, and Integrated Marketing.



Unit VI:

8[L]

Communications: The Promotion Mix, Communication Process, Steps in Developing Marketing Communication, Promotion Budget.

Advertising, Sales Promotion and Public Relations: Including Combining One-to-One and One-to-Many Mapping Due to Technology, Reducing Role of Traditional Media. Personal Selling and Sales Force Management

Reference Books:

1. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2019). *Marketing management: a southAsian perspective* (15th ed.). New Delhi: Pearson.
2. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2018). *Marketing* (14th ed.). New Delhi: Tata McGrawHill.
3. Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2019). *Basic Marketing*. New Delhi: Tata McGrawHill
4. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: global perspective Indian context* (5th ed.). New Delhi: Macmillan.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MKT21201	Marketing Management	CO1	3	2	1	2	3	0	2	1		2	1
		CO2	2	1	3	3	3	2	2	2	2		
		CO3	2	3	0	1	0	3	2	1	1	2	3
		CO4	3	2	2	0	0	1	2	2	2		
		CO5	2	1	1	2	2	2	1	1		3	
		CO6	3	2	3	1	3	1	2	2	1		2
		AVG CO	2.5	1.8	1.7	1.5	1.8	1.5	1.8	1.5	1.5	1	1.2

OLS21201	Logistics & Supply Chain Management	L	T	P	C
Version 1.1	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Understanding Supply Chain and Logistics				
Co0requisites	00				
Academic year	2024-2025				

Course objectives:

- To develop a fundamentals idea of Supply Chain Management.
- The course will help to learn different market moving techniques such as logistics,distribution strategy and positioning.
- The course should develop idea on the application of various outsourcing policies .

Course Outcomes

On completion of this course, the students will be able to:

CO1: Identify fundamental concepts in logistics and supply chain management, such as procurement, transportation, warehousing, and inventory management, to develop a foundational understanding of the field.

CO2: Explain the role of supply chain management in improving operational efficiency and customer satisfaction, to understand its strategic importance in business.

CO3: Apply supply chain optimization techniques, such as demand forecasting and inventory control models, to improve resource allocation and minimize costs.

CO4: Analyze the impact of global trends, technology, and risk factors on supply chain operations, to identify opportunities for improvement and risk mitigation.

CO 5: Evaluate logistics strategies, such as just0in0time (JIT), lean supply chain management, and outsourcing, to determine their effectiveness in enhancing supply chain performance.

Course Description:

This course covers the management of all supply chain activities while addressing real0world concerns related to domestic and global demand0driven supply chains. This comprehensive approach encompasses the processes associated with the production of goods and services and the movement of raw materials, inventory, and finished goods from the point of origin to the point of consumption. The course addresses supplier management, global operations and decision making, demand and inventory management, distribution and logistics, customer0 relationship management, and performance measurement and analysis. The course also covers recent developments in supply chain improvement methodologies as well as brings together Lean tools and techniques required to eliminate supply chain and logistics issues.

Course Structure

Unit0I 10[L]

SCM – Definition – objectives – Evolution 0 need0Issues involved in developing SCM Framework0Types. SCM activities 0 constituents 0 Organisation.

Unit0II 8[L]

Supply chain Integration0Stages0Barriers to internal integration0Achieving Excellence in SCM Dimensions of Supply Chain Excellence0Forces influencing SCE Emotions, Physical and Financial Supply Chains0Check list for Excellence.

Unit0III 8[L]

Purchasing and Supply Management0Introduction0importance Objectives purchasing process0 purchasing & other functions0Purchasing and integrated logistics interfaces0Types of purchases0Purchasing partnerships0Materials sourcing0Just0in0time purchasing.

Unit0 IV 8[L]

Logistics0 Definition 0 History and Evolution0 Objectives0Elements0activities importance0 The work of logistics0Logistics interface with marketing0retails logistics0Emerging concept in logistics.

Unit0 V 11[L]

Logistics Management0Definition0Achievement of competitive advantage through logistics Framework0Role of Logistics management0Integrated Logistics Management0 Evolution of the concept0 model 0 process0activities (in brief). Outsourcing logistics0reasons0Third party logistics provider0Fourth party Logistics providers (4 pl)0Stages0Role of logistics providers

Text Book(s):0

TH 1: David J. Bloomberg, Stephen LeMay & : Logistics, Prentice0Hall of India Pvt Ltd., Joe B. Hanna New Delhi, 2003.

TH:2 Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co.

TH:3 Supply Chain Management, Tata Mc0 Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
OLS21201	Logistic & Supply Chain Management	CO1	3	2	1	2	3	0	2	1		2	1
		CO2	2	2	3	3	3	2	2	2	2		
		CO3	2	0	0	2	0	3	2	1	1	2	3
		CO4	3	2	3	0	0	1	2	2	2		
		CO5	2	2	1	2	2	2	2	1		3	
		AVG CO	2.4	1.6	1.6	1.8	1.6	1.6	2	1.4	0.8	1.2	0.7

BAN22215	Introduction to Data Analytics	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	PG				
Co0requisites	Basic Quantitative Aptitude, Basic Computer Literacy				
Academic Year	2024-2025				

Course Objectives:

- To understand various data sources and data manipulation techniques
- To obtain functional knowledge of spreadsheet to do data analysis
- To clean, transform and analyse data from various business domains and arrive at actionable insights
- To present findings of analysis through various charts and diagrams

Course Outcome:

CO1: Identify key concepts and tools in data analytics, such as data collection, cleaning, and visualization techniques, to understand the foundational elements of data analytics.

CO2: Explain how descriptive, predictive, and prescriptive analytics can be used to inform business decisions, to gain insights into data0driven decision0making.

CO3: Apply data analysis techniques using tools like Excel, R, or Python, to analyze business data and generate actionable insights.

CO4: Analyze business datasets to identify trends, patterns, and correlations, to support data0driven strategies and improve decision0making processes.

Course Structure

Unit I: Introduction to Data Analytics0 Data Types, Data Structures, Concept of ERP & MIS, Overview of various Statistical Modelling Techniques, Basic Statistics0 Measures of Central Tendency, Dispersion, Correlation	10[L]
Unit II: Excel Basics0 LookUp Functions, Pivot Tables, Numeric & Text Functions, Date Functions, Conditional Functions	10[L]
Unit III: Data Analysis using Spreadsheet0 Solving Business Cases across different business domains	10[L]
Unit IV: Visualization & Charts0 Presenting Data using charts/diagrams in MS Excel	8[L]
Unit V: Building Effective Presentation through PowerPoint0 Overview of PowerPoint, Building PowerPoint Presentations0 Dos and Donts	7[L]

Suggested Readings:

- Statistics for Management0 Levin, David S. Rubin
- Microsoft Excel 20130 Data Analysis & Business Modelling
- Microsoft PowerPoint 20130 Step by Step

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
BAN22215	Introduction to Data Analytics	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		AVG CO	2	1.75	1.5	2	1.75	1.5	1.75	1	0.75	1	1

SEMESTER II

MKT21234	Sustainable Marketing	L	T	P	C
Version 1.0	Contact Hours – 45	3	0	0	3
Pre0requisites/Exposure	Basic Knowledge of Marketing				
Co0requisites	Have some ideas about sustainable issues in the world				
Academic Year	2024-2025				

Course Objectives

- To understand the key concepts of sustainable marketing.
- Understanding the context of sustainability marketing.
- Enhancing students overall ability to analyse sustainability issues from local to global perspectives in the context of Marketing.
- Evaluating marketing mix tools for world class sustainable organization.
- How to apply sustainable marketing mix strategies for sustainable solution.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Identify key concepts in sustainable marketing, such as green marketing, corporate social responsibility (CSR), and the triple bottom line, to build a foundation in sustainable business practices.

CO2: Explain the importance of sustainability in marketing strategies and its impact on consumer behavior, brand reputation, and environmental outcomes, to understand the role of ethical marketing.

CO3: Apply sustainable marketing practices in product development, promotion, and distribution, to create value for both the business and society while minimizing environmental impact.

CO4: Analyze the challenges and opportunities that businesses face when integrating sustainability into their marketing strategies, to assess the long term benefits and risks.

CO5: Evaluate the effectiveness of sustainable marketing campaigns, to measure their impact on customer loyalty, brand equity, and environmental sustainability.

Course Description

What is the ultimate objective of companies? Fifty years ago, the consensus was that the answer to this question should be maximizing profit and shareholders' value. Today, however, the answer is more complex. Companies are increasingly being held accountable for environmental and social responsibilities, in addition to their economic performance. As a result, the traditional principles of marketing developed during the 20th century are also being challenged and revised to embrace sustainability as a core component of business. Sustainable marketing is the process of creating and delivering value to customers in a manner that respects or enhances both the environment and society. Students in this course will learn about the principles of sustainable marketing across various industries as well as gain a deep understanding of the sustainable consumers. By the end of

the course, students will be equipped with the knowledge and skills necessary to develop effective sustainable marketing plans that can drive positive change in the business world.

Classroom activities involving lectures, discussions and case studies analysis to encourage students to actually get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, group presentations, cooperative group solving problems. Students will be encouraged to actively take part in all group activities and to give an oral group presentation on assigned project.

Course Content

UNIT I 10[L]
Introduction to Sustainable Marketing: Introduction, Importance of sustainable marketing, sustainable marketing strategies. Sustainable marketing opportunities and challenges, sustainable marketing Vs Traditional Marketing, Growth Drivers of sustainable marketing. Sustainable marketing opportunities through marketing research process, Principle of sustainable marketing.
Case Study

UNIT II 9[L]
Sustainable Marketing Mix: Introduction, Product Mix, Marketing Segmentation, Price, Place, Promotion. Demographic and Behavioural dimensions of consumer and industrial markets in sustainability. Sustainable channel development strategies and Green marketing strategies.
Case Study

UNIT III 8[L]
Discovering sustainable value through market analysis: Researching and identifying customers, Segmenting markets and customers: Shades of Green, Targeting, Positioning for green branding, Market barriers to sustainability products, strategies to overcome of marketing barriers.
Case Study

UNIT IV 8[L]
Communicating Sustainability Marketing Value: Integrated Marketing Communication, Communication Strategies for Sustainability, Developing a marketing campaign for a sustainable product/service/business, Power of Creative Advertising and Persuasion for Sustainable Solutions, Green Advertising.
Case Study

UNIT V 10[L]
Developing Sustainable Value for the Bottom of the Pyramid BOP: Global knowledge of Sustainability impact, Sustainability Marketing Strategies and Challenges in BOP markets, Marketing’ role in subsistence markets, Cases on sustainable Marketing and Bottom of the Pyramid.
Project Presentation

Text Books

1. Sustainability Marketing: A Global Perspective, by Frank Martin Belz, Ken Peattie 3rd Edition

Reference books

1. Sustainable Marketing by Donald A. Fuller SAGE Publishing
2. Principles of Sustainability by Simon Dresner, 2nd Edition"
3. Sustainable Marketing by Mark Peterson, 2nd Edition.
4. Sustainability Challenges and Solutions at the Base of the Pyramid by Prabhu Kandachar, Minna Halm.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MKT21234	Sustainable Marketing	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		CO5	2	2	2	0	2	3	3	2	3		3
		AVG CO	2.4	2	2.5	2	2.25	2.5	2	1.4	2	2	2

MGT21204	Management Science	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	Quantitative Techniques of Management				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

- 1) To help the students to learn different methodology for solving Linear programming problems
- 2) To acquire the knowledge of duality theory
- 3) To enable students to gain the knowledge of decision0making problems related to transportation, assignment, and rectangular games
- 4) To give the students in0depth knowledge of different models related to the queue, replacement and inventory
- 5) To help the students to learn the advanced methodologies like PERT, CPM

Course Outcome:

On completion of this course, the students will be able to

CO1: Identify key concepts and techniques in management science, such as linear programming, decision analysis, and simulation, to understand the quantitative tools used in decision0making.

CO2: Explain the role of optimization models and quantitative analysis in solving complex business problems, to understand how these tools support managerial decisions.

CO3: Apply management science methods, such as linear programming, forecasting, and inventory models, to optimize resource allocation and operational efficiency in real0world scenarios.

CO4: Analyze business data using decision0making tools, such as decision trees and sensitivity analysis, to assess risk and evaluate alternative strategies.

CO5: Evaluate the effectiveness of different quantitative models and approaches, to recommend the most suitable method for solving specific business problems.

CO6: Design comprehensive decision0making models that incorporate quantitative techniques, to provide data0driven solutions to managerial challenges.

Course Structure:

Unit I: Introduction: Basic concepts and its role in decision making, Slack and surplus variables, standard form of LPP, theory of simplex method, feasibility and optimality conditions, Duality theory [5 L]

Unit II: Transportation problem: Introduction, initial BFS, optimality test of the BFS, computational procedure (North0West corner, Matrix and VAM method) [10 L]

Unit III: Assignment problems: Mathematical formulation of the problem, solution of the assignment problem, computational procedure (Hungarian method), travelling salesman problem [8 L]

Unit IV: Game theory: Concept of game theory, rectangular games, pure strategy and mixed strategy,

saddle point and its existence, optimal strategy and value of the game, necessary and sufficient condition for a given strategy to be optimal in a game, concept of dominance [6 L]

Unit V: Decision Theory: Steps in decision theory approach, Decision making Environments, Decision making under conditions of Certainty, Uncertainty, Risk [8 L]

Unit VI: Network Analysis of Project Planning: Project, Project planning, project scheduling, Activity on Node Diagram, Critical path Method, Program evaluation and Review technique (PERT) [8 L]

Suggested Readings:

1. Albright, S. C., & Winston, W. L. (2009). Management science: modelling with spreadsheets. Delhi: Cengage Learning.
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2009). An introduction to management science, New Delhi: Cengage Learning.
3. Gupta, M. P., & Khanna, R. B. (2006). Quantitative techniques for decision making, New Delhi: Prentice Hall of India

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
MGT21204	Management Science	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		CO5	2	2	2	0	2	3	3	2	3		3
		CO6	1	2	3	2	2	1		3	2	1	2
		AVG CO	2.2	2.0	2.6	2.0	2.2	2.2	2.0	1.7	2.0	1.7	2.0

ECO21602	Economic Environment of Business	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	Command over English Language and High School Mathematics				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives

- To introduce the impact of macroeconomic variables on businesses.
- To explain the connection among various socio0 economic concepts affecting business.
- To introduce the impact of economic policies on businesses.
- To explain the connections between global and domestic economic systems.

Course Outcomes

- CO1: Identify key macroeconomic and microeconomic factors, such as inflation, GDP, interest rates, and market structures, to understand how they influence business environments.
- CO2: Explain the impact of government policies, fiscal and monetary measures, and international trade on business operations, to comprehend the external economic forces shaping businesses.
- CO3: Apply economic theories and frameworks, such as supply and demand, pricing, and competitive advantage, to analyze business decisions and strategies in changing economic conditions.

CO4: Analyze the effects of economic trends and global economic shifts, such as economic cycles, exchange rates, and globalization, to assess risks and opportunities for businesses.

CO5: Evaluate how economic factors and policies influence long-term business strategies, to recommend decisions that enhance organizational resilience and growth.

Course Description

This course will give an overview of various macroeconomic concepts that affect business and how they affect. It will relate the domestic environment to the international environment. It will also relate the economic dimension of businesses to the society and the populace that form the customer base.

Course Description:

Unit 1: Introduction to Business Environment [10L]

Business – Meaning, Definition, Nature & Scope, Types of Business Organizations. Business Environment – Meaning, Characteristics, Scope and Significance, Components of Business Environment.

Unit II: Economic System and Variables [10L]

Economic system: Concept of Capitalism, Socialism and Mixed Economy. Examples from different world economies. Economic Variables: Income; Savings and Investment; Trade and Balance of Payments; Inflation and Unemployment; Impact of economic variables on real life business.

Unit III: Role of Government [8L]

Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

Unit IV: Economic Policies and Problems [8L]

Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness. Industrial Policy: Industrial Policies since Independence, New Industrial Policy and its Effect.

The Current Five Year Plan: Major policies; Resource allocation; Sunrise sectors of Indian Economy; Challenges of Indian economy. Contemporary Issues: Make in India, Digital India

Unit V: International Environment [9L]

International trading environment; Trends in world trade and the problems of developing countries; foreign trade and economic growth; International economic institutions – GATT, WTO, World Bank, IMF, etc. Major Industry Associations: FICCI, CII, ASSOCHAM, PHDCCI, Role of Industry Associations.

READING LIST

Text Book

Business Environment, Francis Cherunillam, Himalaya Publishing, 2017

Principles of Macroeconomics, Soumyen Sikdar, Oxford University Press, 2011

Reference Book

Essentials of Business Environment, K. Ashwathappa, Himalaya Publishing, 2019

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	Course Outcomes (COs)								Program Outcomes (POs)			
		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
ECO21602	Economic Environment of Business	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		CO5	2	2	2	0	2	3	3	2	3		3
		AVG CO	2.4	2	2.5	2	2.25	2.5	2	1.4	2	2	2

FAC21210	Financial Management	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	Understanding basic financial terms				
Co0requisites	00				
Academic Year	2024-2025				

Course objectives:

1. Provide an in0depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.
3. Improving students’ understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. Enhancing student’s ability in dealing short0term dealing with day0to0day working capital decision; and also longer0term dealing, which involves major capital investment decisions and raising long0term finance

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the fundamental principles of financial management, including time value of money, risk0return tradeoff, and capital structure, to understand their role in business decision0making.

CO2: Apply financial analysis techniques, such as ratio analysis and discounted cash flow (DCF), to evaluate the financial health and performance of a business.

CO3: Analyze investment and financing decisions using tools such as capital budgeting, cost of capital, and risk analysis, to assess their impact on shareholder value.

CO4: Evaluate financial strategies, including dividend policy and working capital management, to recommend optimal financial solutions that enhance business profitability and sustainability.

Course Description:

Finance considers the requirements for financial information both external and internal to the organisation and the role of finance professionals as key players in a dynamic and ever changing business environment, encompassing key decisions and the fundamental principles of Business. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit 1: Nature of Financial Management 10[L]

Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization 0 Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit 2: Risk & Return 5[L]

Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk 0 Systematic & unsystematic risk – their sources and measures.

Unit 3: Long 0term investment decisions 5[L]

Capital Budgeting 0 Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques 0 Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Unit 4: Concept and Measurement of Cost of Capital 10[L]

Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual

debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of overall cost of capital based on Historical and Market weights. Capital Structures: Approaches to Capital Structure Theories 0 Net Income approach, Net Operating Income approach, Modigliani0Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade0Off Theory.

Unit 5: Dividend Policy Decision 5[L]

Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT 0EPS analysis; Combined leverage.

Unit 6: Working Capital Management 10[L]

Management of Cash 0 Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs 0 Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) 0 ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Text Book(s):0

1. Financial Management by I M Pandey (Vikas Publication)

Reference Book(s):0

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata McGraw Hill.
3. Brigham, E F., & Davis, P. (2009). Intermediate financial management (10th ed.). USA: South Western.
4. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.
5. Chandra, P. (2008). Financial management (7th ed.). New Delhi: Mc0Graw Hill
6. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). Foundations of corporate finance (2nd ed.). USA: South Western.
7. Horne, V. (2008). Fundamentals of financial Management (12thed.). New Delhi: Pearson Education.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written

Examination

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
FAC21210	Financial Management	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		AVG CO	2	1.75	1.5	2	1.75	1.5	1.75	1	0.75		1

FAC21247	FINANCIAL SERVICES	L	T	P	C
Version	Contact Hours 0 45	3		0	3
Prerequisites/Exposure	UG/PG level Knowledge				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

1. To develop an understanding of the financial system, both domestic and global.
2. To understand the nuances of various types of financial services segments and their offerings.
3. To analyse and evaluate different financing alternatives for informed decision making.
4. To provide an in0depth knowledge of the importance of financial intermediation and the modern scenario.

Course Outcome:

CO1: Identify the various types of financial services, including banking, insurance, mutual funds, and investment services, to understand the structure and components of the financial services sector.

CO2: Explain the role of financial intermediaries, regulatory frameworks, and the impact of financial innovations on the economy, to comprehend the functioning of financial services in a dynamic market.

CO3: Apply analytical tools and frameworks to evaluate financial products and services, such as risk assessment and portfolio management, to assist in making informed financial decisions for businesses and individuals.

CO4: Analyze the trends, challenges, and opportunities in the financial services industry, including fintech, digital banking, and regulatory changes, to assess their implications on business strategies and consumer behavior.

Course Structure:

Unit I: Introduction to Financial Services and Investment Banking:

Financial Services: Meaning, Importance & role of Financial Services in the Indian Financial System.

Investment Banking Services: Meaning and Functions, Project counseling and appraisal, Procedural aspects of New Issue Management 0 Book Building process, Pre0Issue and Post Issue management of public issue, SEBI guidelines for Merchant Banking and Protection of Interests of Investors. [11 L]

Unit II: Non0Banking Finance Companies (NBFCs) & Mutual Funds:

NBFC 0 Scope and meaning, importance of NBFCs in Indian economy, Recent RBI guidelines on NBFCs, Chit Funds & Nidhis.

Mutual Fund services 0 Concept, need and scope, organizational structure of a mutual fund, types of mutual fund schemes, recent SEBI guidelines for mutual funds. [11 L]

Unit III: Leasing, Hire0purchase and Consumer Credit:

Leasing and Hire0Purchase services, types of Leasing, pricing methodology and taxation aspects, and legal framework for Leasing and Hire Purchase Companies, Leasing Versus Buying, Consumer Credit – meaning and scope, merits & demerits, factors affecting demand for consumer credit, terms of financing 0 fixed and floating rates. [11 L]

Unit IV: Venture Capital and Private Equity Financing Other Financial Services:

Venture Capital (VC): Introduction and characteristics, Stages of VC financing, Structure & sources of VC financing in India, Differences between Angel Investors, Venture capital & Private Equity (PE) funding, basis of investments for VC firms, Exit0route for VC firms, Private Equity and its growth in India.

Credit Rating: Concept, types and advantages of Credit Rating, Credit Rating agencies and their rating process.

Bill discounting, Factoring and Forfeiting Services – Features, Merits and Demerits. [11 L]

Unit V: Recent Trends & Practices: Overview of Indian fintech market 0 Digital Payments, InsurTech, Wealthtech, Crowd funding, and other emerging technologies disrupting the financial services sector. [6 L]

Suggested Readings:

- The Indian Financial System: Markets, Institutions and Services – Bharati V. Pathak, Pearson Education.
- Indian Financial System – M. Y. Khan, McGraw Hill publications.
- Investment Banking: Concepts, Analysis and Cases – Pratap Giri S., McGraw Hill publications.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
FAC21247	Financial Services	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		AVG CO	2	1.75	1.5	2	1.75	1.5	1.75	1	0.75	1	1

OLS21210	Operations Management	L	T	P	C
Version	Contact Hours 0 45	3		0	3
Prerequisites/Exposure	UG/PG level Knowledge				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

1. To provide knowledge of Production to make students understand the application of production activity in corporate.
2. Students should be able to gain knowledge of the basics and current trends and applications of Production management, Layout, work study etc.

Course Outcomes:

At the end of the course, the student will be able to:

CO1: Explain key concepts in operations management, such as process design, capacity planning, supply chain management, and quality control, to understand the role of operations in business success.

CO2: Apply operations management techniques, such as lean management, inventory control, and process improvement, to enhance operational efficiency and productivity.

CO3: Analyze operational challenges and bottlenecks using tools like Six Sigma, process mapping, and queuing theory, to identify areas for process optimization.

CO4: Evaluate the effectiveness of different operations strategies, such as just0in0time (JIT), total quality management (TQM), and outsourcing, to recommend strategies that align with organizational goals.

Course Description:

The course introduces the student to the concepts of Operations management and includes productivity, production planning and control, work and motion study, plant layouts, capacity planning, among others. It also covers the areas of material management, material handling, inventory, planning, inventory management, forecasting, distribution planning, materials requirements planning etc. It also exposes the students to the concepts of quality assurance and quality control.

Course Structure:

Module 1

Introduction to Operations Management:10[L]

Definition, need, responsibilities, key decisions of Operation Manager. Production vs Operations Management. Operations as a key functional area in an organization. type of processes0 job shop, batch, mass and continuous, product0 process design Matrix

Production Management, Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training. Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

Module II**Work Study and Motion Study and Plant Layout 15[L]**

Work Study; Motion Study; Work Measurement; Work Sampling; Work Environment.

Relationship between Time & Motion Study to work study , Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing

Module III 10[L]**Material Management**

Material Management0An overview of Material Management; Material Planning; and Inventory Control Material Requirement Planning, Material handling0Symptom of material handling0objectives and principles of material handling0types of material handling equipment

Module IV**Quality Assurance 10[L]**

Quality Assurance0Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management, Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM), Kaizen, JIT

Text Books

1. P. Rama Murthy, Production and Operations Management, New Age International
2. L C Jhamb , Production & Operations Management, Everest Publication
3. Young, Scott T, Essentials of Operations Management. Thousand Oaks, CA: Sage Publications
4. William J. Stevenson, Operations Management, Eighth Edition, Irwin / McGrawHill,

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination**Examination Scheme:**

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO1	PSO2	PSO3
			OLS21210	Operations Management	CO1	3	2	3	2	3	0	1	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	2	0	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		AVG CO	2.5	2.0	2.5	2.3	2.3	2.3	1.8	1.3	1.3	2.0	1.7

MKT21202	Research Methodology	L	T	P	C
Version 1.0	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Understanding marketing functions				
Co0requisites	Understanding Management Process				
Academic year	2024-2025				

Course objectives:

1. To develop and understand the process of Marketing Research.
2. Identify sources of information and different research methods.
3. Analyse and interpret both qualitative and quantitative data,

Course Outcomes

On completion of this course, the students will be able to:

CO1: Identify research problem, design of different types of research and design of scale.

CO2: Integrate different techniques of data collection and development of questionnaire

CO3: Develop basic understanding of sampling techniques

CO4: Acquire the skills of data preparation and graphical presentation of data

CO5: Illustrate application of different tools of data analytics and hypothesis testing

CO6: Apply the application of multivariate techniques under different marketing problem.

Course Description:

Marketing Research is concerned, primarily, with the systematic gathering and analysis of primary and secondary information to significantly reduce uncertainty in major marketing problem areas. Topics covered in this module include:

Unit0I Introduction to Marketing Research, Marketing Research Process, Formulation of research problem; Research Design : Exploratory and Conclusive research Design; Scaling techniques [8L]

Unit0II Non Comparative Scaling Techniques, Reliability and Validity of Scales; [5L]

Unit0III Data Collection Methods: primary and Secondary Data, Sources of Secondary Data

Conducting review of literature; Survey and Questionnaire Design : Form and layout , Pilot testing [12L]

Unit0IV Sampling Techniques: Probability and Non Probability Sampling Techniques, Sample Size determination.Data Coding and Data Preparation: Tabulation Graphical presentation and frequency distribution.

[6L]

Unit0V Hypothesis Testing: Concepts, Parameter and Non parametric Testing, Use of Statistical Software; Correlation and Regression: Bivariate Correlation and Regression; Analysis of Variance: One way, Two Way [7L]

Unit0VI Factor Analysis: Introduction and Application in Marketing Research; Introduction to Multivariate Analysis: Ethical issues in Marketing Research; Project report writing: Types of report, Format of writing the report. [7L]

Text Book(s):0

TH1: C. R.: Research Methodology, Methods and Techniques; New Age International Publishers

TH2: Bryman, A & Bell E , Business Research Method, Oxford, 3rd edition

TH3: Aaker, D. (2009). Marketing Research (9thed.). San Francisco: Wiley

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MKT21 202	Research Methodolog y	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	2	3	2	2	2	2	1	2		1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		CO5	2	2	2	0	2	3	3	2	3		3
		CO6	1	2	3	2	2	1		3	2	1	2
		AVG CO	2.2	2.0	2.6	2.0	2.2	2.2	2.0	1.7	2.0	1.7	2.0

IST21201	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
	Contact Hours 045	3	0	0	3
Pre0requisites/Exposure	Understanding of Information Technology and Management				
Co0requisites	0				
Academic Year	2024-2025				

Course Objectives:

1. To develop fundamentals idea of information system
2. The course will help to learn different techniques in modern business environment.
3. The course should develop idea on the application of various MIS techniques.

Course Outcomes

On completion of this course, the students will be able to:

CO 1: Identify the key components of Management Information Systems, including hardware, software, databases, and networks, to understand the foundational elements of MIS.

CO2: Explain the role of MIS in supporting decision0making, communication, and business operations, to comprehend how information systems enhance organizational efficiency.

CO3: Apply MIS tools and techniques, such as data management, enterprise resource planning (ERP), and customer relationship management (CRM) systems, to solve business problems and optimize processes.

CO4: Analyze business requirements to design or modify information systems that meet organizational needs, to ensure alignment between technology and business objectives.

CO5: Evaluate the impact of emerging technologies, such as cloud computing, big data, and artificial intelligence, on the effectiveness and security of management information systems.

Course Description:

The overall aim of this course is to provide students with an understanding at how to use and manage information system in order to revitalize business processes, improve business decision making, and gain competitive advantage

Course Content:

UNIT –I MIS and Overview: Definition, Framework, Objectives of MIS, Disadvantages of MIS, Approaches of MIS, Constraints of MIS, Transaction Process Systems, Office Automation System 10[L]

UNIT0 II Decision Support System: Definition, Evolution of DSS, Objectives of DSS, Classification of DSS, Characteristics of DSS, Components of DSS, Success of DSS, Relationship of IMS and DSS, Application of DSS, MIS, TPS 8[L]

UNIT0 III Information System in Business: Introduction, Functional areas, Marketing Information System, Quality Information System, Research and Development System. 6[L].

Unit0 IV: Database Management System: Introduction, Data V Information, Database and BBMS, Advantages, Data Management activities, Components of DBMS, Entity Relationship Diagram 10[L]

Unit–V: Implementation, Evaluation and Maintenance of System : Methods and steps in implementation of system; Approaches and process of evaluating MIS. Security Issues Relating to Information Systems: Threats to information systems; Vulnerability, risk and control measures 10[L]

Text Book(s):0

TH 1. Arora & Bhatia: Management Information Systems,Excel Books

TH 2. O'Brien James : Management Information Systems, Tata0McGraw Hill

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
IST21201	Management Information system	CO1	3	2	3	2	3	0	1	1	0	2	1
		CO2	2	3	3	2	2	2	2	1	2	0	1
		CO3	3	3	0	1	0	3	3	2	0	2	3
		CO4	2	1	2	2	2	2	2	1	1	0	
		CO5	2	2	2	0	2	3	3	3	3	0	3
		AVG CO	2.4	2.2	2.5	1.75	2.25	2.5	2.2	1.6	2	2	2

BAN22215	IT Skills for Managers	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	PG				
Co0erequisites	Basic Computer Literacy				
Academic Year	2024-2025				

Course Objectives:

1. To gain a basic understanding of data management skills
2. To prepare visualization widgets and charts
3. To build compelling interactive dashboards
4. To get familiarised with social media posts and blogs

Course Outcome:

CO1: Hands0on experience of working in PowerBI

CO2: Create charts and widgets using PowerBI

CO3: Create and present interactive dashboards using PowerBI

CO4: Create social media profiles for business, develop blogs and social media posts

Course Structure

Unit I: Introduction0 8 Hrs

Introduction to PowerBI; Installing PowerBI Desktop; PowerBI Versions; Getting Data from Different Sources; Cleaning, Transforming & Loading Data

Unit II: Data Visualization0 10 Hrs

Creating Visualizations; Choosing a Visualization; Filtering Data; Working with Bar & Column Charts; Using Line Charts and Area Charts; Creating Combination Charts, Scatter Plots, Pie0Charts, Treemaps

Unit III: Creating Reports0 10 Hrs

Formatting and Configuring Report Visualization; Applying Conditional Formatting; Sorting Data; Configuring the Report Page; Refreshing Data

Unit IV: Creating Interactive Dashboards0 10 Hrs

Configuring Dashboards; Creating a new Dashboard; Pinning Reports; Customizing with Themes; Working with Dashboard Layouts; Setting Alerts; 10 Ways to make Compelling Reports

Unit V: Creating and Managing Social Media Profiles0 7 Hrs

Social Media for Business, creating profiles, managing posts and blogs

Suggested Readings:

- Microsoft PowerBI for Dummies0 Jack Hyman

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
BAN222 15	IT Skills for Managers	CO1	3	1	3	2	3	0	1	1	1	2	1
		CO2	2	2	3	0	2	2	2	1	2	0	1
		CO3	3	3	2	3	0	3	1	2	0	2	3
		CO4	2	1	2	3	2	2	2	1	1	1	0
		AVG CO	3	2	3	3	2	2	2	1	1	2	2

Semester III

MGT21206	Business Ethics & Corporate Social Responsibility	L	T	P	C
	Contact Hours 045	3	0	0	3
Pre0requisites/Exposure	Business understanding of law				
Co0requisites	0				
Academic Year	2024-2025				

Course Objectives:

1. At the end of the course, each student should be able to know, comprehend, apply, analyze, synthesize and evaluate the basic principles of ethical behaviour and governance.
2. To understand what is a corporation, types of ownership and the concept of corporate governance and to gain exposure to the various laws and norms applicable in rendering effective corporate governance.
3. To enable students to identify sustainability and CSR issues and to design, conduct and evaluate sustainability assessment for policy making

Course Outcomes

At the end of the course, the student will be able to:

CO1:Identify key concepts of business ethics, including moral principles, ethical dilemmas, and the role of corporate social responsibility, to understand the foundational elements of ethical business practices.

CO2:Explain the importance of ethical decision0making and its impact on stakeholders, society, and the environment, to comprehend the role of ethics in shaping business success and sustainability.

CO3:Assess the status of CSR in India, successful corporate initiatives and challenges of CSR.

CO4:Explain the concept of corporation, types of ownership and Corporate governance.

Board of directors, types of directors, differences among them, their remuneration, their rights etc. as per the Companies Act , 2013

CO5:Apply the tools of oversight including financial oversight and audit mechanism, Role of SEBI, Risk management, Misgovernance, Whistle0blowers' protection etc.

Course Description:

The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions.

It also seeks to develop a sound understanding of the concepts of corporate governance and sustainable organisations. The objective is to expose the students to various issues, norms and laws related to corporate governance.

It presents the main questions and answers related to sustainability, the theories describing them and the empirical work and the history, need and benefits of Corporate Social Responsibility.

Course Structure:

Unit 1: Business Ethics 10[L]

Introduction. Business ethics. Ethics and the market. Social Responsibility & Ethics. History of business ethics. Reasons for Unethical Behavior. Opportunities and challenges. Globalization. Markets and the State. Managing ethics in organizations. Developing moral capital. Moral capital and leadership. Virtue as moral capital.

Unit II: Introduction to Corporate Social Responsibility10[L]

Corporate Social Responsibility (CSR). Corporate Citizenship, relation between CSR and Corporate governance; environmental aspect of CSR. CSR0Legislation In India & the world.

Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Computation of Net Profit's Implementing Process in India. The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

Unit III Introduction to Corporate Governance6[L]

Introduction to the concept of corporations, extended view of corporate citizenship. Owners and stakeholders: Types of owners, Rights and privileges of shareholders, Ownership structures and corporate governance, Perspectives on Corporate Governance: Theoretical background, Market and control model of governance chain

Unit IV Board of Directors and Board Committees7[L]

Board of Directors: Types of Directors, Importance of Independent Directors, Board Committees and Chairman: Separation OF CEO & Board Chairman post, Nomination Committee, Board Selection, Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance.

Unit V: Oversight and Audit Mechanisms12[L]

Financial Oversight and Audit Mechanisms: Audit Committee, Disclosure mechanisms, Role of SEBI, Governance and Risk Management, Risk Management Committee, Corporate Misconduct & Mis governance: Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices. Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance

Unit V: Oversight and Audit Mechanisms12[L]

Financial Oversight and Audit Mechanisms: Audit Committee, Disclosure mechanisms, Role of SEBI, Governance and Risk Management, Risk Management Committee, Corporate Misconduct & Mis governance: Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices.

Text Books

T1: AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel

T2: Fernando, A.C.: Corporate Governance Principles, Policies and Practices, ed. Pearson Education.

T3: Carrol, S. J., & Gannon, J. J. (1997). Ethical dimensions of international management. New Delhi: Sage.

T4: Corporate Governance in India 0 Jayati Sarkar, Subrata Sarkar, Sage Publications T5: Xiaoxi Wang (2018), The Theory of Moral Capital, Springer

T6: Corporate Social Responsibility in India 0 Sanjay K Agarwal

T7: Corporate Social Responsibility: Concepts and Cases: The Indian 0 C. V. Baxi, Ajit Prasad

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MGT21206	Business Ethics & Corporate Social	CO1	3	2	3	3	0	3	1	1	0	2	1
		CO2	2	3	3	2	2	2	2	1	2	0	1

Responsibility	CO3	3	3	0	1	0	3	3	2	0	2	3
	CO4	2	1	2	2	2	2	2	1	2	0	
	CO5	2	2	2	0	2	3	3	3	3	0	3
	AVG CO	3	2	3	2	2	3	2	1	2	2	2

BAN23216	Advanced Statistical Modelling & Analytics	L	T	P	C
	Contact Hours 045	3	0	0	3
Pre0requisites/Exposure	Basic Calculation Skills				
Co0requisites	0				
Academic Year	2024-2025				

Course Objectives

1. To understand the basic concepts and theories of descriptive analytics.
2. To gain a deeper insight of predictive analytics and regression techniques.
3. To expand individual knowledge of supervised and unsupervised learning techniques.
4. To understand time series forecasting and its applications.

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Discuss the fundamental concepts of descriptive analytics, probability and sampling.
CO2. Explain predictive analytics with the help of different regression techniques.
CO3. Evaluate the use of different Supervised and Unsupervised techniques.
CO4. Illustrate the importance of time series forecasting and relevant applications.

Course Description:

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decisionmaking. Data analytics is important because it helps businesses optimize their performances. A company can also use data analytics to make better business decisions and help analyze customer trends and satisfaction, which can lead to new—and better—products and services. All the lectures contain a blend of discussions on basic theories and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation as per requirement. All the session should be covered with the help of Excel/SPSS/ 'R'. The tutorials will familiarize the students with practical problem0solving techniques. Students will be able to gain a strong understanding of the course via theoretical sessions, case study discussions, problem solving and discussions with the coordinator.

Course Structure:

Unit0 I: 15[L]

Introduction to business analytics: Descriptive analytics: Data types and Scales, Population and sample, Measures of central tendency, Measures of variation, Measures of shape, Data visualization; Introduction to probability: Fundamental concepts in probability, Bayes' theorem, Random Variable, Probability density function, Binomial distribution, Poisson distribution, Uniform distribution, Normal distribution, Chi0Square distribution; Sampling and estimation: Probabilistic sampling, Non probabilistic sampling, Central limit theorem, Estimation of population parameters; Confidence Intervals; Hypothesis Testing: One tailed and two tailed test, Type I error and type 2 error, Hypothesis testing for population mean, Comparing two populations, Non0parametric tests. Analysis of Variance, Correlation Analysis.

Unit0 II: 13[L]

Introduction to predictive analytics, Simple linear regression: Simple linear regression model building, Estimation of parameters, Interpretation of simple linear coefficients, Validation of simple linear regression model, Outlier analysis. Simple Linear regression and multiple linear regressions for prediction. Logistic Regression (Supervised learning): Introduction and Model building, Model Diagnostics, Classification table, Sensitivity and Specificity, Optimal cut off probability.

Unit III: 12[L]

Decision Tress (Supervised learning): Introduction and Model building, Chi0Square Automatic Interaction Detection, Classification and regression Tree, Ensemble method,

Random Forest. Clustering (Unsupervised learning): Introduction to unsupervised learning, Distance and dissimilarity measures in clustering, Clustering algorithm K Mean and Hierarchical.

Unit IV: 5[L]

Forecasting Techniques: Time series modeling, Forecasting Techniques and Forecasting Accuracy, Moving average method, Exponential smoothing: Single and double, ARMA and ARIMA.

Text book:

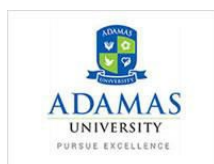
1. Business Analytics, U Dinesh Kumar, Wiley

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
BAN2321 6	Advanced Statistical Modelling & Analyticst	CO1	3	2	3	2	3	0	1	1	1	2	1
		CO2	3	2	3	2	2	3	2	1	2	2	1
		CO3	3	3	2	0	0	3	2	3		2	3
		CO4	2	1	2	3	2	2	2	1	1	0	0
		AVG CO	2.8	2.0	2.5	2.3	2.3	2.7	1.8	1.5	1.3	2.0	1.7



LWJ21037	Legal Environment of Business	L	T	P	C
Version 1.0	Contact Hours – 45	3	0	0	3
Pre0requisites/Exposure	Basic knowledge of Micro and Macroeconomics				
Co0requisites	00				
Academic year	2024-2025				

Course Objectives:

- 1. Knowledge: Basic and broad knowledge in business laws in management.**
- 2. Ability to apply concepts, principles and theories to understand simple business laws.**
- 3. Global Perspective: Awareness of the different business laws.**

Course Outcomes:

On completion of this course, the students will be able to

CO1: Identify key legal concepts, such as contract law, corporate governance, intellectual property, and regulatory frameworks, to understand the fundamental laws affecting businesses.

CO2: Explain the role of legal institutions and government regulations in shaping business operations, to comprehend how legal factors influence decision0making and compliance.

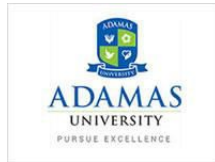
CO3: Apply relevant legal principles to resolve business disputes, assess contract validity, and ensure compliance with labor laws, to support informed and lawful business practices.

CO4: Analyze the implications of legal decisions, policies, and regulations on business strategy and operations, to identify potential risks and ensure legal alignment.

CO5: Evaluate the impact of changing legal environments, such as new regulations, court rulings, and international trade laws, to recommend strategies that ensure compliance and competitive advantage.

Course Description:

The main purpose of this course is “to remove the mystique from the business law and to empower budding managers to participate in legal matters.” This course will focus on developing the understanding of roles and responsibilities within legal business environment, identify issues, recognize potential problems and know when to consult with an expert. Each of these skills will result in efficiency and cost effectiveness for business. The students will develop improved reasoning and problem0solving skills in an effort to better evaluate the legal, regulatory and ethical environment in which they will work and be able to incorporate that knowledge into the business decision0making process.



Course Content:

Module 01 Introduction to Legal Environment

6[L]

Meaning of Law — Purpose of Law 0 Sources of Law — Classification of Law 0 Torts 0 National and International Law 0 Evolution of Mercantile / Business Law 0 International Business Law 0 Justice Delivery System in India

Module0 2 Indian Contract Act 1872

6[L]

Legal Elements of Contracts 0 Parties 0 Offer 0 Acceptance – Consideration, Contracts of Agency 0 Rights and Duties of Principal and Agent 0 Termination of Agency Special Contracts — Guarantee / Indemnity / Letter of Credit / Lien / Set Off . Important Clauses in Corporate & Commercial Agreements, Description of Parties 0 Recitals of Subject 0 Consideration 0 Covenants and Undertakings 0 Signatures and Attestation 0 Endorsement and Supplement Deeds 0 Stamp Duty and Registration 0 Applicable Law — Force Majeure 0 Notice – Arbitration

Module03 Property Laws

6[L]

Property Law for Business0 Classification of Property — Moveable and Immovable Property / Tangible and Intangible Assets, Sale and Agreement to Sell 0 Rights and Duties of Seller and Buyer 0 Rights of Unpaid Seller (Sale of Goods Act), Borrowing against Property as Security, Hypothecation / Pledge of Current Assets 0 Rights and Liabilities of Parties, Mortgage of Immovable Property, Registration of Charges by Companies

Module04 Business and Tax Laws

7[L]

Classification of Taxes 0 Income Tax — Wealth Tax 0 Excise Customs Duty 0 Sales Tax — VAT 0 Service Tax, Financial Services 0 Legal and Regulatory Environment0 Banking 0 Regulation of Banking in India 0 RBI & Banking Regulations Act, Negotiable Instruments Act, Kinds of Negotiable Instruments 0 Special Characteristics 0 Cheques 0 Crossing of Cheques – Endorsements, Banker’s Duties and "Liabilities for Collection and Payment of Cheques, Dishonour of Cheques 0 Liabilities of Parties and Penalties, SARFAESI Act 0 Salient Features 0 Execution.

Module0 5 Essential Elements of Insurance Contracts

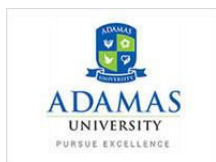
6[L]

Principles of Insurance 0 Insurable Interest 0 Indemnity – Causa Proxima 0 Risk 0 Mitigation of Loss 0 Subrogation 0 Contribution 0 Reinsurance 0 Double Insurance. Standard Clauses in Insurance Policies 0 Fire Insurance 0 Marine Insurance — Liability Insurance. IRDA 0 Role and Functions

Module0 6 Laws related to Capital Market

6[L]

Market Regulation by Companies Act 0 Securities Contracts Regulation 0 SEBI 0 Stock Exchanges Depositories, Business Transactions and Cyber Law, Application of IT Act, 2000



to Contracts and Transactions, Digital Signature and Authentication of Electronic Records, Cyber Offences and Penalties.

Module07 Consumer Protection Act

8[L]

Competition and Consumer Protection0 Consumer Protection Law in India 0Redressal Procedure, Competition Law in India 0 Prohibition of Anti0competitive Agreements and Abuse of Dominant Position, Restrictive and Unfair Trade Practices, Product Liability, Public Interest Litigation in India.

Reference Books

1. N. D. Kapoor, RajniAbbi and Bharat Bhushan, (2018), Element of Mercantile Law,
2. M.C. Kuchhal and VivekKuchal (2018), Business Law, 7th Edition, S ChandPublishing
3. P C Tulsian (2017), Business Law, 3rd Edition, Tata McGraw Hill, New Delhi.
4. Telpal Seth, (2017) Business Law, 3rd Edition, Pearson

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
LWJ21037	Legal Environment of Business	CO1	3	2	3	3	0	3	1	1	0	2	1
		CO2	2	3	3	2	2	2	2	1	2	0	1
		CO3	3	3	0	1	0	3	3	2	0	2	3
		CO4	2	1	2	2	2	2	2	1	2	0	
		CO5	2	2	2	0	2	3	3	3	3	0	3
		AVG CO	2.5	2.5	2.5	1.8	2	2.6	2.4	1.6	2.3	2	2

MGT24207	Summer Internship	L	T	P	C
Version 1.0		0	0	0	3
Pre0requisites/Exposure	Basic exposure of management thought				
Co0requisites					
Academic year	2024-2025				

Course Description:

This is program offered after second semester. The basic objective of this course is to gain industry exposure and environment to the students. They learn the organizational culture and how organization functions. End of the training students evaluate by viva0voce and presentation followed by expert. Acquire employment contacts leading directly to a full0time job following graduation from college. Identify, write down, and carry out performance objectives (mutually agreed upon by the employer, the MCC experiential learning supervisor, and the student) related to their job assignment.

Course Outcome:

CO1: Apply theoretical knowledge from core MBA courses, such as marketing, finance, operations, and strategy, to solve real-world business problems during the internship experience.

CO2: Analyze organizational processes, business challenges, and market dynamics in the host company, to identify opportunities for improvement and innovation.

CO3: Evaluate the effectiveness of business strategies, decision-making processes, and operational practices, to provide data-driven recommendations that enhance organizational performance.

CO4: Design and develop a comprehensive project report or presentation, summarizing key insights, learnings, and recommendations from the internship experience, to demonstrate their ability to synthesize and communicate business solutions.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam
Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	0	0	100

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MGT2420 7	Summer Internship	CO1	3	2	3	2	3	0	1	2	1	2	1
		CO2	3	2	3	2	2	3	2	2	2	2	1
		CO3	3	3	2	0	1	3	2	3		2	3
		CO4	2	1	2	3	2	2	2	1	1	0	0
		AVG CO	2.8	2.0	2.5	2.3	2.0	2.7	1.8	2.0	1.3	2.0	1.7

MKT21203	CONSUMER BEHAVIOUR	L	T	P	C
Version 1.1	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Understanding marketing and psychology				
Co0requisites	00				
Academic year	2024-2025				

Course Objectives:

To become proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner.

To get familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre0purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions)

To be equipped with frameworks to analyse consumers' behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Course Outcomes

At the end of the course, the student will be able to:

CO1: Identify the key psychological, cultural, and social factors influencing consumer behavior, to understand the foundational elements that shape purchasing decisions.

CO2: Explain the consumer decision-making process and its stages, including need recognition, information search, evaluation of alternatives, purchase, and post0purchase behavior, to comprehend how consumers make buying choices.

CO3: Apply consumer behavior theories and models to marketing strategies, to design marketing campaigns that effectively target different consumer segments.

CO4: Analyze consumer data and trends to uncover insights about customer preferences, motivations, and behavior patterns, to inform strategic marketing decisions.

Course Description:

Consumer behaviour is major concern for each and every student of marketing professionals. In this course student learn how to understand behavioural pattern of individual consumers and group. How perception and attitude changes in different situation. This course is a blending between theoretical concept and case study and also research outcome. The learning process not only through class participation but with group discussion, case analysis, research finding, thought of expert in this area. The course also have some hands on training like CLV, Customer acquisition and retention which may help the students to do better customer prediction in terms of their buying pattern. Some real assignment will be given looking into the current topic.

Course Content:

Module 1 12[L]

Consumer Behaviour0 Introduction; Consumer Decision Making Process; value satisfaction and retention; Nature and buying pattern of Indian consumer, Consumer research; Segmentation, targeting and positioning; Consumer behaviour models: Howard and Sheth, Nicosia and Engle and Blackwell model.

Module II 12[L]

Consumer as an individual – Consumer perception; Motivation; Consumer learning; Consumer attitude formation and change. CLV and its application.

Module III 11[L]

Consumer and cultural influences, Social class influences, Group influences and consumer behaviour, Reference group and opinion leadership.

Module IV 10[L]

Diffusion and adaptation of innovation; family life cycle; social standing and consumer behaviour, Consumer retention exercise in excel.

CASES:

Starbucks: Just who is their customers.

How "Maggi Noodles" tried to gain Trust via Digital Medium

Articles on behavioural models

Suggested Readings

TH010 Schiffman, L G and Kamar, Consumer Behaviour , Pearson

TH020 Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India,

TH03 Suja Nair , Consumer Behaviour in Indian Perspective, Himalaya Publishing house. TH040

Kazmi S H H; Akthar, J; Consumer Behavior0 Text and Cases, Excel Book

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	Program Outcomes (POs)								Program Outcomes (PSOs)		
			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MKT2120 3	Consumer Behaviour	CO1	3	2	3	2	3	0	1	2	1	2	1
		CO2	3	2	3	3	0	3	2	2	2	2	1
		CO3	3	3	1	0	1	3	2	3	1	2	3
		CO4	2	1	2	3	2	2	2	1	1	0	0
		AVG CO	2.8	2.0	2.3	2.7	2.0	2.7	1.8	2.0	1.3	2.0	1.7

MKT21232	Product & Brand Management	L	T	P	C	
Version 1.1	Contact Hours 0 45	3	0	0	3	
Pre0requisites/Exposure	Understanding of Marketing Management					
Co0requisites	00					
Academic year	2024-2025					

Course objectives:

To understand the fundamental concepts of product management, including product life cycle, product development, and product portfolio strategies.

To explore the principles of brand management, focusing on brand equity, brand positioning, and brand identity, and how they contribute to a company's competitive advantage.

To analyze consumer behavior and market dynamics to develop effective product and brand strategies that align with business objectives.

To apply product and brand management frameworks in real0world scenarios, helping students create, manage, and grow successful brands and product portfolios.

To evaluate the impact of innovation and global trends on product and brand management, equipping students with tools to adapt strategies in a rapidly evolving marketplace.

Course Outcomes

On completion of this course, the students will be able to:

CO1: To familiarize the students with the concept of product and brand,

CO2: To discuss the role of product, current situation of a product in Indian context, trying to seamlessly transcend the difference between product and brand

CO3: To develop branding as marketing strategy; brand equity, its importance and measurement,

CO4: To create and retain brand equity; operational aspects of brand management.

Course Description:

The objective of this course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered. The objective of Brand Management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

Module 1: Product: Basic concept of product, levels, Product0Life0 Cycle: Concept, strategies related to different stages of PLC. Product Portfolio: Concept, Importance, Competition & Product Strategy. Product portfolio: Concept, benefits of Product portfolio management. 8[L]

Module 2: New Product Development: Meaning and Importance of new product – Types of new product. Stages of new product development Reasons for failure of a new product. **Product Market Analysis** Product Market Orientation with respect to few products Toothpaste, Motorcycle, Paints Challenges faced by Companies during the branding phases. 8[L]

Module 3: Packaging: Meaning Importance – types – Features Factors influencing packaging decision. Packaging Strategies: Meaning Legal and Ethical aspects of packaging: Green packaging: Concept and importance. Product labelling: Meaning, types and importance. 8[L]

Module 4: Brand Management: Brand: Meaning, functions and significance types of brands – concept of branding. Branding strategies: Concept and types of branding strategies. Steps in brand development strategies. Brand switching. Branding at different stages of market. Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, Brand Associations) 8[L]

Module 5: Strategic Brand Management Process 8 [L]

Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, when brand is dying or stagnating, or when the market is dying or stagnating.

Case : Brand Revitalizing and Brand Reinforcement : The Case of Arrow Shirt in the Indian Context **000 Presentation to be given by students**

Module 6: Brand Communication: concept need and advantage of brand communication. Brand loyalty and equity factors affecting brand loyalty. Benefits of brand loyalty Types of brand loyalty. Building brand loyalty Brand Positioning and Brand Associations. 5[L]

Text Book

1. Strategic Brand Management – Keller K L and Kotler P, Pearson
2. Brand Management: The Indian Context – Y L R Moorthi, Pearson
3. Marketing and branding: S Ramesh Kumar Pearson publishers

Reference Books & Journals

1. Brand Positioning: Strategies for Competitive Advantage – McGraw Hill
2. Brand Management – S Ramesh Kumar, Pearson Education
3. Journal articles as and when required

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
MKT2123 2	Product & Brand Management	CO1	3	2	3	2	3	0	1	2	1	2	1
		CO2	2	2	2	3	1	3	2	2	2	2	1
		CO3	3	3	1	0	2	3	2	3	2	2	3
		CO4	2	0	2	3	2	2	2	1	1	0	1
		AVG CO	3	2	2	3	2	3	2	2	2	2	2

MKT21205	Digital and Social Media Marketing	L	T	P	C
Version 1.1	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Understanding Marketing management, Digital marketing , Social Media concept				
Co0requisites	00				
Academic year	2024-2025				

Course objectives:

1. To develop fundamentals idea of Digital marketing .
2. The course will help to learn different digital marketing techniques in modernbusiness environment.
3. The course should develop idea on the application of various digital marketingpolicies .

Course Outcomes

On completion of this course, the students will be able to:

- CO1: Identify basic concept of digital marketing and its application in business.
CO2: Demonstrate various components of digital marketing and its application in business
CO3: Appraise the application of digital marketing strategy and digital marketing mix
CO4: Design how to create a website in different aspects of business
CO5: Illustrate Ad words and various digital advertise process in practical
CO6: Develop concept of E0retailing, E0retail activities, Implications for e0retail marketing strategy

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it's only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using digital marketing, you can reach an enormous audience in away that is both cost0effective and measurable.

Course Structure

Unit I: Introduction to Digital Marketing: Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing [5 L]

Unit II: Consumer behaviour in digital era: Online customers, E0retailing, E0retail activities, Implications for e0retail marketing strategy, B2B e0context, commercial exchanges, Trading relationship [5 L]

Unit III: SEO and SEM: Google Ads overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad, Tools for SEO, web marketing [12 L]

Unit IV: E Mail Marketing : What is E Mail marketing, Importance of e mail marketing in modern day marketing, working modes of E mail marketing, Tips and tricks to implement E mail marketing Strategy, E mail marketing services [5 L]

Unit V: Social Media Marketing : Introduction, Facebook marketing, LinkedIn marketing, Instagram marketing [14 L]

Unit VI: Digital marketing Strategy : Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation [4 L]

Text Book(s):0

TH 1: Alan Charlesworth : Digital Marketing: A Practical Approach, Routhledge Taylor and Francis Group

TH 2: Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing : Strategy, Implementation and Practices , Pearson

TH 3: Raghevendra K and Shruthi Prabhakar Digital Marketing

Project:

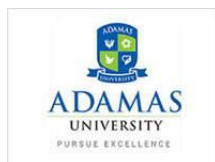
The class will be divided into Groups consist of 5 members. Each Group will select a company of their choice respect to study the Digital Marketing of the Particular Company. The Project will be brief in the session 9. Each group will present before all student as aresult all students should have idea of Digital Marketing.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
MKT2 1205	Digital &Social Media Marketing	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	3	3	2	0	2	2	1	2	1	1
		CO3	3	3	0	1	0	3	2	2		2	3
		CO4	2	1	2	3	2	2	2	1	1		
		CO5	2	2	0	2	2	3	3	2	3		3
		CO6	1	2	3	2	2	1		3	2	1	2
		AVG CO	2.2	2.2	2.8	2.0	2.3	2.2	2.0	1.7	2.0	1.5	2.0



FAC 21244	Security Analysis & Portfolio Management	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	UG/PG level Knowledge				
Co0requisites					
Academic Year	2024-2025				

Course Objectives:

- To develop an understanding of the dynamic investment scenario, both domestic and global.
- To understand the nuances of investment and various asset classes.
- To analyse and evaluate investments in securities.
- To provide an in0depth knowledge of the theory and practice of portfolio management.

Course Outcomes:

On completion of this course, the students will be able to

CO1: To develop the concepts of investment objectives and constraints.

CO2: To evaluate investments in a risk0return framework.

CO3: To analyse investments in equities and bonds

CO4: To apply various techniques and advancements in theory of investments for sound decision making in securities investment.

Course Description:

The Security Analysis and Portfolio Management course is designed to provide MBA students with a comprehensive understanding of the principles, tools, and techniques used in evaluating and managing investments. The course focuses on the fundamental and technical analysis of various securities, including stocks, bonds, and derivatives, and explores the strategies involved in building and optimizing investment portfolios.

Course Content:

Unit I: Introduction: Nature and Scope of Investment Management – Investment versus Speculation, Investment alternatives, Objectives of investment decision making, Common errors in investment management and qualities of successful investing. Concept & role of portfolio management.

[5 L]

Unit II: Basic Concepts and Methods: Risk and Return – Measuring historical (ex0post) return and risk, Measuring expected (ex0ante) return and risk – both for single stock.

Fundamental Analysis 0 Economic analysis, Industry analysis, Company analysis framework.

Technical Analysis 0 Basic tenets of technical analysis, Dow theory 0 Major trends and trend lines, Chart types, Resistance and Support lines, Different patterns, Elliot Wave theory. Efficient Market Hypothesis – Stages of market efficiency, theory of Random Walk. [10 L]

Unit III: Modern Portfolio Theory: Portfolio Theory 0 Benefits of diversification, Systematic and un0systematic risk, Co0movements in security returns and Calculation of portfolio return and risk.

Markowitz’s Efficient Frontier – Concept and application.

Capital Asset Pricing Model (CAPM) 0 Assumptions and Concept of CAPM, The Capital Market Line, Characteristic Line, Security Market Line and Pricing of securities using CAPM.

[10 L]

Unit IV: Equity Valuation: Balance Sheet techniques 0 Book value, Liquidation value, Replacement cost. Discounted Cash Flow (DCF) techniques: Dividend Discount Model, Free Cash Flow models – FCFE and FCFF methods. Relative Valuation Techniques: Price0Earnings ratio, Price0Book value ratio and Price0Sales ratio.

[8 L]

Unit V: Bond Valuation: Types of Bonds, Bond Returns 0 Coupon Rate, Current Yield, Yield to

10

Maturity, Yield to Call, Bond Value Theorems and Bond Duration. [8 L]

Unit VI: Portfolio Management: Specification of investment objectives and constraints, Selection of asset mix, Selection of securities, Passive and Active portfolio management, Performance evaluations 0 Performance evaluation of passive portfolio – Tracking error, and performance evaluation of active portfolio – Treynor’s measure, Sharpe’s measure, Jensen’s measure and Portfolio Revision. [9 L]

Suggested Readings:

- Investments – Zvi Bodie, Alex Kane, Alan J. Marcus and Pitabas Mohanty, Tata McGraw Hill publications.
 - Security Analysis and Portfolio Management – Donald E. Fischer, Ronald J. Jordan, Pearson Education.
 - Investment Analysis and Portfolio Management – Prasanna Chandra, Tata McGraw Hill publications.
 - Bond Markets: Analysis and Strategies – Frank J. Fabozzi, Pearson Education.
- Damodaran on Valuation: Security Analysis for Investment and Corporate Finance – Aswath Damodaran, Wiley Finance.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO	PO	PO	PO	PO	PO	PO	PO	PSO	PSO	PSO
			1	2	3	4	5	6	7	8	1	2	3
MKT212 32	Security Analysis & Portfolio Management	CO1	3	2	0	2	3	0	1	2	1	2	1
		CO2	2	2	3	3	1	2	2	2	2	2	1
		CO3	0	3	1	0	3	3	2	3	2	2	3
		CO4	2	0	2	3	2	2	2	1	1	0	1
		AVG CO	2.3	2.3	2.0	2.7	2.3	2.3	1.8	2.0	1.5	2.0	1.5

FAC21245	Banking and Financial Institutions Management	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	UG/PG level Knowledge				
Co0requisites					
Academic Year	2024-2025				

Course Objectives :

- The course is structured to provide student the knowledge about the structure of Banking and the financial institutions operating in the Indian Financial environment.
- The Objective of the course is to familiarize the students with the operations in the Banks, The course also aims to bring awareness of the regulatory mechanism of financial institutions adopted by the Reserve Bank of India.
- The Course focuses on the Indian Institutional framework and operations.

Course Outcome:

CO1: To recognize the different components, primary and support activities in a Bank.

CO2: To explain the various ways an account can be opened and operated in a Bank

CO3: To recognize the predominant payment system of Cheques and legalities of the payment

CO4: To recognize the operations of the Reserve Bank of India and the be aware of the affect of Reserve Bank of India on the Economy.

CO5: To recognize the architecture of Non0Banking Institutions and their role and position in Indian Financial environment

Course Description:

The **Banking and Financial Institutions Management** course is designed to provide MBA students with a deep understanding of the functioning, structure, and management of banking and financial institutions. The course covers the essential aspects of banking operations, risk management, regulatory frameworks, and the role of financial institutions in the broader economy. Students will explore the strategic and operational challenges faced by banks and other financial institutions, including commercial banks, investment banks, insurance companies, and non0banking financial companies (NBFCs). Topics such as credit risk, liquidity management, asset0liability management, and capital adequacy will be addressed, providing insights into how institutions balance profitability with risk.

Course Structure

Unit I: **BANKER & CUSTOMER** : Meaning & Definition of bank, banker and customer, banker & customer0relationship between banker and customer0obligations of a banker0 honour cheques, maintain secrecy banker's rights, right of lien, set off right appropriation Garnishee Order0Clayton's Case. [10 L]

Unit II: **CUSTOMERS' ACCOUNTS**: Procedure for opening and closing accounts0 KYC norms – importance, procedure to deal with non0operative accounts0special types of Banker's customers (minor, married women, illiterates, lunatics, agents, partnership firms, Jt Stock Companies, clubs, societies trustees and charitable institutions) [10 L]

Unit III: **CHEQUES AND DEMAND DRAFTS**: Requisites0Dating of cheques0 crossing of cheques0 endorsement –Paying banker0 duties and obligations in honouring the cheques – Demand Draft – Issue of Demand drafts0 Payment of demand draft – conditions. Collecting Banker duties and obligations 0Customer's passbook effect of errors. [10 L]

Unit IV: **Digital Banking**: NEFT, IMPS, Online Services, Transactions, Internet banking, mobile banking.[4L]

Unit V: **RESERVE BANK OF INDIA**: Introduction0 constitution of RBI0 organization and management – functions of RBI0 Prohibitory Functions of RBI0 Credit Creation and Control – Objectives0 Credit Control Measures, Quantitative Credit control0 Selective and direct credit control0 Monetary Policy and amendments [8 L]

Unit VI: **NON0BANKING FINANCIAL INSTITUTIONS & OTHER INSTITUTIONS**: Introduction0 Role of Financial Institutions in economic development0 overview of Financial Institutions0 Meaning and definition of NBFIs Classification of NBFIs Functions of NBFIs Developmental Banks – SIDBI, NABARD, IBRD, IFC, EXIM bank, Micro Finance Institutions – Organisation, Objectives and Functions [8 L]

Suggested Readings:

- P.N.Varshney Banking Law & Practice (Sultan Chand Publishers)
- A.R.Aryashri, V.V.Ramanamurthy Banking & Financial Systems
- Mithani, Gordon Banking & Financial Systems
- M L Tannan Banking Law & Practice in India Publisher: Lexis Nexis India; Twenty Fifth edition (1 January 2014)
- JAIIB Legal and Regulatory aspects of Banking published by Macmillan education
- JAIIB Principles & Practices of Banking published by Macmillan education
- M.Y. Khan, INDIAN FINANCIAL SYSTEM, Tata Mc Graw Hill, Delhi, 2008

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
FAC2124 5	Banking and Financial Institutions Management	CO1	3	2	1	2	3	1	0	2	1	2	1
		CO2	2	2	3	3	1	2	2	2	2	2	1
		CO3	0	3	0	0	3	3	2	3	2	2	3
		CO4	2	0	2	3	2	2	2	1	1	0	1
		AVG CO	2.3	2.3	2.0	2.7	2.3	2.0	2.0	2.0	1.5	2.0	1.5

FAC21214	Financial Derivatives	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	UG/PG level Knowledge				
Co0requisites					
Academic Year	2024-2025				

Course objectives:

1. Equipping young managers with the knowledge of emerging commodities derivatives trading practices in India. The commodities markets design and rules in India will be focused.
2. Developing knowledge on the regulatory framework of these markets and domestic and international historical developments in commodities market.
3. Improving students' understanding of a clear difference of commodities from securities market. Spot price anomalies and efforts of the commodities exchanges in resolving the issue will also be discussed.
4. Enhancing student's ability to understand the importance of hedgers, speculators and arbitrageurs will be presented. Commodity indices as an investment class and how they fulfil the need of investors will be elaborated.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the concept forward, futures, options and swap market.

CO2: Apply the concepts of these markets in trading an underlying namely stocks, bonds, commodities etc.

CO3: Analyze the traders namely hedgers, arbitrageurs and speculator and their trading habits.

CO4: Integrate the concept of derivatives market with real world examples in form of case studies.

Course Description:

The course covers markets in standard financial derivatives – e.g., forwards, futures, swaps and options 0 with intent to establish the theoretical basis of prices as well as the practical use – and pitfalls – of these product. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure

Unit 1: 9[L]

Introduction to financial markets: forwards, futures, options, bonds, swaps and other derivative instruments. Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate.

Unit 2: 9[L]

Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures

Unit 3: 9L

Basic Option Pricing: European options, American options, forward0spot parity, put call parity, the binomial option0pricing model. Asset price random walks: Stochastic Finance, diffusion processes, Ito's lemma, lognormal distribution, modelling option prices.

Unit 4: 9[L]

Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula, options on stock indices, currency and futures. Sensitivity analysis (the "Greeks") and hedging of options, Delta, gamma and vega hedging using options and futures. Financial Engineering: Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase.

Unit 5: 9[L]

Exotic options: Compound, binary, barrier and Asian options, options involving several assets.
 Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps;
 Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. Value at risk: Normal linear VaR, Historical simulation, value at risk for option portfolios.

Text Book(s):0

1. Avellaneda, M., & Laurence, P. (2000). *Quantitative models of derivative securities*. USA: International standard books.
2. Bhalla, V. K. (2008). *Investment management*. New Delhi: Sultan Chand.
3. Chance, D. M. & Brooks, R. (2009). *Derivatives and risk management*(8th ed.). USA: Cengage Learning.
4. Hull, J. C. (2009). *Options futures and other derivatives* (7th ed.).New Delhi: Prentice Hall of India.
5. Jarrow, R., & Stuart, T. (2000). *Derivative securities* (2nd ed.). Cincinnati: SouthWestern.
6. Neftci, S. N. (2000). *An introduction to the mathematics of financial Derivatives* (2nd ed.). USA: Academic Press.
7. Piliska, S. (2004). *Introduction to mathematical finance*. UK: Blackwell Publishing.
8. Wimott, P. (2009). *Quantitative finance* (2nd ed.).UK: John Wiley & Sons.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
FAC212 14	Financial Derivatives	CO1	3	2	1	2	3	1	0	2	3	2	1
		CO2	2	2	3	3	1	0	2	2	2	2	1
		CO3	0	3	0	0	3	3	2	3	0	2	3
		CO4	2	0	2	3	2	3	2	1	1	0	1
		AV G CO	2.3	2.3	2.0	2.7	2.3	2.3	2.0	2.0	2.0	2.0	1.5

OBH21204	Industrial Relations & Labour Laws	L	T	P	C
	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Graduation level Knowledge				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

The concept of industrial relations and the system in which it operates and the new HRM practices and processes.

Course Outcome

On completion of this course the students will be able to:

CO1: Identify the present state of Industrial relations in India and the concepts, principles.

CO2: Develop the various processes and procedures of handling Employee Relations principles and issues connected with trade unions.

CO3: Analyse the requirement of maintaining healthy industrial relation in workplace. CO4: Examine the various processes and procedures of handling Employee Relations.

Course Description:

This course offers you a multidisciplinary, theoretical and practical introduction to some key concepts, processes, practices and debates associated with employment relationships in Australia. Discussion will focus around the relationship between employers and employees and how that often complex relationship is affected by national and international regulatory bodies, employer and labour representative organisations, and the economy, politics and society. This broader context then informs our discussion of employer and employee strategies and interactions at the workplace level. Other topics include industrial conflict; the structure and policies of unions and employer associations; workplace bargaining, agreement making and individual employment contracts. This course will assist you to understand and participate in industrial relations processes in an informed and ethical manner.

Course Contents

Unit0I 12[L]

Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR

Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics)

Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organizations in India, Managerial Associations.

Industrial Relations in India: Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions.

UNIT0II 10[L]

Industrial Disputes: Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery). **Collective Bargaining**: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.

UNIT0IV 10[L]

Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.

UNIT0V 13[L]

Labour Welfare and Industrial Relations: Concept, Purpose, Statutory and Non0Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India.

Employee Discipline: Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling

Case Studies 0 Wage Negotiation, Disciplinary Action, Industrial Disputes

Suggested reading:

1. Arun Monappa: Industrial Relations, Tata McGraw Hill.
2. E. A. Ramaswamy: Managing Human Resources, Oxford University Press.
3. CS Venkata Ratnam : Industrial Relations, OUP

Modes of Evaluation: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
OBH21204	Industrial Relations & Labour Laws	CO1	3	2	1	2	3	1	0	2	3	2	1
		CO2	2	2	3	3	1	0	2	2	2	2	1
		CO3	3	3	1	0	3	3	2	3	0	2	3
		AVG CO	2.7	2.3	1.7	2.5	2.3	2.0	2.0	2.3	2.5	2.0	1.7

OBH21213	Strategic HRM	L	T	P	C
Version 1.0	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Basic HRM knowledge				
Co0requisites	00				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

- The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.
- The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
- Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations
- Focuses on the best practices, tools and models to implement an effective HRM system.

Course Outcomes:

On completion of this course the students will be able to:

- CO1: integrate HR with the business strategy
- CO2: Develop competency to enhance employee development
- CO3: Gain rational ability to manage performance strategically
- CO4: Develop competency to implement global HR practices

Course Description:

The course focuses towards the various aspects of human resources planning including strategic planning, job analysis, and forecasting supply and demand in order to examine how corporate and business strategy influence human resources management practices to assist the students to become successful HRD practitioners in real life, or to become a manager who can facilitate the learning of others. HRD is a key activity that systematically leads to the growth and development of manpower in organizations in order to build the organizations more effective. The process of identifying needs and designing and delivering HRD interventions are part of the course which is considered as most crucial skills for all the managers. This course will emphasize on the role of HRD in designing and implementing appropriate strategies in line with business goals of the organization. The course will include various topics related to design, development, implementation, evaluation of HRD programmes and a number of HRD interventions like coaching, mentoring and counselling. The course will also play a major role in developing ethical behaviour and the future of HRD in Indian organizational context.

Course Contents:

Unit I: 9[L] Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies 0 Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends0 Demographic trends – Trends in the utilization of human resources. Integrating

Unit II: 9[L] Strategy and Human Resource Planning 0 The strategic role of Human Resource Planning, Selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices.

Unit III: 9[L] Strategy for Employee Development – Planning and strategizing training0 Integrating training with performance management systems and compensation0 Developing management training and development for competitive advantage0The strategic training of employees model.

Unit IV: 9[L] Performance Management – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems.

Unit V: 9[L] Employee separation – Reductions in workforceLay off, Downsizing, 0Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, Global HRM – Strategic HR Issues in global assignments.

RECOMMENDED TEXT BOOK

Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007.

REFERENCE BOOKS

1. Michael Armstrong, Strategic HRM, Kogan page, London
2. John Storey, Patrick M. Wright and Dave Ulrich, “The Routledge Companion to Strategic Human Resource Management”, 2009, Routledge
3. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO	PO	PO	PO	PO	PO	PO	PO	PSO	PSO	PSO
			1	2	3	4	5	6	7	8	1	2	3
OBH212 13	Strategic HRM	CO1	3	2	2	2	3	1	0	2	3	2	1
		CO2	2	2	3	3	1	0	2	2	2	2	1
		CO3	0	3	2	0	3	3	2	3	0	2	3
		CO4	2	0	2	3	2	3	2	1	1	1	1
		AVG CO	2.3	2.3	2.3	2.7	2.3	2.3	2.0	2.0	2.0	1.8	1.5

OBH21206	Performance and Compensation Management	L	T	P	C
Version 1.1	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Understanding of the function and practices of HRM				
Co0requisites	Understanding of strategic planning and intent				
Academic Year	2024-2025				

Course Objectives:

The objective of the course is to inculcate among the students the ability to:

1. Design an organization's Performance Management Process that is compliant with law and supports organizational mission and strategy.
2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
3. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Course Outcomes:

At the end of the course, the student will be able to:

CO1: Identify the concept and theoretical framework of Performance Management
CO 2: Develop idea of Performance Management Process & Appraisal Methods

CO 3: Demonstrate performance Planning, Potential Appraisal and Competency Mapping

CO 4: Formulate the overall concepts of Compensation Management and Compensation related legislations

CO 5: Develop an understanding on Compensation Systems, Wage & Salary Administration, Incentives and Profit Sharing, etc.

Course Description:

This course examines the importance of an effective Performance Management System in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that Performance Management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

Course Content:

Unit0I: Introduction to Performance Management: Perspective, Purpose, Principles of Performance Management; Relation of Performance Management with the other HR Processes: Link between Performance Management, Human Resource Development and Rewards Management; Theoretical framework of Performance Management.3[L]

Unit0II: Performance Management Process & Measurement: Process of Performance Management; Performance Management Cycle; Developing the person in the Role; Performance

Coaching; Issues relating to measurement of results and behaviour; Collecting performance specific information; Performance Appraisal; Appraisal Methods (Traditional vs. Modern): Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating Scale, BARS, MBO, Human Resource Accounting, 360 degree Feedback: Uses, Rationale and Scope.10[L]

Unit 0 III: Performance Planning: Performance Management Planning Process; Evaluating the Performance Planning Process; Specific Issues relating to Team Performance Management; Concept of Potential Appraisal, Performance Appraisal and Potential Appraisal; Requirements for an Effective Potential Appraisal System; Understanding Competence and Competency; Issues in Competency Management; Competency Mapping: Approaches and Process; Competency Modeling and Competency Assessment.5[L]

Unit 0 IV: Compensation Management: An Overview of Compensation & Non-compensation Dimensions, Extrinsic & Intrinsic Compensation, 30P Concept in Compensation Management, Compensation as Retention Strategy, Significant Compensation Issues, Strategic Compensation, Organisational and External Factors Affecting Compensation Strategies, Compensation Policies; **Compensation Related Legislations:** Wage Laws, Fair Labour Standards Act (FLSA), Pay Discrimination, Disabilities Act, Occupational Safety & Health related Legislations. 4[L]

Unit 0 V: Compensation Systems: Seniority Pay, Merit Pay, Incentive Pay, Person-Focused Pay; **Designing Compensation Systems:** Internal Consistency, Job Analysis, Job Evaluation, External Competitiveness, Constructing Pay Structure, Pay Level Mix; **Wage & Salary Administration:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration; **Incentives:** Types of Incentive Schemes, Wage Incentive Plans, Prevalent Systems & Guidelines for Effective Incentive Schemes, Non-Monetary Incentives; **Profit Sharing:** Cafeteria Style of Compensation, Equity & Bonus, Problems related to Equity & Bonus, Employee Stock Option Plan (ESOP). 7[L]

Unit 0 VI: Benefits: Concept, Nature and Classification of Employee Benefits, Employee Benefit Programs, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program; **Rewards & Recognition:** Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy; **Managerial Remuneration:** Concept and Elements of Executive Compensation, CEO-to-worker pay ratio, Remuneration Ceilings, Benchmark Compensation Package as per the Industry Standards; **International Compensation:** Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package.8[L]

Unit 0 VII: Legally Required Discretionary Benefits Protection Programs: Income & Health, Paid Time Off & Other Services, Social Security Administration (SSA), Unemployment & Retirement, Medicare & Workers Compensation, Retirement Benefits; **Voluntary Retirement Scheme:** Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, Worker Adjustment and Retraining Notification Act (WARN); **Tax Planning:** Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation.8[L]

Text Books:

Rao, T.V.: Appraising and Developing Managerial Performance, Excel Books.

Sharma, Davinder,: Performance Appraisal and Management, Himalaya Publishing House.

Bhattacharya, D.K.: Compensation Management, Oxford University Press.

Henderson, R.I.: Compensation Management in a knowledge-based world, Pearson Education.

Reference Books:

1. Aguinis, H.: Performance Management, Pearson Education.
2. Chadha: Performance Management, Excel Books.
3. Armstrong, Michael, Baron: Performance Management, Jaico Publishers.
4. Robert Bacal: Performance Management, McGrawHill Education, 2007.
5. Rao, T.V.: Performance Management and Appraisal Systems: HR Tools for GlobalCompetitiveness, Response Books, New Delhi, 2007.
6. Kohli, A.S., Deb T.: Performance Management, Oxford University Press.
7. Mulkovich, G.T. & Newmann, J.: Compensation planning, McGraw Hill Publication.
8. Singh, B. D.: Compensation and reward management, Excel Publication.

Project:

The student is required to identify and approach a company and study its Performance Management System and Performance linked Compensation. This is required to be done in coordination with the company’s HR team member if possible. The objective of the project is to acquaint the students with the actual practices of Performance Management System and Compensation. Students are required to submit their project reports just after mid0semester examination. Each student is also required to present the work in the class such that all students have a clear idea of how Performance and Compensation are actually managed in the organizations.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
OBH2 1206	Performance and Compensation Management	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	3	3	2	0	2	2	1	2	1	1
		CO3	3	3	0	1	1	3	2	2	0	2	3
		CO4	2	1	2	3	2	2	2	1	1	0	
		CO5	2	2	0	2	2	3	3	2	3	1	3
		AVG CO	2.4	2.2	2.7	2.0	2.0	2.5	2.0	1.4	2.0	1.5	2.0

Semester IV

MGT21205	Strategic Management	L	T	P	C
Version 1.1	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Basic knowledge on Functional areas of Management				
Co0requisites	Concepts of Management Functions				
Academic Year	2024-2025				

Course Objectives:

1. Understand the basic concepts and principles of strategic management
2. Analyse the internal and external environment of business
3. Develop and prepare organizational strategies that will be effective for the current business environment.
4. Strategy implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy
5. Symptoms of strategy malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, corporate 0 level strategic analysis, business 0level strategic analyses and strategic plan.
6. Ecommerce business model and strategies, internet strategies for traditional business, key success factors in E0commerce.

Course Outcomes

At the end of the course, the student will be able to learn and practice: Course Outcomes for Business Strategy

CO1: Identify the basic concepts and principles of strategic Business analysis the internal and external environment of business.

CO2: Develop and prepare organizational strategies that will be effective for the current business environment.

CO3: Devise strategic approaches to managing a business successfully in a global context.

CO4: Integrate the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.

CO5: Demonstrate to think critically and strategically in various strategic issues.

Course Description:

The broad goal of Business Strategy is to cut across the whole spectrum of business and management. The purpose of the course is to help support the creation of a holistic understanding of the firm 0 about the industry and the competitive environment in which it operates. Moreover strategy formulation, implementation and measurement are three major areas students will come across.

Course Structure

Unit0I

9[L]

Introduction to Strategic Management0 Evolution of Strategic Thinking 0 Views of Eminent Thinkers, Strategic vs. Operational Management, Strategic Management Process, Levels of Strategy (Corporate, Business, Functional).

Unit0II

9[L]

The Environment (Porter's Five Forces Framework, PESTEL, Strategic Gaps, SWOT; Challenges in International Business Environment; Hofstede Cultural Dimensions, Internationalization).

Unit0III

9[L]

Strategy Development: Multiple approaches 0 Strategic Planning System, Logical Incrementalism, Learning, Organization, Strategic Leadership. Implications 0 Intended, Realized, Emergent Strategy 0 Strategic Drift. Corporate0level Strategy: Value Creation and the Corporate Parent0 Portfolio Manager (Eg. BCG, GE Matrices), Synergy Manager, Resource Allocator, Restructurer, Parental Developer. Managing the Corporate portfolio 0 BCG, GE Matrices.

Unit0IV

9[L]

Product/Market Diversity Related/Unrelated Diversity. International Strategy0Market Selection and Entry. Business0level Strategy: Generic Strategies; Cost Leadership, Product Differentiation, Focus; The Hybrid Strategy. Directions for Strategy Development: Product Development, Market Development, The TOWS matrix. Strategy Implementation: McKinsey7S Framework, Competing

for Future: Beyond Restructuring and Reengineering. Emerging Strategy Paradigms 0 Unlearning Curve, Strategy as Stretch and Leverage, CoCreation.

Unit0 V **9[L]**

Expectations and Purposes: Organizational Purposes, Stakeholder Mapping, Communicating, Organizational Purposes (Core Values & Ideology, Vision, Mission, Objectives), Strategic Capability: Critical Success Factor 0 Experience Curve 0 Strategic Capability 0 Resources – Core Competence 0 Competition View of Strategy vs. RBV, Value Chain Analysis.

Unit0 VI **9[L]**

Strategic Alliances and Joint Ventures: Franchising 0 Licensing 0 Motives and Types 0 Successful JVs Life Cycle of a JV 0 JV Failures. Mergers & Acquisition: Organic Vs. Inorganic Growth 0 Theories of M&A 0 Types and Motives 0 Synergy 0 Financing (LBO) — Issues leading to failure of M&A's.

Readings:

TH01. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). Transnational management: Text, cases & readings in crossborder management (6th ed.). London: McGrawHill

TH02. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.

TH03. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster

TH04. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of innovation: Driving cocreated value through global networks. New York: McGraw Hill.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
MGT2 1205	Strategic Management	CO1	3	2	3	2	3	0	1	1		2	1
		CO2	2	3	3	2	2	2	2	2	2	1	1
		CO3	3	3	0	0	1	3	2	2	0	2	3
		CO4	2	1	2	3	2	2	2	1	1	0	
		CO5	2	2	0	2	2	3	3	2	3	1	3
		AVG CO	2.4	2.2	2.7	2.3	2.0	2.5	2.0	1.6	2.0	1.5	2.0

EIC21201	Entrepreneurship Development	L	T	P	C
Version 1.0	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Basic understanding of business, innovation and marketing				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

1. To expose students about entrepreneurship and its importance in every sector of economy since it opens up the door for enterprise creation in every sector of business.
2. Skilling up youth is to encourage them to set up their own micro/small enterprises or engage themselves productively in larger enterprises.
3. Creating an entrepreneurial eco0system essential in our country.
4. Developing an entrepreneurship movement through its education.

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Identify the fundamentals idea of entrepreneurship.

CO2. Recognise the importance of having strong entrepreneurial characteristics.

CO3. Develop business idea generation and converting the idea into a business model.

CO4. Explain role of government agencies that renders support in terms of policies, assistances etc.

CO5. Illustrate the sustenance and growth of the enterprises by start0up entrepreneurs.

Course Description

Entrepreneurship is generally understood to be the practice of starting new business organisations in response to perceived opportunities. It results in establishment of small one0 person businesses as also large organisations capable of creating many job opportunities. Entrepreneurship has been identified as one of the major trends shaping business, economy and even society. The modern study of entrepreneurship owes a lot to the pioneering efforts of Joseph Schumpeter and other economists. Similarly, Frank Wright, Peter Drucker, and many others have successfully contributed to the growth of entrepreneurship theory, practice and research. In recent times, entrepreneurship and entrepreneurs have received a lot of attention from academicians, writers, media, and general public. The achievements and contributions of entrepreneurs have been acknowledged by society. Many entrepreneurs are honoured and awarded for their achievements nationally as well as internationally.

Course Content:

Module 1: 10[L]

Introduction 0 Understanding the meaning of Entrepreneurial ship 0 Characteristics of an Entrepreneur 0 Classification of the Entrepreneurs – MSME Classification in India0 Entrepreneurial Scene in India 0 Factors influencing Entrepreneurship.

Module II 5[L]

Early Career Dilemmas of an Entrepreneur, The Entrepreneur’s Role, Task and personality A typology of Entrepreneurs: Defining Survival and success, Entrepreneurship as a Style of Management

Module III 10[L]

Entrepreneurial growth 0 Role played by government and Non0Government agencies 0 EDP’s, WBIDC, SIDBI, IDBI, IFCI. Rural Entrepreneurs 0 Small scale entrepreneurs and Export Entrepreneurs .

Module IV 5[L]

Business plan, Business idea generation Techniques 0 Identification of Business Opportunities 0 Marketing Feasibility 0 Financial Feasibility 0 Technical 0 Legal 0 Managerial and Location Feasibility.

Module V 5[L]

Project Appraisal 0 Methods 0 Techniques 0 Preparation of Business Plan 0 Content of a Business Plan 0 Project Report.

Module VI 10[L]

Start of an enterprise 0 Franchising and Acquisition 0 Product Strategies 0 Pricing Strategies 0 Distribution Strategies 0 Promotional Strategies. How to be a successful Entrepreneur? Learning to be Successful 0 Successful entrepreneurs.

Reference Books:

1. Vasant Desai 0 Dynamics of Entrepreneurial Development and Management. HPH(2019)
2. Khanna 0 Entrepreneurial Development. S. CHAND (2018)
3. Rajeev Roy0 Entrepreneurship, Oxford University Press

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
EIC21 201	Entrepreneurship Development	CO1	3	2	3	2	3	0	1	1	1	2	1
		CO2	3	3	0	2	2	2	2	2	2	1	1
		CO3	3	3	0	0	1	3	2	2	0	2	3
		CO4	2	1	2	3	2	2	2	2	1	1	
		CO5	0	2	0	2	2	3	3	2	3	1	3
		AVG CO	2.8	2.2	2.5	2.3	2.0	2.5	2.0	1.8	1.8	1.4	2.0

MKT21206	Services Marketing	L	T	P	C
Version 1.1	Contact Hours 0 45	3	0	0	3
Pre0requisites/Exposure	Understanding of Fundamentals of Marketing Management				
Co0requisites	00				
Academic year	2024-2025				

Course objectives:

1. To develop fundamentals idea of services
2. The course will help to learn different services marketing techniques in modern business environment.
3. The course should develop idea on the application of various services marketing policies .

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

CO2: Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.

CO3: Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

CO4: Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.

CO5: Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it's only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using services marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course Structure

Unit I

9[L]

Introducing Service Marketing: The nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, The services environment; evolution of services, Difference between goods and services, Trends in service sector, Impact of technology on different service sectors, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy.

Unit II

6[L]

The Services Marketing Mix: Service Product, Service Products; Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability, 7Ps of marketing mix,

Unit III

6[L]

Pricing for Services: Characteristics of services and pricing, Price terminologies, Understanding the costs of services incurred by customers, pricing strategies, Pricing and marketing strategies

Unit IV

6[L]

Managing Physical Evidence of Services: Concepts, Elements, Roles of physical evidence,

Servicescapes 0 types and role, customer response to environment, guidelines for servicescape strategies

Unit V

6[L]

Managing People for Service Advantage : The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.

Unit VI

9[L]

Service Quality: SERVQUAL Models, Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand. Services theatre and service experience, the gap between expected and perceived service, customers' role in service delivery, Case Study Analysis

Unit VII

9[L]

Services Mix Scenario (7Ps) in service sectors Marketing of services in Financial Services Hospitals, Consultancy Services, Education and Training Services, Tourism, Travel and transport Services, Case Studies Analysis, Expectations, Expected services, Expectation Vs Perceived, Sources of desired Services Expectations, A Model of customer services expectations, Case Study Analysis

Text Book(s):0

TH 1: SERVICES MARKETING: THE INDIAN CONTEXT, R. SRINIVASAN, PHI Learning Pvt Ltd

TH 2: Services Marketing : Concepts, Strategies & Cases: Douglas Hoffman Cengage Learning India

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3	
MKT2 1206	Services Marketing	CO1	3	2	3	2	3	0	1	1	1	2	1	
		CO2	2	3	0	2	2	2	2	3	2	1	1	
		CO3	3	3	0	0	1	3	2	2	2	0	2	3
		CO4	2	1	2	3	2	2	2	2	2	1	1	1
		CO5	2	0	3	2	2	3	3	2	2	3	1	3
		AVG CO	2.4	2.3	2.7	2.3	2.0	2.5	2.0	2.0	2.0	1.8	1.4	1.8

MKT21233	Technology Driven Marketing	L	T	P	C
Version 1.0	Contact Hours – 45	3	0	0	3
Pre0requisites/Exposure	Basic Knowledge of Marketing, Digital Marketing & E0commerce				
Co0requisites	Have adequate knowledge about recent technological development and marketing application				
Academic Year	2024-2025				

Course Objectives

- To understand the key concepts of technological development.
- Understanding the context of technology and application in marketing.
- Enhancing students overall ability to analyse various technological development across the world in the context of Marketing.
- Evaluating marketing0mix tools in the context of technology for world class organization.
- How to apply technology in marketing0mix strategies for competitive advantage.

Course Outcomes

On completion of this course, the students will be able to:

CO1: Understand the key concepts of technological development

CO2: Realise the context of technology driven marketing.

CO3: Enhance their overall ability to analyse technological development across the world in the context of Marketing.

CO4: Evaluating marketing0mix tools for world class marketing organization.

CO5: Appreciate how to apply technology driven marketing0mix strategies for competitive advantage.

Course Description

As technology continuously transforms products, services and business models, and provides new competitive advantages that companies can capitalize on, this course introduces the marketing challenges of firms in the hyper0competitive technologically developed environment. This course introduces the field of Information Systems, the study of how people, processes, structure, and technology are used to make an organization more effective. It provides students with an overview of technology driven marketing strategies: pricing, product, promotion, and place for success and sustain for long. Ethical issues are discussed to be aware of misuse of technology and its consequences for business.

Classroom activities involving lectures, discussions and case studies analysis to encourage students to actually get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, group presentations, cooperative group solving problems. Students will be encouraged to actively take part in all group activities and to give an oral group presentation on assigned project.

Course Content

UNIT I 10L

Introduction to AI Marketing

AI marketing is the process of using AI capabilities like data collection, data-driven analysis, natural language processing (NLP) and machine learning (ML) to deliver customer insights and automate critical marketing decisions. Today, AI technologies are being used more widely than ever to generate content, improve customer experiences and deliver more accurate results. Before choosing an AI tool, organizations should fully explore the different types of AI marketing applications available and look at how they're being used by other businesses.

Case Study

UNIT II 8L

Application of AI in Marketing

AI in marketing abounds as more and more organizations look to it to help them improve everything from their social media posts to their email marketing and content marketing efforts. Ways enterprises are increasing their use of AI to help them achieve marketing goals such as Content generation, Audience segmentation, Customer service chat bots, Programmatic advertising, Search engine optimization (SEO), and E-commerce.

Case Study

UNIT III 8L

The benefits of using AI in Marketing

As with other new technologies, there are both benefits and challenges to using AI for marketing purposes. Benefits of AI marketing solution are: Faster, smarter decision-making, Improved return on investment (ROI) on marketing initiatives, More accurate measurement of KPIs, Enhanced customer relationship management (CRM) capabilities, More meaningful insights from customer data.

UNIT IV 8L

The challenges of using AI in Marketing

From maintaining the quality of the large data sets needed to train AI to complying with the field's ever-expanding privacy laws; challenges to using AI for marketing purposes are: Training AI solutions, Ensuring the quality and accuracy of data, and Complying with privacy laws.

UNIT V 10 L

Incorporating AI into Marketing strategy

Five steps to effectively incorporate AI into marketing campaign: Establish goals, Acquire the right talent, Adhere to data privacy laws, Test the quality of data, Choose the solution that's right for your company including Generative AI.

Case Study

Text Books

1. Modern Marketing Using AI: Leverage AI-enabled Marketing Automation and Insights to Drive Customer Journeys and Maximize Your Brand Equity, Malay A. Upadhyay and Pooja Chitnis, e/2021.

Reference books

1. Marketing Artificial Intelligence: AI, Marketing, and the Future of Business, Mike Kaput and Paul Roetzer, e/2022

Recommended Readings:

1. Hagi, Andrei, and Julian Wright. "Multi-sided platforms." *International Journal of Industrial Organization* 43 (2015): 1620174.
2. Hagi, Andrei; Altman, Elizabeth J. (2017) "Finding the Platform in Your Product," *Harvard Business Review*.
3. Lieber, Ethan, and Chad Syverson. "Online versus offline competition." *Oxford Handbook of the Digital Economy* (2012): 1890223.

Modes of Examination: Assignment/Quiz/Project/Presentation/Written Exam

Examination Scheme:

Components	Internal	Mid Term	End Term
Weightage (%)	30	20	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
MKT21206	Technology Driven Marketing	CO1	3	2	3	2	3	0	1	1	1	2	1
		CO2	2	3	0	2	2	2	2	3	2	1	1
		CO3	3	2	0	0	1	3	2	2	0	2	3
		CO4	2	1	2	3	2	2	2	2	1	1	1
		CO5	1	0	3	2	2	3	3	2	3	1	3
		AVG CO	2.2	2.0	2.7	2.3	2.0	2.5	2.0	2.0	1.8	1.4	1.8

FAC21246	International Finance & Foreign Exchange Management	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	PG level Knowledge of Corporate Finance				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

- To familiarize with the basic concepts of International Financial Management
- To understand the nature of foreign exchange markets
- To create awareness of the various aspects of International Financial Management
- To analyse and solve problems in international financial management in the contemporary global business scenario.

Course Outcome:

CO1: To critically analyse the issues related to International Financial Management faced by an organization.

CO2: Students shall have a fair understanding of the international financial matters such as international trade, international investments and exposures to various kinds of risks.

CO3: Students will be aware of the various techniques of foreign exchange management Such as hedging, currency arbitrage, etc.

CO4: Students will have a reasonable amount of working knowledge related with the international monetary systems, factors determining the exchange rates and a logical basis for forecasting the same.

Course Description

The International Finance & Foreign Exchange Management course is designed to equip MBA students with a solid understanding of financial decision0making in a global context. The course focuses on the complexities of international financial markets, foreign exchange mechanisms, and the strategies that multinational corporations use to manage financial risks and opportunities.

Key topics covered include exchange rate determination, balance of payments, international

monetary systems, and the functioning of foreign exchange markets. Students will explore various financial instruments such as currency forwards, futures, options, and swaps, which are used for hedging and managing currency exposure. The course also examines how global factors such as political risk, inflation, and interest rate differentials influence international financial management.

Course Structure:

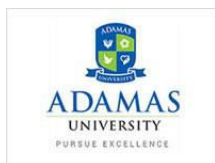
- Unit I: Introduction: Understand the framework of international financial management. [2 L]
- Unit II: Foreign exchange markets & rates: Organization & structure forex markets, Indian forex market, Types of transactions; Organization & structure forex markets, Indian forex market, Types of transactions; Spot rate quotations, Arbitrage; Forward rate quotations, Numerical problems. [6 L]
- Unit III: Parity conditions in exchange rates: PPP (absolute & relative), Nominal & real exchange rates; PPP (absolute & relative), Nominal & real exchange rates; Fisher effect, International Fisher effect; Interest rate parity, Forward rate & future spot rate. [8 L]
- Unit IV: Balance of Payments: Balance of trade, Current account balance, Capital account balance. [3 L]
- Unit V: International financial markets: Eurocurrency market, Eurobonds; Euronotes, ADR, GDR; International capital markets.; Currency futures and options markets. [5 L]
- Unit VI: Financing foreign trade: Payment terms, Documents in international trade, Financing techniques; Govt. sources of financing, Countertrade. [2 L]
- Unit VII: International working capital management: International cash management, Receivables management; Inventory management, Short0term financing. [2 L]
- Unit VIII: International Monetary Systems: Exchange rate systems, single European currency, government interventions, intervention as a policy tool, How intervention can affect MNC’s value. [5 L]
- Unit IX: Foreign Exchange Risk: Is exchange rate risk relevant? Types and management of exposure – transaction, economic and translation exposure, impact of exchange rate fluctuations on MNC’s value. [8 L]
- Unit X: Cost of capital for foreign investments: Cost of equity, WACC, Discount rates for foreign investments; Cost of debt, Capital structure in the multinational environment. [3 L]
- Unit XI: Foreign Direct Investment: Motives for direct foreign investment, benefits of international diversification, decisions subsequent to DFI, Host Government views on DFI, Impact of the DFI on MNC’s value; International capital budgeting, Issues in foreign direct investment analysis. [4 L]

Suggested Readings:

- Alan C. Shapiro, Multinational Financial Management, Wiley India
- P.G. Apte, International Financial Management, McGraw Hill Education

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50



Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
		FAC21246	International Finance & Foreign Exchange Management	CO1	3	2	2	2	3	1	0	2	3
		CO2	2	2	3	3	1	0	2	2	2	2	1
		CO3	0	3	2	0	3	3	2	3	0	2	3
		CO4	2	0	2	3	2	3	2	1	1	1	1
		AVG CO	2.3	2.3	2.3	2.7	2.3	2.3	2.0	2.0	2.0	1.8	1.5

FAC21248	Financial Modeling	L	T	P	C
Version	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	Quantitative Aptitude, Basic Finance Concepts				
Co0requisites	00				
Academic Year	2024-2025				

Course Objectives:

- To learn financial modelling from scratch
- To build asset pricing models (equity and debt instruments)
- To analyse and forecast financial statements
- To achieve proficiency in quant0modelling tools like MS Excel and R

Course Outcome:

- CO1: Understand the process of financial modelling
 CO2: Apply financial models for equity and bond valuation
 CO3: Analyse a company, industry and sector based on financial parameters
 CO4: Gain proficiency in modelling tools like MS Excel and R

Course Description

The Financial Modeling course in an MBA program is designed to provide students with the skills and tools necessary to build robust financial models used for decision0making in finance, investment, and

corporate strategy. The course focuses on constructing detailed quantitative models that simulate real-world financial scenarios, allowing businesses to forecast future performance, value companies, assess investments, and manage risk.

Students will learn to build financial models from the ground up, incorporating elements such as income statements, balance sheets, and cash flow statements. The course also covers advanced topics, including discounted cash flow (DCF) analysis, sensitivity analysis, scenario analysis, and valuation methods like comparable company analysis (CCA) and precedent transactions.

Course Structure

Unit I: 9[L]

Introduction to Financial Modelling

Basics of Financial Modelling, Introduction to Equity and Bond Markets, Financial Modelling Process, Data Sources, Measures of Corporate Performance

Unit II: 9[L]

Ratio Analysis

Company Analysis, Fundamental Analysis, Liquidity Ratios, Solvency Ratios, Profitability Ratios, Activity Ratios, Competitor Analysis, Industry Analysis

Balance Sheet Forecasting, Forecasting Sales Volume

Unit III: 9[L]

Valuation

Capital Asset Pricing Model, Calculation of Cost of Equity, Dividend Discount Model, Free Cash Flow Model, Sensitivity Analysis, Relative Valuation Approach

Bond Valuation

Unit IV: 9[L]

Portfolio Management

Portfolio Management, Calculating Portfolio Risk and Return, Sharpe Ratio & Treynor Ratio

Unit V: 9[L]

Modelling Tools and Report Writing

Basics of MS Excel, Introduction to R Programming, Report Writing

Suggested Readings:

- Investment Valuation: Tools & Techniques for Determining the Value of Any Asset: Aswath Damodaran
- Principles of Corporate Finance: Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

OBH21207	Talent Acquisition & Development	L	T	P	C
Version 1.0	Contact Hours 0 45	3	0	0	3
Prerequisites/Exposure	Basics of HRM				
Co0requisites	00				
Academic Year	2024-2025				

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
FAC21248	Financial Modelling	CO1	3	3	2	1	3	1	1	2	3	2	1
		CO2	2	2	3	3	1	0	2	2	2	2	1
		CO3	0	2	2	0	3	3	2	3	0	2	3
		CO4	2	0	2	3	2	3	2	1	1	1	1
		AVG CO	2.3	2.3	2.3	2.3	2.3	2.3	2.3	1.8	2.0	2.0	1.8

Course Objectives:

- **To understand the key principles and processes** of talent acquisition, including recruitment, selection, and onboarding, *to effectively manage the hiring needs of an organization.*
- **To explore strategies for attracting top talent** by leveraging employer branding, recruitment marketing, and sourcing techniques, *to build a competitive workforce.*
- **To examine the frameworks and methods for talent development**, such as training, career planning, and succession management, *to enhance employee skills, engagement, and retention.*
- **To apply analytical tools and metrics** for evaluating the effectiveness of talent acquisition and development programs, *to ensure alignment with organizational goals and improve decision-making.*
- **To understand the impact of technology** (e.g., AI, HR analytics, and digital learning platforms) on talent acquisition and development, *to optimize HR practices in a dynamic business environment.*

Course Outcomes:

CO1: Identify the key concepts and practices in talent acquisition and development, including recruitment strategies, onboarding, and employee training, to understand the foundational elements of human resource management.

CO2: Explain the significance of employer branding, talent sourcing, and employee development programs, to comprehend how these processes contribute to building a competitive workforce.

CO3: Apply recruitment methods, selection techniques, and training frameworks, to attract and develop skilled employees that align with organizational needs.

CO4: Analyze the effectiveness of talent acquisition and development strategies, to identify areas for improvement and ensure alignment with organizational objectives.

CO5: Evaluate the impact of talent acquisition and development initiatives using metrics and HR analytics, to optimize workforce performance and enhance employee retention.

Course Description:

The Talent Acquisition & Development course in an MBA program focuses on the strategic processes involved in attracting, hiring, and nurturing talent within organizations. This course provides a comprehensive understanding of the techniques and tools used to identify and acquire top talent, as well as the methods used to develop and retain that talent to meet organizational goals.

Students will explore the entire talent lifecycle, from workforce planning and employer branding to recruitment strategies, selection processes, and onboarding. The course will also cover key areas of talent development, including training and development programs, career planning, leadership development, and succession planning.

Course Structure:

Unit I: 9[L]

Talent Management: Basic foundations of Talent Management, leveraging talent, talent value chain, talent management process, Talent Management System 0 Components and benefits of Talent Management System and challenges in developing TMS

Unit II: 9[L]

Talent Planning 0 Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent

Unit III: 9[L]

Developing and Retaining Talent 0 Potential identification and development, integrating coaching, employee retention0 motivation and engagement, Return on talent; making outplacement as a part of

talent strategy, developing talent management information system. Conceptual Framework of Performance Management; Approaches for defining performance. Performance

Unit IV: 9[L]

Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, features of potential appraisal, indicators of employee potential, steps in potential appraisal.

Unit V: 9[L]

Performance management and Development: Personal development plan (PDP), 360 degree feedback and BARS as development tool ; Performance management and Pay ; Performance management for teams; and performance evaluation.

Suggested Readings:

1. A.V. Vedpuriswar, "Talent Management: The Indian Scenario", Himalaya Publishing House, Mumbai, India
2. Devdutt Pattanaik, "The Talent Sutra: An Indian Approach to Learning", Aleph Book Company, New Delhi, India
3. Friedman & Schustack 0 Personality: Classic Theories and Modern Research, Pearson
4. Hall Calvin S.et al 0 Theories of Personality, Wiley0India Text Books
5. Lance Berger & Dorothy Berger0The Talent Management Handbook, McGraw Hills
6. Lynton & Pareek 0 Training for Development, Vistaar Publication
7. Sahu R.K. 0 Training for Development, Excel Books

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	
OBH212076	Talent Acquisition & Development	CO1	3	2	3	2	3	0	1	1	1	2	1	
		CO2	2	0	3	2	2	2	2	3	2	1	1	
		CO3	0	3	0	0	1	3	2	2	2	1	2	3
		CO4	2	1	2	3	2	2	2	2	2	1	1	1
		CO5	2	0	3	2	2	3	3	2	2	3	1	3
		AVG CO	2.3	2.0	2.8	2.3	2.0	2.5	2.0	2.0	2.0	1.6	1.4	1.8

OBH21208	International HRM	L	T	P	C
Version 1.1	Contact Hours – 45	3	0	0	3
Pre0requisites/Exposure	Understanding of HRM functions and strategic intent				
Co0requisites	Cross cultural issues				
Academic year	2024-2025				

Course Objectives:

After completing this course students will be able to:

1. Identify and understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
2. Recognize and value cultural differences
3. Develop successful programs for international assignees (short term/long term)
4. Evaluate "best practices" across cultures

Course Outcomes:

On completion of this course, the students will be able to:

CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM.

CO2: Obtain, through elective courses, an in-depth knowledge of specific IHRM-related theories, skills and practices.

CO3: Appreciate the implications of increasing globalisation for the management of human resources, with particular reference to IHRM in multinational corporations.

CO4: Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

Course Description:

International HRM is the study of the management of human resources in an international context. This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. Problems, challenges and decisions are analyzed from the point of view of the HR executive or GM who has scorecard responsibility at the organizational level. By focusing on policies, programs, and practices characteristic of organizational efforts to manage human assets worldwide, we will explore the critical impact that these have on the firm's success.

Course Content:

Unit I: 8[L]

Introduction and Concepts in International Human Resource Management Developments leading to International HRM Perspectives.

Unit II: 10[L]

International Human Resource Management: Role and Distinguishing Activities Organizational Structure and HRM

Unit III: 12[L]

International Human Resource Planning : Recruitment and Selection for Overseas Assignments : Global Staffing Practices

Unit IV: 15[L]

International Transfers and Repatriation Strategies

Training and Development in International Context International Performance Management Global

Compensation Practices

Text Books:

1. International Human Resource Management P.SubbaRao, Himalaya Publishing House
2. International Human Resource Management S.K.Bhatia, Deep and Deep Publications
3. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
4. Global Business – Avadhani – Himalaya Publication

Reference Books:

1. International Business and Globalization – John D. Daniels, Jeffrey A. Krug

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Mid Term	Class Assessment	End Term
Weightage (%)	20	30	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Course Core	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
OBH21208	International HRM	CO1	3	3	2	1	3	1	1	2	3	2	1
		CO2	1	2	3	3	1	0	2	2	2	2	1
		CO3	2	2	2	0	3	3	2	3	0	2	3
		CO4	2	1	2	3	2	3	2	1	1	1	1
		AVG CO	2.0	2.0	2.3	2.3	2.3	2.3	1.8	2.0	2.0	1.8	1.5