

## **M.B.A**

### **Programme Objectives**

The Master of Business Administration (MBA) is a business program designed to develop and strengthen essential management skills such as critical thinking, problem solving, decision making, leadership and teamwork by acquiring knowledge through learning of management theories and applications of benchmark practices in national and international Industries. The pedagogy and content of the curriculum engages students to build their capability in application of appropriate tools and techniques to address the challenges posed in the volatile, uncertain, complex, and ambiguous conditions encountered in the contemporary business environment. Further, the curriculum encourages entrepreneurship and creativity among students to shoulder social responsibilities along with regard for integrity, ethics and citizenship behaviour.

### **Programme Outcomes**

On completion of the Master of Business Administration (MBA) program, the students will be able to:

- Articulate effectively through different modes of communication and demonstrate collaborative behaviour.
- Exhibit an understanding of management concepts by identifying and analysing issues in business.
- Formulate and implement organization strategy by effectively integrating resources, people and culture for sustainable organization and society.
- Apply quantitative and qualitative tools to solve business challenges.
- Displays sensitiveness to ethical values, diversity and multicultural perspectives in decision making.

## M.B.A COURSE STRUCTURE

### MBA Semester – I

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010701T	Principles and Practices of Management	75	25		100	4
Course/Paper 2 F010702T	Financial and Management Accounting	75	25		100	4
Course/Paper 3 F010703T	Organization Behaviour	75	25		100	4
Course/Paper 4 F010704T	Managerial Economics and Environment	75	25		100	4
Course/Paper 5 F010705T	Business Legislation	75	25		100	4
	Generic/Elective	75	25		100	4
Course/Paper 6 F010706R	Field Survey & Presentation		50	50	100	4
<b>Total Credits</b>						<b>28</b>

### MBA Semester – II

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010801T	Financial Management	75	25		100	4
Course/Paper 2 F010802T	Fundamentals of Marketing	75	25		100	4
Course/Paper 3 F010803T	Management of Human Resources	75	25		100	4
Course/Paper 4 F010804T	Production and Operations Management	75	25		100	4
Course/Paper 5 F010805T	Business Research Methods	75	25		100	4
Course/Paper 6 F010806R	Research Project & Presentation		50	50	100	4
<b>Total Credits</b>						<b>24</b>

## M.B.A COURSE STRUCTURE

### MBA Semester – III

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F010901T	Entrepreneurial Development and Small Business Management	75	25		100	4
Course/Paper 2 F010902T	Operations Research	75	25		100	4
Course/Paper 3 F010903T	F010903T (A): Consumer Behaviour F010903T (B): Security Analysis and Portfolio Management F010903T (C): Industrial Relations Management	75	25		100	4
Course/Paper 4 F010904T	F010904T (A): International Marketing F010904T (B): Corporate Taxation F010904T (C): Legal Frame Work for HRM	75	25		100	4
Course/Paper 5 F010905T	F010905T (A): Advertising and Sales Management F010905T (B): International Financial Management F010905T (C): Management Training & Development	75	25		100	4
Course/Paper 6 F010906R	Summer Training Report/Presentation		50	50	100	4
<b>Total Credits</b>						<b>24</b>

\* For F010906R: Summer Training Report, Presentation and Evaluation is to be done at the time of commencement of the Semester.

### MBA Semester – IV

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F011001T	Strategic Management	75	25		100	4
Course/Paper 2 F011002T	Total Quality Management and ISO	75	25		100	4
Course/Paper 3 F011003T	F011003T (A): Rural Marketing and Retail Management F011003T (B): Management of Financial Institutions F011003T (C): Organisational Change and Development	75	25		100	4
Course/Paper 4 F011004T	F011004T (A): Strategic Marketing F011004T (B): Project Planning, Analysis and Implementation F011004T (C): Management Development	75	25		100	4
Course/Paper 5 F011005T	F011005T (A): Brand Management and Services Marketing F011005T (B): Foreign Exchange Management F011005T (C): Counseling Skills for Managers	75	25		100	4
Course/Paper 6 F011006R	Project Report & Viva		50	50	100	4
<b>Total Credits</b>						<b>24</b>

- Papers F010903T, F010904T, F010905T & F011003T are for major specialization and papers F011004T & F011005T are for minor specialization.
- There shall be four specialization areas Marketing, Finance, HRM & Operations. Students are required to one major and one minor specialization by taking combination of any two of the given areas.

### MBA Semester – I

<b>Subject/ Course Code</b>	<b>Title of the Course(s)</b>	<b>External Marks</b>	<b>Internal/ Sessional Marks</b>	<b>Practical Marks</b>	<b>Total Marks</b>	<b>Credits</b>
Course/Paper 1 F010701T	Principles and Practices of Management	75	25		100	4
Course/Paper 2 F010702T	Financial and Management Accounting	75	25		100	4
Course/Paper 3 F010703T	Organization Behaviour	75	25		100	4
Course/Paper 4 F010704T	Managerial Economics and Environment	75	25		100	4
Course/Paper 5 F010705T	Business Legislation	75	25		100	4
	Generic/Elective	75	25		100	4
Course/Paper 6 F010706R	Field Survey & Presentation		50	50	100	4
<b>Total Credits</b>						<b>28</b>

Programme/Class:PG Degree	Year:1	Semester:I
Subject:MBA		
CourseCode:F010701T	CourseTitle: <b>Principles and PracticesofManagement</b>	
Courseoutcomes:Oncompletionofthecourse,thelearnerwillbeableto <ul style="list-style-type: none"> <li>• understandanddemonstratetheroles-skills ofamanagerandfunctionsofmanagement</li> <li>• developinsightonthethoughtsandprinciplesofeminentmanagementthinkers</li> <li>• analyzeorganizationstructureandsituationsforimplementationofmanagerialprinciplesandpractices</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	Concept,nature,processandsignificanceofmanagement;Managerial roles (Mintzberg); Evolution of management thoughts-Classical, Neo -Classical, System and Contingency Approaches;Contribution of management thinkers, contemporary managementpractices. OrganizationStructureandDesign-Hierarchyofauthority,Divisionof Labour, SpanofControl,LineversusStaffPositions,DecentralizationDepartmentalization- FunctionalOrganizations,ProductOrganizations,MatrixOrganizations,BoundarylessOrganization OrganizationalandInterorganizationalDesign.	13
<b>II</b>	Planning: Concept, process and types; Decision-Making-conceptandprocess,ConditionsofCertainty,RiskandUncertainty;Boundedrationality;Barrierstodecisionmaking;IndividualandGroupDecisionmakingQuantitative;Decision-MakingTools, ManagementbyObjectives;Corporateplanning-environmentanalysisanddiagnosis,strategyformulations.	12

<b>III</b>	Organizing: Concept, nature, process and significance; Organizational Structure and Design: Authority and responsibility relationships, delegation, decentralization, departmentation, Simple Structure; Bureaucratic Structure; Matrix Structure.	10
<b>IV</b>	Managing communication: nature, process, networks and barriers; Effective communication; Technology and Managerial Communication. Directing and Managerial control- concept and process; Designing an effective control system; Traditional and modern techniques for effective control system.	10
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management.", Pearson, 2017.</li> <li>2. Stoner, James A. F., Freeman, R. Edward, and Gilbert, Daniel R., 'Management', Pearson, 2018.</li> <li>3. Prasad, L. M., "Principles and Practice of Management", Sultan Chand &amp; Sons, 2019.</li> <li>4. Koontz, H. &amp; Weihrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Open for all		
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions, Simulation exercises, and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
<p>Suggested equivalent online courses:</p> <p>.....</p>		
<p>Further Suggestions:</p> <p>.....</p>		

Programme/Class:PG Degree	Year:1	Semester:I
Subject:MBA		
CourseCode:F010702T	CourseTitle: <b>Financial and Management Accounting</b>	
<b>Courseoutcomes:</b> <ul style="list-style-type: none"> <li>The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms.</li> </ul>		
Credits:4	Core Compulsory/Elective:Core Compulsory	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to Accounting- Purpose, Importance, Scope and Limitations of Accounting, Accounting Principles and conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards in India (AS-2,6,9,10,26), International Financial Reporting Standards (IFRS) – need and significance. Ethical Dimensions in Reporting of Accounting Information	13
<b>II</b>	Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis. Preparation of Cash Flow Statement - Direct and Indirect Methods.	10
<b>III</b>	Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Service costing, Activity Based Costing, Cost Sheet.	10
<b>IV</b>	Accounting for Planning and Control- Budgets and Budgetary Control, Fixed and Flexible Budgets, Rolling Budget and Zero-Based Budgeting; Variance Analysis, Management Control System and Responsibility Accounting. Social and Environmental Accounting, Human Resource Accounting.	12

**Suggested Readings:**

1. Management Accounting, Charles Horngren
2. Management Accounting - Khan and Jain, Tata Mc Graw Hills
3. Management Accounting - Ananthanayanan, P.S. Oxford Publication
4. Accounting: Texts and Cases, Anthony and Reece, Irving Professional Publishing
5. Ramachandran, N. and Kakani, R.K. Financial Accounting for Management, Tata McGraw Hill

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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Programme/Class:PG Degree	Year:1	Semester:I
Subject:MBA		
CourseCode:F010703T	CourseTitle: <b>OrganizationBehaviour</b>	
<p>Courseoutcomes:Oncompletionofthecourse,thelernerwillbeableto</p> <ul style="list-style-type: none"> <li>• describethefieldoforganizationbehaviouranditsrelevancetoworkplace</li> <li>• predicthumanbehaviouratworkplace</li> <li>• analyzetheindividualandgroupbehaviourdynamicsinorganization</li> <li>• learntoapplybehavioraltheories</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory(HRSpecialization)	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.ofLectures-Tutorials-Practical(inhours perweek):L-3 T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	OrganizationalBehaviour:UnderstandingOB,InterdisciplinarynatureofOB,ManagementandOB,Robbin's ModelofOB TrendsandChangesinOB-GlobalizationandCulture,Shiftingdemographicsoftheworkplace,NatureofJob,Technology	10
<b>II</b>	Perception,JobrelatedAttitudeandBehaviour,CognitiveDissonancetheory,AttitudeChange,Learningtheories,Applicationsof Learning in Organizations, OB Modification at levels, Individualdifferences, ValuesandPersonality,Workrelatedaspects ofPersonality	10
<b>III</b>	Motivation-Needbasedtheories,Process-basedtheories,ApplicationofMotivation,DesigningMotivatingWorkplace,MotivationandPerformance,Emotionsatwork. GroupDynamics,ManagementofTeams,DecisionmakinginOrganizations, Helping, Cooperation, and Conflict in organizations,Influence,PowerandPolitics	13
<b>IV</b>	LeaderandApproachestoLeadership,ContemporaryissuesinLeadership OrganizationalChange-Process andResistance OrganizationalCulture-LayersandCharacteristics,Hofstede'sculturaldimensions Stress-NatureandCauses,andmajoreffects,Stress Managementandwellbeing.	12

**Suggested Readings:**

1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18<sup>th</sup> Edition.
2. Luthans, Fred, "Organizational Behaviour: an Evidence -Based Approach", McGraw-Hill, India, 12<sup>th</sup> Edition.
3. Prasad, L.M., "Organizational Behaviour", Sultan Chand & Sons, 2019.
4. Uhl-Bien, Mary, Schermerhorn, John R. Jr., Osborn, Richard N., "Organizational Behaviour", (An Indian Adaptation by Sanket Sun and Dash), Wiley, 2021. 13<sup>th</sup> Edition.
5. Griffin, R. W., Phillips, J. M., & Gully, S. M., "Organizational Behavior: Managing People and Organizations", Cengage Learning, 2016.

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**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Simulation exercises, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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Programme/Class: <b>PG Degree</b>	Year 1	Semester I
Subject: <b>MBA</b>		
CourseCode: F010704T	CourseTitle: <b>Managerial Economics and Environment</b>	
<p><b>Course outcomes:</b>  The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization. Course Outcomes cover the basic tools to fundamentally deal with achieving a set of sustainable goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.</p>		
Credits: 4	Core Compulsory/Elective: <b>Core Compulsory</b>	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity-types and applications, Demand Forecasting, Marginal Analysis and Optimization. Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications	12
<b>II</b>	Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Return to Scale, Economies of Scope, Optimal Combination of Inputs	10
<b>III</b>	Environmental Economics. Equitable use of resources for sustainable production systems. Biodiversity and its conservation, Environment Impact Assessment (EIA), Sustainable Development Goals (SDGs) of United Nations, Action Plan for SDGs in India.	12
<b>IV</b>	Market Morphology and Strategic Behavior of Firms, Pricing and output strategies in different Market Structures, Price Discrimination, Game Theory Applications. National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.	11
<p><b>Suggested Readings:</b>  1. Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill  2. Salvatore and Rastogi, Managerial Economics, 8th Edition, Oxford University Press  3. A. Koutsoyiannis, Modern Microeconomics, 2nd Edition, MacMillan Press Ltd</p>		

4. GSGupta, Managerial Economics, Tata McGraw Hill
5. Pandey & Pandey, Economics for Managerial Decision, Himalaya Publishing House, Mumbai
6. Circulars and Reports, Reserve Bank of India website
7. Economic Survey, Ministry of Finance, GO
8. Somnath Hazra and Anindya Bhukta, Sustainable Development Goals: An Indian Perspective, Springer Pub.

This course can be opted as an elective by the students of following subjects: **Open for all**

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in students a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**

**Further Suggestions:**

Programme/Class:PG Degree	Year:1	Semester:I
Subject:MBA		
CourseCode:F010705T	CourseTitle: <b>Business Legislation</b>	
Courseoutcomes:Oncompletion ofthis course,alearnerwillbeableto <ul style="list-style-type: none"> <li>• Get a basic and broad knowledge in business laws in management.</li> <li>• Ability to apply concepts, principles and theories to understand simple business laws.</li> <li>• Global Perspective of the different business laws.</li> <li>• Awareness of the global business laws and its impacts on businesses.</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	The Indian Contract Act, 1872: Essential of A Valid Contract Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts	10
<b>II</b>	The Companies Act, 1956: Nature and Type of Companies, Formation, Memorandum and Articles of Association, Prospectus Allotment of Shares & Share Capital, Membership, Borrowing powers, Management & Meeting. Compromise Arrangements and Reconstruction, Prevention of Oppression & Management. Winding Up	10
<b>III</b>	The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller. Performance of the Contract of Sale.	10
<b>IV</b>	The Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment, Holder-in-Due Course, Dishonor and Discharge of Negotiable Instrument. Arbitration. Indian Partnership Act, 1930: Nature an Formation of Partnership, Registration of Firm, Rights and Duties of The Firm, Dissolution of the Firm	10

**Suggested Readings:**

1. Avatar Singh, Company Law, 11th Edition, Easter, Lucknow, 1996.
2. Khergamwalla, JS, The Negotiable Instrument Act, NM Tripathi, Bombay, 1980.
3. Ramaya A, Aguide to Companies Act. Wadhwa, Nagpur, 1992
4. Tuteja SK, Business Law for Managers, Sultan Chand New Delhi, 1998

This course can be opted as an elective by the students of following subjects: Open for all

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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## MBA Semester – II

<b>Subject/ Course Code</b>	<b>Title of the Course(s)</b>	<b>External Marks</b>	<b>Internal/ Sessional Marks</b>	<b>Practical Marks</b>	<b>Total Marks</b>	<b>Credits</b>
Course/Paper 1 F010801T	FinancialManagement	75	25		100	4
Course/Paper 2 F010802T	Fundamentalsof Marketing	75	25		100	4
Course/Paper 3 F010803T	Management of Human Resources	75	25		100	4
Course/Paper 4 F010804T	Production and OperationsManagement	75	25		100	4
Course/Paper 5 F010805T	Business Research Methods	75	25		100	4
Course/Paper 6 F010806R	Research Project & Presentation		50	50	100	4
<b>Total Credits</b>						<b>24</b>

Programme/Class: PGDegree	Year:1	Semester:II
Subject:MBA		
CourseCode:F010801T	CourseTitle: <b>FinancialManagement</b>	
<p><b>Courseoutcomes:</b> Theobjectiveofthiscourseistoprovidethebasicunderstandingofcorporatefinanceconcepts.Toenablethe students, synthesize and explain the corporate financial functions and decision-making dynamics in thebroadframeworkof afinancialsystem.Thecoursewillpreparestudents</p> <ul style="list-style-type: none"> <li>• Toappraiseandanalyzetheroleandfunctions ofafinancemanager</li> <li>• Toassess theutilityofconceptsandprinciplesofFinancialManagement fromthepoint ofviewofwealthmaximizationobjective of a firm</li> <li>• Toapplythecourseconcepts inanalyzingcapitalstructureandprojectinvestmentdecisions.</li> <li>• TodemonstratetheapplicationofbasicprinciplesofFinancialManagement invaryingsituationsofriskandreturntrade-offs,cashmanagement,creditandinventorymanagement.</li> <li>• Toevaluatetheoutcomesofafirm'sdecisiontousevariousfinancialassetsinshort andlongterm.</li> </ul>		
Credits:5	CoreCompulsory/Elective: <b>CoreCompulsory</b>	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.of Lectures-Tutorials-Practical(inhours perweek):L-3 T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>



<b>I</b>	Nature of Corporate Finance: Scope and objectives of financefunction, Shareholders' wealth maximization, Agency problem,FinancialInstruments–Issuance, RegulationandMarkets. TimeValueofmoney.	11
<b>II</b>	Investment Decisions: Analysis of Capital budgeting decisions,discouted and non-discouted techniques in capital budgeting,Risk analysis in capital budgeting. Types of Projects – selectioncriteria,capitalrationing.	11
<b>III</b>	Financing and Dividend Decisions: Cost of various CapitalComponents–Equity shares, Preference shares, Bonds anddebentures, Optimum capital structure, financial and operatingleverages, Capital Structure theories. Dividend Policy and Itsdeterminants,Irrelevanceofdividend:MMHypothesis,Relevance ofdividend:Walter'smodelandGordon'smodel.	12
<b>IV</b>	Working Capital Management: Principles of working capitalmanagement,Accounts Receivablemanagement,InventorymanagementandCashmanage ment, factorsinfluencingworkingcapital requirement, Computation of working capital, Sources ofWorkingCapital.	11
<p><b>SuggestedReadings:</b></p> <ol style="list-style-type: none"> <li>1. PrinciplesofCorporateFinance,BrealeyandMyers,McGrawHill</li> <li>2. FinancialManagement andPolicybyVanHorne,Dhamija,Pearson</li> <li>3. FundamentalsofFinancialManagement byDr.R.P.Rastogi,Taxman</li> <li>4. FinancialManagement-TextProblemsandCases byKhanandJain,McGrawHill5FinancialManagement,IMPandey,Pearson12thEdition</li> </ol> <p>Thiscoursecanbe optedasanelectivebythestudentsoffollowingsubjects:Openforall</p>		
<p><b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will bedelivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil instudent a sense of decision making and practical learning. Student learning will be evaluated throughWrittenTests,ProjectsandFieldAssignments,Quizzes.</p>		
<p><b>Suggestedequivalentonlinecourses:</b></p>		
<p><b>FurtherSuggestions:</b></p>		

Programme/Class: PGDegree	Year:1	Semester:II
Subject:MBA		
CourseCode:F010802T	CourseTitle: <b>Fundamentals ofMarketing</b>	
Courseoutcomes:Attheendof thecourse,thelearnerwillbeableto: <ul style="list-style-type: none"> <li>• understandthefundamentalsofMarketing.</li> <li>• applybasicframeworksofMarketingManagement formanagerialdecisionmaking.</li> <li>• appreciate the challenges involved in marketing decisions concerning 4 P's – product, price, placeandpromotion.</li> </ul>		
Credits:4		CoreCompulsory/Elective:CoreCompulsory
Max.Marks:25+75		Min.PassingMarks:9+27
TotalNo.ofLectures-Tutorials-Practical(inhours perweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	<b>Introductionto Marketing:</b> CoreConcepts- Need,Want,DesireandDemand,Exchange,CustomerValue,Differen cebetweensalesandmarketing,4PsFramework. Marketing Philosophies– Product, Production, Sales,Marketing,Societal,Relational.MarketingMyopia.MarketingE nvironment– MicroandMacroEnvironment,AnsoffMarketExpansionGrid,BCGM atrix,PESTELAnalysis.HolisticMarketing,Role ofTechnologyinMarketing	11
<b>II</b>	<b>Understanding Consumers:</b> ConsumerBuyingBehavior,OrganizationalBuyingBehaviour,Consu merDecisionMaking.IdentifyingCustomers- Segmentation,Targeting&Positioning <b>ProductDecisions:</b> Product,ProductMixStrategies- ProductMix,NewProductDevelopment,ProductLifeCycle,Branding ,PackagingandLabelling,ConsumerAdoptionProcess	11
<b>III</b>	<b>PricingDecisions:</b> SignificanceofPricingDecision,FactorsinfluencingPriceDeterminati on,PricingMethodsandTechniques,DevelopingPricingStrategies <b>ChannelDecisions:</b> Classificationofdistributionchannels,DesigningDistributionChanne ls- VMS,HMS,MMS;Marketlogisticsdecisions.Channelmanagement - Selection, Training, Motivation and Evaluation ofchannelmembers.ManagingChannelConflicts,RetailingandWhol esaling	13
<b>IV</b>	<b>CommunicationDecisions:</b> Role of Promotion in Marketing, Promotion mix – advertising,personalselling,sales promotion,publicityandpublicrelations. Socialmediamarketing,Mediaselection,Advertisingeffectiveness,Int egratedMarketingCommunication.	10

**Suggested Readings:**

1. Kotler, P. & Armstrong, G., "Principles of Marketing", Pearson, 2017 (17th ed.).
2. Ramaswamy, V. S. & Namakumari, S., "Marketing Management Global Perspective Indian Context", McMillan India Ltd.
3. McCarthy, E. J., "Basic Marketing: A Managerial Approach", Irwin, New York.

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:**

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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Programme/Class:PG Degree	Year:1	Semester:II
Subject:MBA		
CourseCode:F010803T	CourseTitle: <b>ManagementofHumanResources</b>	
<p>Courseoutcomes:Oncompletionofthecoursethelearnerwillbeableto</p> <ul style="list-style-type: none"> <li>• understandtheimportanceofhumanresourcesascompetitiveadvantageforanorganization.</li> <li>• linkorganizationstrategywithhumanresourcepracticesandoutcomesinanorganization.</li> <li>• learnthetechniquesofHRfunctionsanditsimplementation aspectstomotivateemployeesforperformanceandretention.</li> <li>• learntheimplementationofHRpracticesandoutcomesthoroughdiscussionofrealexampleswithc asestudies.</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	ContemporaryHumanResourceManagement,EvolutionofHumanResourceFunction,HRM,CompetitiveEnvironmentandStrategy-Harvardmodel,Guestmodel,Ulrich'sHRmodel,AMOframework . NatureofDiverseWorkforce,TrendsinWorkforceDiversity, ImpactofDiversity onOrganizations,ManagingDiversity,ManagingKnowledgeWorkforce.	10
<b>II</b>	HumanResourcePlanningMethodsandForecasting,HRAccounting,JobAnalysis,RecruitingandSelectingEmployees,Recruiting Methods,SelectionTechniques. TrainingandDevelopment,EmployeeOrientation-Analysing, designing,implementationandevaluationoftrainingprogram,ManagementDevelopment.	10
<b>III</b>	Compensation and Benefits, Determinants of CompensationStrategy,IncentivesandPerformance-basedRewards,BenefitsProgram, Contemporary issues in Compensation and Benefits.Performance Appraisal, Process and Methods, PerformanceManagementandFeedback,CareerManagement,Career DevelopmentIssuesandChallenges.	12
<b>IV</b>	Industrial Relations, Overview of Indian Industrial Relations,Role of Labour Unions, Trends in Unionization, CollectiveBargaining andNegotiatingLabourAgreements. EthicsandHumanResourceManagement,RightsizingtheOrganizations,ManagingTerminationsandretention,VoluntaryTurnover,ManagingHumanResourceduringMergersandAcquisition,EmployeeSafetyand Health GlobalIssues inInternationalHumanResourceManagement	13

**Suggested Readings:**

1. DeNisi, Angelo S., Griffin, Ricky W., and Sarkar Anita, "HR Human Resource Management", Cengage Learning, Delhi, 2016.
2. Dessler, G. & Varkkey, B, "Human Resource Management", Pearson, New Delhi, 2020, 16<sup>th</sup> Edition.
3. Aswathappa, K., "Human Resource Management: Text & Cases", McGraw-Hill Education, 2017, 8<sup>th</sup> Edition.
4. Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice.", Kogan Page, 2020.
5. Bernardin, John H., "Human Resource Management", McGraw Hill, 2012.
6. Sharma, R.C., "Industrial relations and labour legislation", PHI Learning Pvt. Ltd., 2016.

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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Programme/Class: PGDegree	Year:1	Semester:II
Subject:MBA		
CourseCode:F010804T	CourseTitle: <b>Production andOperationsManagement</b>	
<p><b>Courseoutcomes:</b> The objective of this subject is to introduce the students with the intricacies of Production and Operations Management.The course discusses the importance of planning, organizing and controlling aspects in Production and OperationsManagement.This course emphasizes the concepts and practices of managing production and operations in contemporary organizations. This course provides an introduction to the field of production and operations management. It is designed to highlight the practical and applied techniques which can improve the organization's quality and productivity.Courseoutcomescovertheskillstoformulate,organize, implement the operational plans to carry out operations of a manufacturing or serviceorganization. Focus of the course is on acquiring skills to optimally execute operational activities witexpectedsystemefficiencyandjudgethe qualityof productsandservices.</p>		
Credits:4	CoreCompulsory/Elective: <b>CoreCompulsory</b>	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	Introduction to Operations Management; Production and operations management: Meaning, Nature, Scope, Importance and Functions, Strategic role of Operations Evolution from production to operations management, Productivity-Work Measurement and variables,Method Study, Systems view of OperationsManagement; FunctionsofOperationsmanager	11
<b>II</b>	DesigningProducts;ServicesandProcesses;FlexibleManufacturing System.Types of production systems: Intermittent production-project, jobbing, batch production. and Continuous production-mass, process , characteristics of each method	11
<b>III</b>	Location decisions, need and importance of location, factors affecting location decisions, Location models-factors rating method, locational break even analysis, centre of gravity method, Geographical Information System (GIS)	11
<b>IV</b>	Layout decisions: meaning, objectives, importance, factors influencing layout decisions, types of layout Inventory management, importance, functions, types of inventory, ABC,VED, analysis, EOQ, Quality, TQM, JIT, ISO certifications	12

<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Heizer and Render – Operations Management (Prentice Hall, 10th edition)</li> <li>2. Ashwathappa K &amp; Bhat K. Shridhara - Production &amp; operation Management (Himalaya Publication)</li> <li>3. SN Chary – Production and Operations Management (McGraw Hill, 2019)</li> <li>4. William J Stevenson – Operations Management (McGraw Hill, 12th edition)</li> <li>5. Adam Jr Everet I. &amp; Ebert R J – Production and Operations Management (Prentice-Hall)</li> <li>6. Dilworth James B – Operations Management (McGraw Hill)</li> <li>7. U Dinesh Kumar, Business Analytics: The Science of Data Driven Decision Making (Wiley)</li> </ol>		
<p>This course can be opted as an elective by the students of following subjects: Open for all</p>		
<p><b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
<p>Suggested equivalent online courses:</p>		
<p>Further Suggestions:</p>		

Programme/Class: PGDegree	Year:1	Semester:II
Subject:MBA		
CourseCode:F010805T	CourseTitle <b>BusinessResearchMethods</b>	
Courseoutcomes:Oncompletion ofthis course,alearnerwillbeableto <ul style="list-style-type: none"> <li>• developunderstandingofresearchprocess andformulationofresearchproblem</li> <li>• learnquantitativeandqualitative techniquesofresearch</li> <li>• analyzedata,inferfromresults,andwritebusinessresearchreport</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory	
Max.Marks:25+75	Min.PassingMarks:9+27	
TotalNo.ofLectures-Tutorials-Practical(inhours perweek):L-3 T-0P-1*		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	Thenature ofbusinessandmanagementresearch,the researchprocess, critically reviewing the literature, Research philosophiesand approaches, Research problem and formulating the researchdesign,ExploratoryResearchDesign,DescriptiveResearchDesign, CausalResearchDesign,ResearchEthics.  Qualitative Research – Locating the field of study, Strategies ofInquiry,MethodsofCollectingandAnalyzingEmpiricalMaterials,ArtandPractices ofInterpretation,Evaluation,andRepresentation.	12
<b>II</b>	MeasurementandScaling,QuestionnaireandForm,useofsecondarydata,collectingprimarydata-observation,interviews,questionnaires,QuestionnaireandFormDesign,ReliabilityandValidityofscale,SelectingSamples-probabilityandnon-probabilitysampling,Sampledesign,sizeofsample,sampling errors.	12
<b>III</b>	QuantitativeResearch-DataCollection,DataPreparation,FrequencyDistribution,Cross-Tabulation,Hypothesistesting,Analysis of Variance and Covariance, Correlation and Regression,DiscriminantandLogisticRegression,FactorAnalysis,MultidimensionalScalingandConjointAnalysis,Introductionto StructuralEquationmodellingandPathAnalysis.	11
<b>IV</b>	Importance of Reportand Presentation in Management,ReportPreparation and Presentation Process, Report Preparation, ReportFormat,ReportWriting,StatisticalSoftwareforQualitativeand QuantitativeDataAnalysis.	10



**Suggested Readings:**

1. Saunders, M.N., Lewis, P., & Thornhill, A., "Research Methods for Business Students", Pearson, 2019. Eighth Edition.
2. Malhotra, N. K., Nunan, D., & Birks, D.F., "Marketing research: An applied approach", Pearson Education Limited, 2017.
3. Hair, J.F., Black, W.C., Babin, B. J., Anderson, R.E., & Tatham, R.L., "Multivariate data analysis", Pearson Education Limited, 2014. Seventh Edition.
4. Denzin, N. K., & Lincoln, Y. S. (Eds.), "The Sage handbook of qualitative research", Sage, 2011.
5. Merriam, S.B., & Grenier, R.S. (Eds.), "Qualitative research in practice: Examples for discussion and analysis", John Wiley & Sons, 2019.
6. Creswell, J. W., & Creswell, J. D., "Research design: Qualitative, quantitative, and mixed methods approaches", Sage publications, 2017.
7. Sekaran, U., & Bougie, R., "Research methods for business: A skill building approach", John Wiley & Sons, 2018.
8. Bajpai, N., "Business research methods", Pearson Education India, 2017. Second Edition.

This course can be opted as an elective by the students of following subjects: Open for all

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Survey based Assignments, Practical for hands-on experience and Presentation. The practical classes related to data analysis will give a hands-on experience to students. This will instill in student a sense of practical learning and interpretation. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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**MBA Semester – III**

<b>Subject/ Course Code</b>	<b>Title of the Course(s)</b>	<b>External Marks</b>	<b>Internal/ Sessional Marks</b>	<b>Practical Marks</b>	<b>Total Marks</b>	<b>Credits</b>
Course/Paper 1 F010901T	Entrepreneurial Development and Small Business Management	75	25		100	4
Course/Paper 2 F010902T	Operations Research	75	25		100	4
Course/Paper 3 F010903T	F010903T (A): Consumer Behaviour F010903T (B): Security Analysis and Portfolio Management F010903T (C): Industrial Relations Management	75	25		100	4
Course/Paper 4 F010904T	F010904T (A): International Marketing F010904T (B): Corporate Taxation F010904T (C): Legal Frame Work for HRM	75	25		100	4
Course/Paper 5 F010905T	F010905T (A): Advertising and Sales Management F010905T (B): International Financial Management F010905T (C): Management Training and Development	75	25		100	4
Course/Paper 6 F010906R	Summer Training Report/Presentation		50	50	100	4
<b>Total Credits</b>						<b>24</b>

Programme/Class: Degree	PG	Year:2	Semester:III
Subject:MBA			
CourseCode:F010901T	CourseTitle: <b>Entrepreneurial Development and Small Business Management</b>		
Courseoutcomes:Oncompletionofthecourse,thelernerwillbeableto <ul style="list-style-type: none"> <li>• develop understanding of key concepts of entrepreneurship and its application in business opportunities</li> <li>• learn creative process through various theories of entrepreneurship and design thinking for innovation</li> <li>• learn how to start an enterprise and design business plans those are suitable for funding by considering all dimensions of business.</li> <li>• Understand entrepreneurial process by way of studying different case studies and find exceptions to the process model of entrepreneurship.</li> </ul>			
Credits:4	CoreCompulsory/Elective:CoreCompulsory		
Max.Marks:25+75	Min.PassingMarks:9+27		
TotalNo.ofLectures-Tutorials-Practical(inhours perweek):L-3 T-1P-0			
<b>Unit</b>	<b>Topics</b>		<b>No.ofLectures</b>
	<b>Part I</b>		<b>45</b>
<b>I</b>	Meaning, concept of entrepreneur, entrepreneur types, traits and functions, Role of entrepreneurs in the economic growth. Entrepreneurship:Concept, nature and characteristics, phases of entrepreneurship development, factors affecting entrepreneurship in economic growth. DefineEntrepreneurship,Entrepreneurshipdomain,ManagersEntrepreneurs and Entrepreneurial Managers, Entrepreneurship andsmallbusiness		10
<b>II</b>	Competing theories of entrepreneurship, Drucker, Schumpeter & Walker 'view of entrepreneur, Economic, sociological & psychological theories of entrepreneurial origin, entrepreneurs Vs. Managers, entrepreneurs Vs. Entrepreneurship.		11
<b>III</b>	Establishing Entrepreneurial system:Search for business idea, sources of ideas, idea processing & input requirements, and preparation of feasibility report, legal formalities & documentation		12

<p style="text-align: center;"><b>IV</b></p>	<p>Entrepreneurial Development Programme in India: History, Objectives, Support, Stages of Performances, Planning and EDP: Objectives, Target group, Selection of centre, Pre-training work, Govt. Policy towards SSIs.</p> <p>Institutional set up assisting entrepreneurship: DIC and Industrial estate, NSIC, NPC, STEP &amp; commercial banks, Women Entrepreneurship, Rural Entrepreneurship, Intrapreneurs.</p>	<p style="text-align: center;">12</p>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Hisrich, Robert D. &amp; Kearney, Claudine, "Managing Innovation and Entrepreneurship", Sage Publications Ltd., 2014.</li> <li>2. Mazzarol, Tim and Reboud, Sophie, "Entrepreneurship and Innovation: Theory, Practice and Context", 4<sup>th</sup> Edition, Springer, 2020.</li> <li>3. Drucker, P., "Innovation and Entrepreneurship", Routledge, 2014.</li> <li>4. Kumar, A., "Entrepreneurship: Creating and Leading an Entrepreneurial Organization", Pearson Education, 2012.</li> <li>5. Entrepreneurial Development in India, Gupta and Srinivasan, Sultan Chand, New Delhi.</li> <li>6. Small Scale Industries and Entrepreneurship, Desai, V., Himalaya, New Delhi.</li> <li>7. Innovation and Entrepreneurship, Drucker, Henimann, London.</li> <li>8. Motivating Economic Achievement, McClelland, DC &amp; winter, Free Press, New York.</li> </ol>		
<p>This course can be opted as an elective by the students of following subjects: Open for all</p>		
<p><b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
<p><b>Suggested equivalent online courses:</b></p> <p>.....</p>		
<p><b>Further Suggestions:</b></p> <p>.....</p>		

Programme/Class: PGDegree	Year:2	Semester:III
Subject:MBA		
CourseCode:F010902T	CourseTitle: <b>Operations Research</b>	
Courseoutcomes:Oncompletionofthecourse,thelearnerwillbeableto <ul style="list-style-type: none"> <li>• get an insight into Operation Research and its applicability in business scenario.</li> <li>• to solve Linear Programming Problems with different methods.</li> <li>• understand the applications of Transportation and Assignment Problems.</li> <li>• apply Queuing Theory and Game Theory in real life business situations.</li> <li>• understand and apply PERT and CPM for execution of projects and application of simulation.</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory	
Max.Marks:25+75	Min.PassingMarks:09+27	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	Introduction: Meaning, features, nature and scope of Operations Research, Historical development of OR, Limitations of OR. Linear Programming Problems: General Statement of LP Problem, Assumptions underlying Linear Programming, Formulation of Linear Programming Problems.	10
<b>II</b>	Solution to Linear Programming Problems: Graphic Method; Simplex method: Conditions for application of simplex method, solution to maximization and minimization problem, Big M method, Duality in LP & sensitivity analysis.	12
<b>III</b>	Transportation Problems: Solution to the Transportation Problem, Unbalanced Transportation Problem, Degeneracy, Assignment Problems: Assignment Problems and their solutions, Unbalanced Assignment Problem, Traveling salesman problem	10
<b>IV</b>	Queuing Theory: General structure of Queuing system, Operating characteristics of a queuing system, deterministic queuing model, Probabilistic Queuing model: Poissons exponential, Single server model-infinite population model only. Theory of Games: Two person Zero sum game, Solution of 2Xn and mX2 games with their applications. PERT & CPM: Problems and Solutions. Simulation: Process of simulation, Monte Carlo simulation,	13

	Application of simulation, Advantages and disadvantages of simulation.	
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. <i>Sharma, J.K., Fundamentals of Operations Research, McMillan, New Delhi.</i></li> <li>2. <i>N.D. Vohra, Quantitative techniques.</i></li> <li>3. <i>Kanti Swaup, Operations Research.</i></li> </ol>		
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil instudent a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
<p>Suggested equivalent online courses:</p> <p>.....</p>		
<p>Further Suggestions:</p> <p>.....</p>		

me/Class: PG Degree		
Subject: MBA		
Course Code: F010903T(A)	Course Title: <b>Consumer Behaviour</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>develop an understanding of factors that influence consumer buying behavior.</li> <li>understand the influence of socio-cultural factors on consumer behavior.</li> <li>learn how to base marketing decisions on consumer insights.</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	<b>Introduction to Consumer Behavior:</b> Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making.	<b>11</b>
<b>II</b>	<b>Micro Influences on Consumption:</b> Needs, Motives & Consumption-Needs and goals, Theories of Motivation. Personality- Nature and Theories of Personality, Behavioral traits of consumers, Self-concept and consumption, Brand Personality, Role of Emotions. Consumer Perception – Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning – Elements of learning, Theories of Learning, Consumer Involvement. Consumer Attitude – Attitude formation, Models of consumer attitude formation.	<b>13</b>
<b>III</b>	<b>Macro Influences on Consumption:</b> Social Influences on Consumer Behavior – Consumers socialization, Family and lifecycle. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes.	<b>11</b>
<b>IV</b>	<b>Cultural Influences on Consumer Behavior</b> - Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior.	<b>10</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>L.G.Schiffman, L.L.Kanuk, &amp; S.R. Kumar, “Consumer Behavior”, Pearson Education Inc.</li> <li>D.L.Loudon, J. Albert Della Bitta, “Consumer Behavior; Concepts and Applications”, Tata McGraw Hill Publishing Company Limited.</li> <li>D.I.Hawkins, R.J.Best, and K.A.Coney, “Consumer Behavior: Building Marketing Strategy”, Tata McGraw-Hill Publishing Company Limited</li> <li>Kumar, S.Ramesh, “Consumer Behaviour- The Indian Context (Text and Cases)”, Pearson, 2017.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		

Programme/Class: PG Degree	Year 2	Semester III
Subject: MBA		
Course Code: F010903T(B)	Course Title: <b>Security Analysis and Portfolio Management</b>	
<b>Course outcomes:</b> <ul style="list-style-type: none"> <li>The basic purpose of this course is to develop a strategic perspective by understanding the principles of financial investment decisions with respect to various avenues of investment. Course outcomes cover the development of required acumen to evaluate the investment environment for various avenues of investment and to formulate strategies for investments in equities, Bonds and other securities. Students will also be able to revise and reconstruct the portfolios consisting various securities and should be able to assess the performance of portfolios as well as managers monitoring them.</li> </ul>		
Credits: 4	Core Compulsory/Elective: <b>Core Compulsory (Financial Management)</b>	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds. Value at Risk (VaR).	<b>12</b>
<b>II</b>	Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios	<b>10</b>
<b>III</b>	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.	<b>12</b>
<b>IV</b>	Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps. Financial Modelling on R Studio.	<b>11</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>Robert A Haugen, Modern Investment Theory, 5th Edition, Pearson</li> <li>Sharpe, Alexander and Bailey, Investments, Wiley press</li> <li>Reilly and Brown, Investment Analysis and Portfolio Management, 8th edition, South Western</li> <li>Bodie, Kane and Marcus, Investments, 10th edition, McGraw Hill</li> <li>Grinblatt and Titman, Financial Markets and Corporate Strategy, 2nd Edition, Tata McGraw Hill</li> <li>Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson</li> </ol>		
This course can be opted as an elective by the students of following subjects: Finance Group		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		



Programme/Class: PG Degree	Year 2	Semester III
Subject: MBA		
Course Code: F010903T(C)	Course Title: <b>Industrial Relations Management</b>	
Course outcomes: On completion of the course, the learner will be able to		
<ul style="list-style-type: none"> <li>• understand the employer-employee relationship in an organization</li> <li>• developing analytical abilities to deal with the issues of the union and workers</li> <li>• develop insight on the statutory provisions and their implementation in organization</li> <li>• learn and find out application of disciplinary procedure and participative approaches</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	<p><b>Industrial Relations</b> – Concept, nature, significance, participantstoIR, approachesofIR–Unitarist, Pluralistic, Gandhian, Marxist&amp; Dunlop, Requirements of a good IR programme, changing dimensionsof IRinIndia.</p> <p><b>Industrial Conflicts &amp; Disputes</b>– Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations.</p> <p><b>Industrial Dispute Act, 1947</b>– Objective, authorities, power and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties. <b>Grievance Redressal</b>– Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.</p> <p style="text-align: center;">Purpose and special features of the Industrial Relations Code, 2020.</p>	<b>12</b>
<b>II</b>	<p><b>Trade Unionism</b>– Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions</p> <p><b>Trade Union Act, 1926</b>- Definitions, objectives, provisions relating to registration &amp; recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.</p> <p><b>Collective Bargaining</b> – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.</p> <p><b>Worker’s Participation in Management</b> – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context.</p> <p style="text-align: center;">Purpose and special features of the Industrial Relations (Central) Recognition of Negotiating Union or Negotiating Council and Adjudication of Disputes of Trade Unions Rules, 2021.</p>	<b>12</b>
<b>III</b>	<p><b>Code of Discipline</b>, features of <b>Industrial Employment (Standing Orders) Act, 1946</b>- Main provisions related to the act.</p> <p>Disciplinary proceedings: Misconduct, Domestic Enquiry, implications of preliminary enquiry, Charge-sheet, nature, scope and criticality of charge sheet, contents of charge sheet, precautions, issues and concerns in framing charges, show-cause notice, Principles of Natural Justice, role of Enquiry Officer, enquiry proceedings and findings, closing of enquiry proceedings - findings or report of the Enquiry Officer</p> <p>Purpose and special features of the Model Standing Orders for Manufacturing Sector, 2020.</p> <p style="text-align: center;">Purpose and special features of the Model Standing Orders for Service Sector, 2020.</p>	<b>12</b>
<b>IV</b>	<p><b>Contract Labour Regulation and Abolition Act, 1970</b>– Main provisions related to the act.</p> <p><b>U.P. Shops &amp; Establishments Act, 1962</b>- Main provisions related to the act.</p>	<b>11</b>
<b>Suggested Readings:</b>		

**1. Suggested Readings:**

2. Sharma, R.C., "Industrial Relations and Labour Legislation", PHI Learning Private Limited, Delhi, 2016.
3. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.
4. Katju, Markandey, "Domestic Enquiry", Lexis Nexis, India, 1999, Sixth Edition.
5. Taxmann's New Labour & Industrial Laws, 2020
6. Labour Laws 2021, Commercial, Commercial Laws Publishers India Pvt. Ltd., 2020.
7. <http://uplabour.gov.in/MediaGallery/Uttar%20Pradesh%20Dookan%20Aur%20Vanijya%20,%201962.pdf>
8. <http://uplabour.gov.in/MediaGallery/Contract%20Labour%20Act,%201970.pdf>
9. <https://labour.gov.in/labour-law-reforms>
10. [https://labour.gov.in/sites/default/files/OSH\\_Rules.pdf](https://labour.gov.in/sites/default/files/OSH_Rules.pdf)
11. [https://labour.gov.in/sites/default/files/Draft\\_IR\\_Rules\\_2020.pdf](https://labour.gov.in/sites/default/files/Draft_IR_Rules_2020.pdf)
12. [https://labour.gov.in/sites/default/files/224080\\_compressed.pdf](https://labour.gov.in/sites/default/files/224080_compressed.pdf)
13. [https://labour.gov.in/sites/default/files/224088\\_compressed.pdf](https://labour.gov.in/sites/default/files/224088_compressed.pdf)
14. [https://labour.gov.in/sites/default/files/Draft\\_IR\\_Notification.pdf](https://labour.gov.in/sites/default/files/Draft_IR_Notification.pdf)
15. <https://labour.gov.in/ebook/IR/index.html>

This course can be opted as an elective by the students of following subjects: HR and Law.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in students a sense of problem identification, generating solution, decision making, and practical learning. Student learning will be evaluated through Written Tests, Projects, Quizzes and Cases.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: PG Degree	Year 2	Semester III
Subject: MBA		
Course Code: F010904T(A)	Course Title: <b>International Marketing</b>	

<b>Course outcomes:</b> Course outcomes: At the end of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• understand the forces that shape the international markets.</li> <li>• comprehend the theoretical frameworks and the challenges of international marketing.</li> <li>• understand the nature of International marketing and modes of entry and familiarize with the issues and challenges of International marketing and various international institutions</li> <li>• identify with constraints of international marketing</li> <li>• inculcate the issues of the international marketing mix and its various dimensions</li> <li>• comprehend about export documentation and procedure and also about shipping and transportation of goods</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	International Marketing: Introduction, Definition & Nature, Difference between domestic & international marketing, Recent trends in India's Export Trade, International marketing decision, Modes of entry in international business.	<b>10</b>
<b>II</b>	International marketing environment: Constituents, Issues & Challenges. International institutions: World Bank, IMF, UNCTAD, WTO, Regional grouping, FTA, Common markets, Custom unions and economic union.	<b>10</b>
<b>III</b>	Constraints in international marketing: Fiscal & non-fiscal barriers, Non-tariff barriers, Import and Export Policy, Bilateral Trade Agreements, Export Promotion Councils, ECGC, Public sector trading agencies. International marketing mix: Product decisions & international product life cycle, Pricing decisions, distribution channel decisions, promotional measures.	<b>13</b>
<b>IV</b>	Export documentation and procedures, registration of exporters, export quotations, negotiations of document, bill of lading, bill of exchange, letter of credit. Shipping and transportation of Goods, Insurance of Goods.	<b>12</b>
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Keegan, "Global Marketing", Pearson.</li> <li>2. Sak Onkvisit and John Shaw, "International Marketing - Analysis and Strategy", Taylor &amp; Francis.</li> <li>3. Varshney &amp; Bhattacharya, "International Marketing Management", Sultan Chand &amp; Sons.</li> <li>4. Bhattacharya, B., Export Marketing: Strategies for Success.</li> <li>5. Keegan, Warren, Global Marketing management, PHI.</li> <li>6. Onkvisit, Sak and Shaw, J.J., International Marketing Analysis and Strategy, PHI.</li> <li>7. Francis Cherunilam, International Marketing.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		
Programme/Class: PG Degree	Year 2	Semester III
Subject: MBA		
Course Code: F010904T(B)	Course Title: <b>Corporate Taxation</b>	

<b>Course outcomes: At the end of the course, the learner will be able to:</b> <ul style="list-style-type: none"> <li>to made decisions in computing of income tax and to tackle company's liability.</li> <li>will be exposed about tax planning and inter corporate dividend and transfer.</li> <li>make plans for taxes regarding Amalgamation and Merger of companies.</li> <li>to take decisions related to Replacements and Capital budgeting decisions.</li> <li>apply GST and its various components in businesses.</li> </ul>		
Credits: 4	Core Compulsory/Elective: <b>Core Compulsory</b> (Finance Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical(in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Basic Concepts of Income-tax; Residential status of company; Computation of income of a company; Computation of tax liability of a company; Set-off and carry-forward of losses, Deductions and exemptions in additional tax on undistributed profit.	<b>10</b>
<b>II</b>	Meaning and Scope of tax planning; Location of undertaking, Types of activity, Ownership pattern; Tax planning regarding dividend policy, issue of bonus shares, inter- corporate dividends & transfers.	<b>10</b>
<b>III</b>	Tax planning relating to Amalgamation and Merger of companies, Tax planning in respect of managerial remuneration, foreign collaborations and joint ventures, Implications of avoidance of double taxation relief agreements.	<b>10</b>
<b>IV</b>	Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in domestic markets or Export, Replacements and Capital budgeting decisions etc. Goods & Services Tax(GST), Introduction, Objectives, Benefits of GST, Components of GST, CGST,SGST,IGST	<b>15</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>Lakhotia, R.N. and Lakhotia, Corporate Tax Planning.</li> <li>Prasad, Bhagwati, Law and Practice of Tax in India.</li> <li>Raina, H.P., Corporate Taxation.</li> <li>Srinivas, E.A., Handbook of Corporate Tax Planning.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil instudent a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		

Programme/Class: PG Degree	Year 2	Semester III
Subject: MBA		

Course Code: F010904T(C)		Course Title: <b>Legal Framework for HRM</b>
<b>Courseoutcomes:Attheendof thecourse,thelearnerwillbeableto::</b> <ul style="list-style-type: none"> <li>• know about the importance about the labour laws and its socio-economic environment.</li> <li>• to handle trade union, misconduct and discharge can take disciplinary actions.</li> <li>• ensure laws related to socio-security, compensation, PF and gratuity.are applied in different industrial scenarios.</li> <li>• to ensure that the wages and bonus laws and the laws concerned to working conditions are applied properly.</li> <li>• understand about contract laws and implication of laws for management.</li> </ul>		
Credits: 4		CoreCompulsory/Elective:CoreCompulsory(HRSpecialization)
Max. Marks: 25+75		Min.Passing Marks: 9+27
Total No. of Lecture-Tutorials-Practical(in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Emergence and objectives of labour laws and their socio-economic environment, Industrial relations laws- laws relating to industrial dispute.	<b>10</b>
<b>II</b>	Trade unions and Standing orders, laws relating to discharge, Misconduct, Domestic enquiry, Disciplinary action.	<b>10</b>
<b>III</b>	Socio-security laws - laws relating to Workmen's compensation, Employees state insurance, Provident fund, Gratuity and Maternity relief, Wages and Bonus laws – the law of Minimum wages, Payment of bonus,	<b>13</b>
<b>IV</b>	Laws relating to working conditions – the laws relating to functions. Establishment and contract labour, interpretations of labour laws, their working and implications for management, union, workmen, the economy and the industry.	<b>12</b>
<b>SuggestedReadings:</b> <ol style="list-style-type: none"> <li>1. Ghaiye, B.R., Law and Procedure of Departmental Enquiry in Private and public Sector, Eastern Law Co., Lucknow.</li> <li>2. Malik, P.L., Handbook of Industrial Law, Eastern Book, Lucknow.</li> <li>3. Malhotra, O.P., The Law of Industrial Disputes, Vol. I &amp; II, Bombay, N.M. Tripathi.</li> <li>4. Srivastava, S.C., Industrial Ralations and Labour Law, New Delhi, Vikas.</li> <li>5. Seth, D.D., Industrial Dispute Act, 1947, Vol.- I &amp; II, Bombay, N.M. Tripathi.</li> <li>6. Saini, Debi S., Labour Judiciary, Adjudication and Industrial Justice, New Delhi, Oxford.</li> </ol>		
Thiscoursecanbe optedasanelectivebythestudentsof followingsubjects:HRMandLaw		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will bedeliveredthroughAssignments,Presentation,GroupDiscussionsandCaseStudies.Thiswillinstilin studentasenseofproblemidentification, generatingsolution, decisionmaking, andpracticallearning.StudentlearningwillbeevaluatedthroughWrittenTests, Projects,QuizzesandCases.		
Suggestedequivalentonlinecourses: .....		
FurtherSuggestions: .....		

Programme/Class: PG Degree	Year 2	Semester III
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<b>Subject: MBA</b>		
<b>Course Code: F010905T(A)</b>	<b>Course Title: Advertising and Sales Management</b>	
<b>Courseoutcomes:Attheendof thecourse,thelearnerwillbeableto:</b> <ul style="list-style-type: none"> <li>• understand the concept and scope of advertisement and its role in marketing process</li> <li>• to make advertising plan and taking decisions</li> <li>• be apt in deciding the advertising budget and media</li> <li>• apply the principles sales management, its scope and application of AIDAS theory</li> <li>• organise sales meetings, sales audit, allocate budget for sales and analyze the sales</li> </ul>		
<b>Credits: 4</b>	<b>CoreCompulsory/Elective:CoreCompulsory(MarketingSpecialization)</b>	
<b>Max. Marks: 25+75</b>	<b>Min.Passing Marks: 9+27</b>	
<b>Total No. of Lecture-Tutorials-Practical(in hours per week); L-3 T-1 P-0</b>		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Introduction (concept, nature and scope, objectives & importance) to Adverting & its role in marketing process, ethics & social issue in adverting.	<b>10</b>
<b>II</b>	Adverting planning & decision-making: Adverting goals & objectives, Adverting message and communication process Adverting Budget decision, media decisions, media factors, media class, media vehicles, media options scheduling & timing. Evaluating adverting effectiveness.	<b>12</b>
<b>III</b>	Sales Management: Meaning scope, importance, objectives, role of sales management in marketing program, Characteristic and functions of a successful sales executive, AIDAS theory of selling, types of personal selling, selling process, sales organization: purposes and types.	<b>13</b>
<b>IV</b>	Sales meetings, Sales contests, Sales quotas, Sales budget, purpose, budgetary procedure, Sales audit, Sales analysis,	<b>10</b>
<b>SuggestedReadings:</b>		
<ol style="list-style-type: none"> <li>1. Adverting Management, Aaker, David, PHI, Delhi.</li> <li>2. Introduction to Advertising &amp; Promotion, Belch, George E &amp; Belch, Irwin, Chicago.</li> <li>3. Ogilvy on Advertising, Ogilvy, David Longman, London</li> <li>4. Adverting Management, concept &amp; cases, M. Mohan, Tata McGraw Hill, Delhi.</li> <li>5. Anderson R, Professional Sales Management, Englewood Cliffs, New Jersey, PHI.</li> <li>6. Dalrymple D.J., Sales Management-Concept and Cases, New York, John Wiley.</li> <li>7. Still R.R., Cundiff EW etc Sales Management, New Jersey, Englewood Cliffs, New Jersey, PHI.</li> </ol>		
Thiscoursecanbe optedasanelectivebythestudentsof followingsubjects:Marketing		
SuggestedContinuous EvaluationMethods: Inadditiontothetheoreticalinputs thecoursewillbedeliveredthroughAssignments,Case Studies,Presentation,GroupDiscussions.Thiswill instilinstudentasenseofdecision makingandpracticallearning.		
Suggestedequivalentonlinecourses: .....		
FurtherSuggestions: .....		

Programme/ Class: PG Degree	Year 2	Semester III
Subject: MBA		
Course Code: F010905T(B)	Course Title: <b>International Financial Management</b>	
<b>Course outcomes:</b>		
<ul style="list-style-type: none"> <li>The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.</li> </ul>		
Credits: 4	Core Compulsory/Elective: <b>Core Compulsory (Financial Management)</b>	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
<b>Part I</b>		
<b>I</b>	Foundations of international financial management: globalization and multinational firm, rewards and risk of international finance; goals for international financial management; exposure to global risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.	<b>12</b>
<b>II</b>	International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.	<b>10</b>
<b>III</b>	Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis. Transfer pricing strategies.	<b>12</b>
<b>IV</b>	Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management, Valuing Cross-border investments, international tax environment; corporate governance around the world.	<b>11</b>
<b>Suggested Readings:</b>		
1. Mihir A. Desai, International Finance: A Casebook, Wiley India Edition 2. Bekaert, G. and R. J. Hodrick, International Financial Management, Prentice Hall. 3. Eiteman, D. K., Stonehill, A. I. and Moffett, M. H., Multinational Business Finance, Pearson Education. 4. Eun, C. and Resnick, B., International Financial Management, McGraw-Hill/Irwin. 5. Madura, J., International Corporate Finance, Thomson South-Western. 6. Shapiro, A. C., Multinational Financial Management, John Wiley & Sons Rajwade and Desai, Foreign Exchange, International Finance, Risk Management, SPD Publications		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		

Programme/Class: PG Degree	Year 2	Semester III
Subject: MBA		
Course Code: F010905T(C)	Course Title: <b>Management Training and Development</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• facilitate training and development program and its process</li> <li>• take the role, responsibilities and challenges of training managers</li> <li>• develop the learning process, training climate and pedagogy</li> <li>• implement the methods and techniques of training</li> <li>• communicate the training and evaluate the entire training</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
<b>Part I</b>		
<b>I</b>	Introduction, Need, Objectives and overviews of training & development, Training Processes.	<b>10</b>
<b>II</b>	Training, Role, Responsibilities & challenges to training managers, Organization & Management of Training function, training needs assessment.	<b>11</b>
<b>III</b>	Learning process, training climate and pedagogy, development training modules.	<b>11</b>
<b>IV</b>	Training methods & techniques, facilities planning and training aids.  Training communication, training evaluation, training and development in India.	<b>13</b>
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Beunet, Roger Ed., Improving Training Effectiveness, Aldershot, Gower.</li> <li>2. Buckley, R. &amp; Caple, Jim, The Theory &amp; Practice of training, London, Kogan &amp; Page.</li> <li>3. Lynton, R. Pareek, U., Training for Development, 2<sup>nd</sup> ed., New Delhi, Vista.</li> <li>4. Pepper, Allan, D., Managing the training &amp; Development Function, Aldershot, Gower.</li> <li>5. Roe, L., How to Measure Training Effectiveness, Aldershot, Gower.</li> <li>6. Reid, M.A., etc., Training Interventions: Managing Employee Development, 3<sup>rd</sup> ed. London, IPM.</li> <li>7. Senge, P., The Fifth Discipline: The Art and Practice of the Learning Organization, London, Century.</li> </ol>		
This course can be opted as an elective by the students of following subjects: HRM		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Case Studies, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		



### MBA Semester – IV

Subject/ Course Code	Title of the Course(s)	External Marks	Internal/ Sessional Marks	Practical Marks	Total Marks	Credits
Course/Paper 1 F011001T	Strategic Management	75	25		100	4
Course/Paper 2 F011002T	Total Quality Management and ISO	75	25		100	4
Course/Paper 3 F011003T	F011003T (A): Rural Marketing and Retail Management F011003T (B): Management of Financial Institutions F011003T (C): Organisational Change and Development	75	25		100	4
Course/Paper 4 F011004T	F011004T (A): Strategic Marketing F011004T (B): Project Planning, Analysis and Implementation F011004T (C): Management Development	75	25		100	4
Course/Paper 5 F011005T	F011005T (A): Brand Management and Services Marketing F011005T (B): Foreign Exchange Management F011005T (C): Counseling Skills for Managers	75	25		100	4
Course/Paper 6 F011006R	Project Report & Viva		50	50	100	4
<b>Total Credits</b>						<b>24</b>

- Papers F010903T, F010904T, F010905T & F011003T are for major specialization and papers F011004T & F011005T are for minor specialization.
- There shall be four specialization areas Marketing, Finance, HRM & Operations. Students are required to one major and one minor specialization by taking combination of any two of the given areas

Programme/ Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011001T	Course Title: <b>Strategic Management</b>	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• develop understanding of how firms gain and sustain competitive advantage</li> <li>• analyze strategic business situations, formulate and implement strategy</li> <li>• learn how to assess business risk and develop ability to make sound business decisions</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
<b>Part I</b>		
<b>I</b>	Introduction to Strategic management and concepts, Business Strategy, Strategy process, Value and Competitive Advantage, Internal Context - The strategic design of organizational structures, Organization structure and Competitive advantage, Aligning Strategy and Organization, Building and Creating Competitive advantage, Exploration and Exploitation. External Context - Industry Analysis, Effect of Industry Characteristics on Firm Performance, Framework for Industry analysis, Competition and Niche Market, Competition in Concentrated Markets, Incumbency advantage, Business Models, Value Chain, Horizontal and Vertical Organization, Culture, Managing Strategic Change.	<b>15</b>
<b>II</b>	Strategy Formulation- Examining Business Strategy, Mission & Objectives, Business Strategy – Porters' Competition Strategies, Cooperative Strategies, Strategic Alliances, Corporate Strategy, Directional Strategy, Portfolio Strategy, Corporate Parenting, Functional Strategy, Location of Functions, Strategies to Avoid, Strategic Choice- Constructing Scenarios.	<b>10</b>
<b>III</b>	Strategy Implementation- Global Strategy, International Entry, International Coordination, Stages of International Development, International Employment, Measurement of Performance Organizing and Structure- Stages of Corporate Development, Organizational Life-Cycle, Flexible types of Organization structure, Matrix Structure, Network Structure, Reengineering and Strategy Implementation, Staffing, Leading, Action Planning	<b>10</b>
<b>IV</b>	Evaluation and Control- Measuring Performance, Measures, Types of Controls, Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Benchmarking, Strategic Information system, Problems in Measuring Performance Growth through New Venturing, Expansion, Diversification, Restructuring, Divestment, Acquisitions and Alliances, Technology Adoption. Globalization and Strategy, Global integration versus national differentiation, Current trends in strategic management.	<b>10</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Wheelen, T.L. et al., "Strategic management and business policy globalization, innovation, and sustainability", Pearson, 2020.</li> <li>2. Saloner, Garth, Shepard, Andrea, and Podolny, Joel, "Strategic Management", John Wiley &amp; Sons., 2005.</li> <li>3. Besanko, D., Dranove, D., Shanley, M., &amp; Schaefer, S. "Economics of strategy", John Wiley, 2016, 6<sup>th</sup> Edition.</li> <li>4. Hill, Charles W.L., Jones and Gareth R., "Essentials of Strategic Management", Cengage Learning, 3<sup>rd</sup> Edition.</li> <li>5. David, Fred R., David, Forest R., and Kansal, Purva, "Strategic Management Concepts: A Competitive Advantage Approach", Pearson, 16<sup>th</sup> Edition.</li> <li>6. Lynch, Richard, "Strategic Management", Pearson, 2015, Seventh Edition.</li> <li>7. Azhar Kazmi, Business Policy, McGraw Hill.</li> <li>8. Prasad, L.M., "Strategic Management", Sultan Chand and Sons, 2018.</li> </ol>		
This course can be opted as an elective by the students of following subjects: MBA		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		

Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		

Course Code: F011002T		Course Title: <b>Total Quality Management and ISO</b>
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• get insight into Total Quality Management, its approaches and models</li> <li>• appreciate the contributions of TQM Gurus</li> <li>• handle quality planning process and opt quality improvement methodology</li> <li>• tackle TQM issues like team work, leadership and also business process re-engineering</li> <li>• to accomplish quality standards and ISO-14000</li> </ul>		
Credits: 4		Core Compulsory/Elective: Core Compulsory
Max. Marks: 25+75		Min. Passing Marks: 9+27
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Total Quality Management: Definition, Fundamental principles, approaches and models-Fuji Xerox Model, Normal Rickad Model, Eicher Group Model, Oakland Model, Difference Between Quality and Total Quality; TQM versus Management; Cost of Quality.	<b>10</b>
<b>II</b>	Contributions of TQM Gurus – W. Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa.	<b>10</b>
<b>III</b>	Quality-planning process, Quality improvement methodologies; Problems solving process and Management tools; Kaisen-Continuous improvement; Quality Circles; Six Sigma and Statistical Process control;	<b>12</b>
<b>IV</b>	Benchmarking; Important issues of TQM – Team work, leadership, Business Process Re-engineering; Creating Quality culture. An Introduction to Quality System Standards and ISO 14000	<b>13</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1, Michael J. Stahl, Total Quality Management in the global environment, Infinity Books.</li> <li>2. D.D. Sharma, Total Quality Management Principles practise and cases, S.chand &amp; sons.</li> <li>3. Bounds, Yorks, Adams &amp; Ranney, Beyond TQM Toward the Emerging Paradigm, Mc Graw Hill.</li> </ol>		
This course can be opted as an elective by the students of following subjects: MBA		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: PG Degree	Year 2	Semester IV
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Subject: MBA		
Course Code: F011003T(A)		Course Title: <b>Rural Marketing and Retail Management</b>
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• estimate the potential of rural markets and agricultural marketing in India</li> <li>• exposed about the marketing of goods and services in the rural markets</li> <li>• handle relating system and its structure and functions</li> <li>• to take decisions regarding store location and layouts</li> <li>• to run and manage franchising, chain stores and exclusive shops</li> </ul>		
Credits: 4		Core Compulsory/Elective: Core Compulsory (Marketing Specialization)
Max. Marks: 25+75		Min. Passing Marks: 9+27
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
Unit	Topics	No. of Lectures
<b>Part I</b>		
<b>I</b>	Nature, Characteristics and Potential of Rural Markets in India; Introduction to Agriculture Marketing – Organization and functions; Classification of Agricultural Products.	<b>10</b>
<b>II</b>	Marketing of goods and services in rural markets-Design of Marketing Mix. Nature, Scope and Role of Cooperative Marketing in India	<b>10</b>
<b>III</b>	An Introduction to the Retailing System; Retailing: Definition, Theories of Retailing, Structure and Functions; Retailing Mix, Retail Store Location and Layouts; Creative Display; Retail Pricing; Retail Promotions;	<b>13</b>
<b>IV</b>	An Introduction to different forms of retailing: Franchising, Direct Marketing, Chain Stores, Exclusive Shops and E-Retailing.	<b>12</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1, Dogra B. &amp; Ghuman K., “Rural Marketing Concepts and Practices”, Tata McGraw-Hill, New Delhi, 2010.</li> <li>2. Gopal Swamy, T.P., “Rural Marketing”, Vikas Publishing House, New Delhi, 2009.</li> <li>3, Desai Vasant, Rural Development, S. Chand, (New Delhi)</li> <li>4, Rudra, Ashok, Indian Agricultural Economics: Myths and Realities, Allied, (New Delhi)</li> <li>5, Bajaj, C., Tuli, R. &amp; Srivastava, N., “Retail Management”, Oxford University Publication, New Delhi, 2016.</li> <li>6. Berman, B., &amp; Evans, Jr., “Retail Management- A Strategic Approach”, Pearson Education, New Delhi, 2013.</li> <li>7. Dunne, P., Lusch, R. &amp; Carver, J., “Retailing”, Cengage, 2014.</li> <li>8. Michael Lervy M and Weitz BW., “Retailing Management”, Tata McGraw-Hill.</li> <li>9. Stalk, George, Competing Against Time, Free Press, (New York)</li> <li>10. Morgen Stein, Melvin and Harriat Strongin, Modern Retailing, Prentice Hall, (NJ)</li> </ol>		
This course can be opted as an elective by the students of following subjects: <u>Marketing</u>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Case Studies, Group Discussions. This will instill in student a sense of decision making and practical learning.		
<b>Suggested equivalent online courses:</b> .....		
<b>Further Suggestions:</b> .....		

Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011003T(B)	Course Title: <b>Management of Financial Institutions</b>	
Course outcomes: At the end of the course, the learner will be able to:		
<ul style="list-style-type: none"> <li>• gain the knowledge about the financial institutions and economic growth.</li> <li>• learn about different financial institutions, money and capital market for the purpose of source of funds.</li> <li>• understand the banking laws and regulations.</li> <li>• Get insight about financial institutions and their financial planning.</li> <li>• Take benefits of NBFCs to foster economic growth.</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (Finance Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Financial institutions and economic growth; Economic growth & capital formation, Investment & Finance, Problems of capital formation in under developed countries, Role of financial institutions.	<b>10</b>
<b>II</b>	Types of financial institution; money & capital market, money market institutions, central bank, commercial banks, Indigenous financial agencies, discounting houses Accepting houses, Capital market institution, Investment Banks, Merchant banks, Development banks, mutual funds.	<b>10</b>
<b>III</b>	Banking law & regulation, provision of RBI's regulation, credit & monetary planning, Insurance companies, Development Banks, Role of Development Banking in industrial financing in India.	<b>12</b>
<b>IV</b>	Financial planning of financial institutions, Role of IFCI, ICICI, IDBI, UTI, LIC, Mutual funds. Capital adequacy, capital planning, strategy of growth, International aspects of Financial Institutions.  NBFC's: Concept, significance, types of NBFC's with examples, Objectives, Functions, Role of NBFC's in economic growth.	<b>13</b>
<b>Suggested Readings:</b>		
1. Vij, Madhu. Management of Financial Institution of India, New Delhi, Anmol Pub.		
2. Yeager, Fred C & Seitz, Nail E, Financial Institution Management: Text & Cases, Angele wood cliffs, New Jersey, PHI,		
3. V.K. Bhalla, Indian Financial System, Anmol Pub. Delhi.		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: .....		
Further Suggestions:		

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Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011003T(C)	Course Title: <b>Organisational Change and Development</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• to implement organizational change and adopt process of change</li> <li>• to diagnose the problems during organizational change.</li> <li>• Adapt and get skills in the organization development.</li> <li>• capable enough to design interventions for organizational development.</li> <li>• to evaluate the organization development process.</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Organisational change: An Overview, Management of Change, Process of Change, Overcoming Resistance to change.	<b>10</b>
<b>II</b>	Approaches to Problem Diagnosis, Major Techniques of Planned Change.	<b>10</b>
<b>III</b>	Organisation Development: Steps in Organisation Development, General Organisation Development Competencies, Organisation Development Skills.	<b>12</b>
<b>IV</b>	Designing Interventions: Interpersonal, Team, Intergroup and System. Evaluation of Organisation Development, Ethics of Organisation Development, Future of Organisation Development.	<b>13</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Abad Ahme, Developing Effective Organisation, New Delhi, Sri Ram Center for Ind. Relation.</li> <li>2. French, W H &amp; Bell, C.H. Organisational Development, New Delhi, PHI.</li> <li>3. Sinha, Dharani, P. Consultant &amp; Consulting Styles, New Delhi, Vision,</li> </ol>		
This course can be opted as an elective by the students of following subjects: HRM		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions & Case Studies. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011004T(A)	Course Title: <b>Strategic Marketing</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• gain knowledge about strategic marketing orientation and strategic marketing planning.</li> <li>• apt to make contingency planning and its evaluation and take into consideration of components of marketing strategy.</li> <li>• capable enough in making competitive strategy and assess their capabilities.</li> <li>• opt marketing intelligence and competitive intelligence.</li> <li>• to implement the strategic marketing.</li> </ul>		
Credits: 4	Core Compulsory/Elective/Minor : Minor for Finance /HR	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Marketing – Strategic Management Interface; Strategic Marketing Orientation, Strategic Marketing Planning – Business and Corporate Level	<b>10</b>
<b>II</b>	Market Planning and Strategy Formulation – Situation Analysis, Planning Gap Determination, Strategy Search, Contingency Planning and Evaluation; Components of Marketing Strategy.	<b>10</b>
<b>III</b>	Competitive (Rival Oriented) Strategies – Defining Competitions and Assessing Capabilities; Collecting Information; Determination and Selection of Strategies.	<b>12</b>
<b>IV</b>	Marketing Intelligence – An Introduction; Information Requirements for Strategic Marketing; MIS, DSS and Competitive Intelligence (CI); Strategic Approach to Design Marketing Mix. Implementation and Organisation for Strategic Marketing	<b>13</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. O’ Shaughnessy John, Competitive Marketing: Strategic Approach, ELBS, London</li> <li>2. Tom cannon.: Marketing Management</li> <li>3. Kotler Philip: Marketing Management, Analysis, Planning, and Implementation &amp; Control.</li> <li>4. Porter, M.E.: Competitive Advantages: Creating, Sustaining Superior Performance.</li> <li>5. Porter, M.E.: Competitive Strategy: Techniques for Analyzing Industries Competitors.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Minor for Finance/HRM		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions & Case Studies. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011004T(B)	Course Title: <b>Project Planning, Analysis and Implementation</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• to plan a project and generate ideas of project.</li> <li>• prepared in analyzing the project and its technical issues and associated risk.</li> <li>• go for project selection and appraisal and also analyze social cost benefit.</li> <li>• implement and review of project.</li> </ul>		
Credits: 4	Core Compulsory/Elective/Minor : Minor for Marketing /HR	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical(in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Project Planning: Generation and screening of project ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening, , Project Life Cycle.	<b>10</b>
<b>II</b>	Project Analysis: Market Demand and Situational Analysis, Demand Forecasting, Technical Analysis: Location & Site, Project Charts and Layouts,	<b>10</b>
<b>III</b>	Analysis of project Risk: Type and Measures of Project Risk, Identification of Critical Sources of Risk, Sensitivity Analysis, Scenario Analysis, Decision – tree Analysis	<b>12</b>
<b>IV</b>	Project Selection and Appraisal: Relevance of cost of Capital, Appraisal Critical – NPV, Benefit Cost Ratio, IRR, Critical Evaluation, Social Cost Benefit Analysis – Rationale. Project Implementation & Review: Project Management, Forms of Project Organisation, Project Control, Project Review – Performance Evaluation.	<b>13</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Bhalla V.K.: Modern Working Capital Management.</li> <li>2. P.C. K. Rao: Project Management &amp; Control.</li> <li>3. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill.</li> <li>4. Ahooja, G.K. and Gupta, Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Minor for Marketing /HRM		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions & Case Studies. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
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Further Suggestions:  
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Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011004T(C)	Course Title: <b>Management Development</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• know about the HRD and how to implant its functions.</li> <li>• aware about the principles of learning and Management Development programs.</li> <li>• to plan strategy and make program to reach Management Development.</li> <li>• design training for effective learning.</li> <li>• implement methods of Management Development and can conduct Management Development Programs.</li> </ul>		
Credits: 4	Core Compulsory/Elective/Minor : Minor for Marketing /Finance	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Definition and function of HRD, strategic planning approach, organizational environment and training.	<b>10</b>
<b>II</b>	Principles of Learning, Learning and behaviour, Teaching/Learning debate, Training and development, Management Development – perspectives, Pitfalls, need for effective Management Development.	<b>10</b>
<b>III</b>	Management Development policy and committees, planning strategies and programme to reach Management Development objectives, training methodology, training process.	<b>12</b>
<b>IV</b>	Management effectiveness audit: training needs assessment and training objectives, designing training for effective learning. Methods of Management Development including training for human relations, leadership, teamwork, communication and creativity, conduction of Management Development programme – role of programme coordinator, trainee, top management; evaluation.	<b>13</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Binsted, Don. "Development in Interpersonal Skills Training". Gower London.</li> <li>2. Robert Craig, Training &amp; development handbook</li> <li>3. David A. DE Cenzo, Stephen. P. Rokkins, Personnel/ HRM</li> <li>4. V.N. Srivastava, Gridhar. J. Gyani, Training manual on HRM &amp; Organisational learning</li> <li>5. Biswjeet patnayak, HRM</li> <li>6. T.N. Chabbra, HRM</li> </ol>		
This course can be opted as an elective by the students of following subjects: Minor for Marketing /Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions & Case Studies. This will instil in student a sense of decision making and practical learning.		

Suggested equivalent online courses: .....
Further Suggestions: .....

Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011005T(A)	Course Title: <b>Brand Management and Services Marketing</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• identify brand and its dimensions and get into the intricacies of customer relationship.</li> <li>• evaluate brand portfolio and brand assessment.</li> <li>• realize the importance of service economy and handle the marketing challenges in service business</li> <li>• manage service product and tackle quality issues in service.</li> <li>• take the decisions regarding advertising, branding and packaging of services and also deal in service marketing</li> </ul>		
Credits: 4	Core Compulsory/Elective/Minor : Minor for Finance/HR	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical(in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity, Brand – Customer Relationships, Brand Loyalty and Customer Loyalty, Managing Brands: Brand Creation, Brand Extensions.	<b>10</b>
<b>II</b>	Brand portfolio, Brand assessment through research, Brand Identity, Position, Image, Personality Assessment and Change, Brand Revitalization,	<b>11</b>
<b>III</b>	Emergence of service economy, Nature of services, goods vs services marketing, Marketing challenges in service Businesses, Marketing framework for service businesses, Service Classification.	<b>11</b>
<b>IV</b>	Service product management, Service encounter, The service consumer behaviour, quality issues in services  Advertising, Branding and Packaging of services, Recovery Management and Relationship Marketing, Service Marketing, Origin and growth, Classification of services – marketing of financial services – the India scene.	<b>13</b>

<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Aaker, D. and Joachimsthaler E., “Brand Leadership: The Next Level of the Brand Revolution”. The Free Press, New York.</li> <li>2. Keller, K.L., “Strategic Brand Management”, Pearson Education, New Delhi.</li> <li>3. Aaker, David, A. Managing Brand Equity. New York.</li> <li>4. Cowley, Don. Understanding Brands. London, Kogan Page..</li> <li>5. Lovelock, Christopher H. Services Marketing, Englewood Cliffs, New Jersey, PHI.</li> <li>6. S.M. Jha, Services Marketing, Himalaya Publication, New Delhi.</li> </ol>
This course can be opted as an elective by the students of following subjects: Minor for Finance/HR
<p>Suggested Continuous Evaluation Methods:</p> <p>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions &amp; Case Studies. This will instil in student a sense of decision making and practical learning.</p>
Suggested equivalent online courses: .....
Further Suggestions: .....

Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011005T(B)	Course Title: <b>Foreign Exchange Management</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• get knowledge about foreign exchange market and economic forces involved in it.</li> <li>• identify the currency futures and options and also about hedging.</li> <li>• deal in exposure management and apply its techniques.</li> <li>• project and forecast the foreign exchange rate.</li> <li>• to follow the parameters and constraints on exposure management.</li> </ul>		
Credits: 4	Core Compulsory/Elective/Minor : Minor for Marketing/HR	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Foreign Exchange Market: Types & Transactions, Quoting foreign exchange rate, economic forces in foreign exchange market, Recent developments in foreign exchange market, spot rates, cross rates, forward rates.	<b>10</b>
<b>II</b>	Currency futures & options, currency swaps, future Vs forward market, Hedging, Different types of hedging, Mechanism of option trading, relationship between option & futures.	<b>11</b>
<b>III</b>	Exposure management; Foreign exchange risk, exposure information system, different exposure management techniques.	<b>11</b>
<b>IV</b>	Foreign exchange rate projections; forecasting techniques; technical & fundamental forecasting, limitations of forecasting, mixed forecasting. Parameters & Constraints on exposure management; Financial & Socio-political factors, Tax treatment of foreign exchange gains & losses, FEMA.	<b>13</b>
<b>Suggested Readings:</b> 1. Bhalla, V.K. International Financial Management 2. Shapiro A.C. International Financial Management 3. Vij Madhu International Financial Management		
This course can be opted as an elective by the students of following subjects: Minor for Marketing /HR		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions & Case Studies. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
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Further Suggestions:		
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Programme/Class: PG Degree	Year 2	Semester IV
Subject: MBA		
Course Code: F011005T(C)	Course Title: <b>Counselling Skills for Managers</b>	
<ul style="list-style-type: none"> <li>• Course outcomes: At the end of the course, the learner will be able to:</li> <li>• get awareness about counseling and its associated elements.</li> <li>• apply the counseling skills and its approaches.</li> <li>• conduct workshops of counseling skills.</li> <li>• capable enough to proceed the employee counseling while considering its pre-requisite.</li> <li>• to solve the case studies in the perspective of business environment.</li> </ul>		
Credits: 4	Core Compulsory/Elective/Minor : Minor for Marketing/Finance	
Max. Marks: 25+75	Min. Passing Marks: 9+27	
Total No. of Lecture-Tutorials-Practical (in hours per week); L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	
<b>I</b>	Counseling concept, Essential elements of counseling, counseling process, problems in counseling, personal qualities of the counselor	<b>10</b>
<b>II</b>	Counseling skills, counseling approaches, planning counseling skills training, running CST.	<b>11</b>
<b>III</b>	Evaluating counseling skills workshops, self and peer evaluation, an evaluation questionnaire.	<b>11</b>
<b>IV</b>	Employee counseling, concept, need functions, procedure, pre-requisites, Case studies in counselling.	<b>13</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. S. Narayan Rao, <i>Counseling and guidance</i></li> <li>2. Philip Burnard, <i>Counseling skills training</i></li> <li>3. T.N. Chhabra, <i>Human Resource Management</i>.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Minor for Marketing /Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions & Case Studies. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		

# The end

Programme/Class:PG Degree	Year:2	Semester:III
Subject:MBA		
CourseCode:F010919	CourseTitle: <b>CorporateFinancialDecisions</b>	
<b>Courseoutcomes:</b> Thebasicobjectiveofthiscourseistocomprehensivelyunderstandtheintricacies andintegrativenatureoffinancial decision making for creation of value in a corporate firm. Course outcomes cover estimating cashflows emerging from a financial decision, assessing the impact of a financial decision on the value of a firm,recommending financing choices for enhancing value and aligning the financing decisions with the overallcorporatestrategy.		
Credits:4	CoreCompulsory/Elective: <b>CoreCompulsory</b> (FinanceSpecialization)	
Max.Marks:25+75	Min.PassingMarks:10+25	

TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
Unit	Topics	No.ofLectures
	<b>PartI</b>	<b>45</b>
<b>I</b>	Concepts in Valuation, Approaches to Valuation – Discounted CashFlow, Relative Valuation (Earnings multiples and Book Valuemultiples), Contingent Claim Valuation, Valuation of Securities - BondsandShares,AssetPricingmodels,FreecashflowapproachtoEquityandfirmvaluation.	12

<b>II</b>	Investment in Assets and Required Returns, Principles of Capital Investment, Allocating Capital and Corporate Strategy, Inflation and Capital Budgeting. Risk Management in Projects- Sensitivity analysis, Monte Carlo Simulation, Real Options, Creating value through required returns.	11
<b>III</b>	Financing policies: Making Capital Structure Decisions, Taxes and Financing Choices, Long term- financing, Lease financing, Hybrid financing, Financing through Private Equity and Venture Capital. Managerial Incentives, Information and Corporate Control. Capital structure and Corporate Strategy.	11
<b>IV</b>	Effect of various corporate actions (Dividends, Share Buyback, Stock Splits, Rights issue, Spin offs) on shareholders' equity, Capital market financing and risk management. Information Conveyed by Financial decisions.	11

**Suggested Readings:**

1. Financial Management and Policy, Horne, Van and Dhamija, Pearson
2. Strategic Financial Management, Kishore, Ram, 2013, Taxman
3. Business Valuation, Mohanty, P, 2015, Taxman
4. Financial Management, Khan, M. Y, Jain, P. K, 2010, McGraw Hill
5. Principles of Corporate Finance, Brealey, Myers and Allen, McGraw Hill
6. Investment Valuation, Aswath Damodaran, Wiley

This course can be opted as an elective by the students of following subjects: Finance

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

**Suggested equivalent online courses:**

**Further Suggestions:**

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010920	Course Title: <b>Security Analysis and Portfolio Management</b>	

<p><b>Course outcomes:</b>  The basic purpose of this course is to develop a strategic perspective by understanding the principles of financial Investment decisions with respect to various avenues of investment. Course outcomes cover the development of required acumen to evaluate the investment environment for various avenues of investment and to formulate strategies for investments in equities, Bonds and other securities. Students will also be able to revise and reconstruct the portfolios consisting various securities and should be able to assess the performance of portfolios as well as managers monitoring them.</p>		
Credits:4		Core Compulsory/Elective: <b>Core Compulsory (Financial Management)</b>
Max.Marks:25+75		Min.Passing Marks:10+25
Total No.of Lectures-Tutorials-Practical(in hours per week):L-3 T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds. Value at Risk (VaR).	12
<b>II</b>	Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios	10
<b>III</b>	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.	12
<b>IV</b>	Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps. Financial Modelling on R Studio.	11



<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1 Robert A Haugen, Modern Investment Theory, 5th Edition, Pearson</li> <li>6. Sharpe, Alexander and Bailey, Investments, Wiley press</li> <li>7. Reilly and Brown, Investment Analysis and Portfolio Management, 8th edition, South Western</li> <li>8. Bodie, Kane and Marcus, Investments, 10th edition, McGraw Hill</li> <li>9. Grinblatt and Titman, Financial Markets and Corporate Strategy, 2nd Edition, Tata McGraw Hill</li> <li>10. Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson</li> </ol>
<p>This course can be opted as an elective by the students of following subjects: Finance Group</p>
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>
<p>Suggested equivalent online courses:</p>
<p>Further Suggestions:</p>

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010921	Course Title: <b>International Financial Management</b>	
<p><b>Course outcomes:</b> The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.</p>		
Credits: 4	Core Compulsory/Elective: <b>Core Compulsory (Financial Management)</b>	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part II</b>	<b>45</b>

<b>I</b>	Foundations of international financial management: globalization and multinational firm, rewards and risk of international finance; goals for international financial management; exposure to global risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.	12
<b>II</b>	International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.	10
<b>III</b>	Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis. Transfer pricing strategies.	12
<b>IV</b>	Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management, Valuing Cross-border investments, international tax environment; corporate governance around the world.	11

**Suggested Readings:**

1. Mihir A. Desai, International Finance: A Casebook, Wiley India Edition
7. Bekaert, G. and R. J. Hodrick, International Financial Management, Prentice Hall.
8. Eiteman, D. K., Stonehill, A. I. and Moffett, M. H., Multinational Business Finance, Pearson Education.
9. Eun, C. and Resnick, B., International Financial Management, McGraw-Hill/Irwin.
10. Madura, J., International Corporate Finance, Thomson South-Western.
11. Shapiro, A. C., Multinational Financial Management, John Wiley & Sons
12. Rajwade and Desai, Foreign Exchange, International Finance, Risk Management, SPD Publications

This course can be opted as an elective by the students of following subjects: Finance

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: PGDegree	Year:2	Semester:III
Subject:MBA		
CourseCode:F010922	CourseTitle: <b>Advertising &amp; Brand Management</b>	
Courseoutcomes: Attheendof thecourse,thelearnerwillbeableto: <ul style="list-style-type: none"> <li>• understandthefundamentalsofAdvertisingandBrandManagement.</li> <li>• comprehendtheroleof advertisingagencies.</li> <li>• appreciatethekeychallenges increatingand managingbrands</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory (MarketingSpecialization)	
Max.Marks:25+75	Min.PassingMarks:10+25	
TotalNo.ofLectures-Tutorials-Practical(inhours perweek):L-3 T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	UnderstandingMarketingCommunication-ObjectiveofMarketingCommunication,CommunicationModel. IntroductiontoAdvertising–Meaning,ClassificationandImportance of Advertising, Role of Advertising in Marketing Mix,StimulationofDemand,EffectsofAdvertising.Determining Advertising Goals- Defining Advertising Objectives, DAGMARApproach,Hierarchy-of-EffectsModel.	12
<b>II</b>	AdvertisingAgencies– Role,Functions,Organization,AgencyCompensation,ClientAgency Relationship,AccountPlanning.Evaluating Advertising Effectiveness - Need and Importance ofMeasuring Advertising Effectiveness, Communication and SalesEffect;OpinionandAttitudeTests,RecognitionandRecallTests, ControlledExperiments.	12
<b>III</b>	Introduction to Branding and Brand Management - The role ofBrands,Brandknowledge,Brandportfoliosandmarketsegmentation ,Processofbrandbuilding,Identifyingand establishingbrandpositioning,Definingandestablishingbrandvalues.	11
<b>IV</b>	Building Brand Equity - Brand Equity Models. Brand Resonance,Brand Identity and Brand Image. Brand Hierarchy. BrandingStrategy- Brand extensionandbrandtransfer,Managingbrandover time.	10
<b>SuggestedReadings:</b>		
1. Belch, G.E.andBelch,M.A.,“AdvertisingandPromotion:AnIntegratedMarketingCommunicationPerspective” McGrawHill,New York,11thed.		
2. Aaker,D.andJoachimsthalerE.,“BrandLeadership:TheNextLeveloftheBrandRevolution”.TheFreePress,NewYork.		
3. Keller,K.L.,“StrategicBrandManagement”,Pearsoneducation, NewDelhi.		
Thiscoursecanbe optedasanelectivebythestudentsof followingsubjects:Marketing		
SuggestedContinuous EvaluationMethods: Inadditiontothetheoreticalinputs thecoursewillbedeliveredthroughAssignments,Presentation,GroupDiscussions.Thiswill instilinstudentasenseofdecision makingandpracticallearning.		
Suggestedequivalentonlinecourses: .....		

Further Suggestions:  
 .....

Programme/Class:PG Degree	Year:2	Semester:III
Subject:MBA		
CourseCode:F010923	CourseTitle: <b>CustomerRelationshipManagement</b>	
Courseoutcomes:Attheendof thecourse,thelearnerwillbeableto: <ul style="list-style-type: none"> <li>• appreciatetherelationshipmarketingapproachtobusiness.</li> <li>• understandthetheoreticalunderpinningsofCRMandusethehtobuildprofitablecustomerrelationships.</li> <li>• designeffectiveCRMstrategyforcultivatingcustomerloyalty.</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory (MarketingSpecialization)	
Max.Marks:25+75	Min.PassingMarks:10+25	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	Introduction to Customer Relationship Management – RelationalapproachtoMarketing,Evolutionofrelationshipmarketing, HistoricalPerspectives.DefiningCRM,EmergenceofCRMpractice,TypesofCRM,CRMcycle,StakeholdersinCRM, SignificanceofCRM.CRMImplementation.Developing,managingandusingcustomer-relateddatabases.	10
<b>II</b>	CustomerSatisfaction-meaninganddefinition,CustomerSatisfactionModels,MeasuringCustomerSatisfaction,ISOguidelines. Customer Loyalty - Concept, Principles, significanceanddimensionsofCustomerLoyalty,DeterminantsandCategoriesofCustomerLoyalty,FactorsaffectingLoyaltyandCustomerLoyalty Grid, Building effective loyalty programs. Managing theCustomer Journey - Customer acquisition and retention, CustomerExperienceManagement.Customerprofitability– Sizeofwallet, Share of category requirement, Share of wallet, Transition matrix, Customerlifetimevalue.	15
<b>III</b>	e-CRMInBusiness–FeaturesandAdvantagesofe-CRM.,Technologiesofe-CRM,VoicePortals,WebPhones,BOTs,Virtual Customer Representative, Customer Relationship Portals,FunctionalComponentsof CRM.	10
<b>IV</b>	DatabaseManagement:DatabaseConstruction,Data Warehousing,architecture,DataMining. Characteristics, DataMiningtoolsand techniques,Meaning,Significance,Advantages,CallCenter,MultimediaContactCenter,Important CRMsoftwares.	10

<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Buttle, F., "Customer Relationship Management", Butterworth-Heinemann.</li> <li>2. Rai, A.K., "Customer Relationship Management: Concepts and Cases", Prentice Hall India.</li> <li>3. Rai, A.K. &amp; Srivastava, M., "Customer Loyalty: Concepts, Context and Character", McGraw-Hill Education.</li> <li>4. Kumar, V., &amp; Reinartz, W., "Customer relationship management", Springer-Verlag GmbH Germany, 2018.</li> </ol>
<p>This course can be opted as an elective by the students of following subjects: Marketing</p>
<p><b>Suggested Continuous Evaluation Methods:</b>          In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>
<p><b>Suggested equivalent online courses:</b>          .....</p>
<p><b>Further Suggestions:</b>          .....</p>

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010924	Course Title: <b>Consumer Behaviour</b>	
<p>Course outcomes: At the end of the course, the learner will be able to:</p> <ul style="list-style-type: none"> <li>• develop an understanding of factors that influence consumer buying behavior.</li> <li>• understand the influence of socio-cultural factors on consumer behavior.</li> <li>• learn how to base marketing decisions on consumer insights.</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	<p><b>Introduction to Consumer Behavior:</b>            Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making – Factors influencing consumption decisions, Process and Model of Consumer Decision Making.</p>	11
<b>II</b>	<p><b>Micro Influences on Consumption:</b>            Needs, Motives &amp; Consumption- Needs and goals, Theories of</p>	13

	Motivation. Personality- Nature and Theories of Personality, Behavioral traits of consumers, Self - concept and consumption, Brand Personality, Role of Emotions. Consumer Perception- Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning- Elements of learning, Theories of Learning, Consumer Involvement. Consumer Attitude - Attitude formation, Model of consumer attitude formation.	
<b>III</b>	<b>Macro Influences on Consumption:</b> Social Influences on Consumer Behavior- Consumers socialization, Family and life cycle. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes.	11
<b>IV</b>	<b>Cultural Influences on Consumer Behavior-</b> Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior.	10
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>4. L.G. Schiffman, L.L. Kanuk, &amp; S.R. Kumar, "Consumer Behavior", Pearson Education Inc.</li> <li>5. D.L. Loudon, J. Albert Della Bitta, "Consumer Behavior; Concepts and Applications", Tata McGraw Hill Publishing Company Limited.</li> <li>6. D.I. Hawkins, R.J. Best, and K.A. Coney, "Consumer Behavior: Building Marketing Strategy", Tata McGraw-Hill Publishing Company Limited</li> <li>7. Kumar, S. Ramesh, "Consumer Behaviour- The Indian Context (Text and Cases)", Pearson, 2017.</li> </ol>		
This course can be opted as an elective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010925	Course Title: <b>Leadership, Teamwork and Change Management</b>	
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> <li>• develop critical understanding of theories and concepts of leadership and teamwork</li> <li>• understand techniques to develop teamwork and leadership behaviour</li> <li>• develop insight on the change process and reasons why change is imperative</li> <li>• build competency on implementation aspects of Organization Development interventions to bring change at different levels of the organization</li> </ul>		

<ul style="list-style-type: none"> <li>• assess OD consultant as a scope to practice by leading change from outside</li> </ul>		
Credits:4		Core Compulsory/Elective:Core Compulsory (HR Specialization)
Max.Marks:25+75		Min.Passing Marks:10+25
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3 T-1P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	<p>Indian Philosophy and Leadership- 18 Leadership Sutras from The Bhagavad Gita</p> <p>Leadership definition and description, Approaches to Leadership: Trait Approach, Skill Approach, Behavioural Approach, Situational Approach, Path Goal Theory, Leader-Member exchange theory.</p> <p>Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Responsible Leadership, Adaptive Leadership. Followership, Leadership and Emotions, Leadership Ethics, Gender and Leadership, Culture and Leadership effectiveness (GLOBE study).</p>	12
<b>II</b>	<p>Power and Influence, Team Leadership, Collaboration in the workplace, Trust building in business teams, Building and contributing to team culture, Team conflict, Collaborative problem solving, Team creativity, Robot and human team work- issues and challenges.</p>	10
<b>III</b>	<p>Organizational Change: Levels and characteristics of Organizational change, Forces for Change, Planned Change, Force field analysis, Models of Organization change - Kurt Lewin's model of change, Nadler-Tushman Congruence Model, Burke-Litwin model of Organizational Performance and Change, Socially constructed Organization, Kotter's model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational growth and its implication for change.</p>	12
<b>IV</b>	<p>Organizational Development (OD): Concept, Scope, Historical Perspective, Ethics and Values driving OD, Characteristics,</p>	11

	<p>OD Process, Internal and external consultants, Competencies for OD professionals, Future of Organization Development</p> <p>Organizational Diagnosis: Techniques of organizational diagnosis methods; Collecting and analyzing diagnostic information; feeding back diagnostic information.</p> <p>OD Interventions: Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions – team building, survey feedback, Grid OD; Organization interventions; Relation with the clients system; Action Research OD Evaluation</p>	
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Chatterjee, Debashis, “Timeless Leadership: 18 Leadership Sutras from The Bhagavad Gita”, John Wiley &amp; Sons Singapore Pte. Ltd., Singapore, 2012.</li> <li>2. Pattanaik, Dev Dutt, “The Leadership Sutra”, Aleph Book Company, India. 2016.</li> <li>3. Northouse, Peter G., “Leadership Theory and Practice”, Sage Publication, 2018. Eighth Edition.</li> <li>4. Bhattacharyya, Som Sekhar and Jha, Sumi, “Strategic Leadership Models and Theories – Indian Perspective”, Emerald Publishing, 2018.</li> <li>5. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, “Organizational Behaviour”, Pearson, 2018, 18<sup>th</sup> Edition.</li> <li>6. Anderson, D.L, “Organization Development: The Process of Leading Organizational Change”, Sage Publications, 2019.</li> </ol>		
<p>This course can be opted as a elective by the students of following subjects: Open to all.</p>		
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
<p>Suggested equivalent online courses:</p> <p>.....</p>		
<p>Further Suggestions:</p> <p>.....</p>		

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010926	Course Title: <b>Talent Management and HR Audit</b>	



Course outcomes: On completion of the course, the learner will be able to:

- assess an organization's approach to manage talent and its alignment with business strategy
- map competency based on job analysis
- devise strategies for developing, engaging, and retaining talent
- relate performance management and compensation with talent management strategies.
- evolve Balanced Scorecard system in organization and link HR functions to organization strategy and customer satisfaction through HR audit.

Credits:4	Core Compulsory/Elective: Core Compulsory (HR Specialization)
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0

Unit	Topics	No. of Lectures
		<b>45</b>
<b>I</b>	<p>Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, Creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.</p> <p>Define competencies and types, Competency mapping- Developing Competency models, Personal competency framework, Lancaster Model of Managerial competency, Competency based Applications, Formation of Competency framework. Attraction, Employee Engagement, and Retention strategies,</p>	11
<b>II</b>	<p>Talent Acquisition: Recruitment and Selection Process, Attracting Candidates, Application forms, Selection methods, Assessment Centres, Psychological Tests- Purpose, Use of tests in Selection process.</p> <p>Talent Development: Learning Organization, Principles of Adult Learning, Kolbs' learning Cycle, Objective, Need of Training Need Analysis, Approaches to TNA. Design of Training, Developing Objectives, Drafting training proposal, Training methods, and Aids, Qualities of an Effective Trainer.</p> <p>Development and Implementation of Training, Evaluation of Training models, Evaluation Design, Evaluating Transfer of training on the Job, Techniques &amp; Problems in Measurement of Training, Cost-benefit analysis of training, Feedback.</p>	12

	<p>Key areas of training: Onboarding, Diversity Training, Prevention of Sexual Harassment Training, Team training, Cross-cultural Training.</p> <p>Approaches to Management Development, Management Development Implications, Developing a Career strategy, Career Life-cycle, Succession Management, Coaching and Mentoring as career development tools.</p>	
III	<p>Talent Assessment: Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management and performance appraisal, Linkage of performance management system with other HR practices.</p> <p>Components of Performance Management System, Methods of performance appraisal, Conducting Performance Reviews, Improving Performance, 360 degree feedback.</p> <p>Performance management feedback, Counselling and Coaching, Managing Performance at Organization and individual level, Managing Team Performance, Performance management and Pay, Performance Management Development Program, Use of technology and e-PMS, Performance management practices in Indian organizations.</p>	12
IV	<p>Compensating Talent: Reward management, Grade and Pay structures, Contingent Pay, Team based Pay, Organization wide schemes, Employee benefits and allowances.</p> <p>HR Audit: Identifying the HR Audit Goal, Approaches to HR Audit, Role of HRD Audit in Companies, Methods and its limitations, HRD Score card, Balance Scorecard as a Measurement system, Development of Balanced Scorecard. Creating a Talent Management Culture</p>	10
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>Berger, Lance A. and Berger, Dorothy R., "The Talent Management Handbook", McGraw-Hill, 2017.</li> <li>Armstrong, Michael and Taylor, Stephen, "A Handbook of Human Resource Management Practice", Kogan Page, New York, 2020.</li> <li>Dessler, Gary and Varrkey, Biju, "Human Resource Management", Pearson, India, 2020, Fifteenth Edition.</li> <li>Blanchard, P. Nick, Thacker, James W., and Ram, V. Anand, "Effective Training-Systems, Strategies, and Practices", Pearson, India, 2015.</li> <li>Armstrong, Michael, "A Handbook of Performance Management", Kogan Page, Sixth Edition.</li> <li>Sanghi, Seema, "The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency models in Organizations", Sage, India, 2016.</li> <li>Niven, Paul R., "Balanced Scorecard Step-By-Step", John Wiley &amp; Sons, Inc., New Jersey, 2006, Second Edition.</li> <li>Rao, T. V., "HRD Audit: Evaluating the Human Resource Function for Business Improvement", Sage, India, 2014.</li> </ol>		

This course can be opted as an elective by the students of following subjects: HRM
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses: .....
Further Suggestions: .....

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010927	Course Title: <b>Industrial Relations Management</b>	
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> <li>▪ understand the employer-employee relationship in an organization</li> <li>▪ developing analytical abilities to deal with the issues of the union and workers</li> <li>▪ develop insight on the statutory provisions and their implementation in organization</li> <li>▪ learn and find out application of disciplinary procedure and participative approaches</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	<p><b>Industrial Relations</b> – Concept, nature, significance, participant to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist &amp; Dunlop, Requirements of a good IR programme, changing dimensions of IR in India.</p> <p><b>Industrial Conflicts &amp; Disputes</b> – Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations.</p> <p><b>Industrial Dispute Act, 1947</b> – Objective, authorities, power and procedures of authorities, provisions relating to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties. <b>Grievance Redressal</b> – Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.</p> <p>Purpose and special features of the Industrial Relations Code, 2020.</p>	12

II	<p><b>Trade Unionism</b>– Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions</p> <p><b>Trade Union Act, 1926</b>– Definitions, objectives, provisions relating to registration &amp; recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.</p> <p><b>Collective Bargaining</b> – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.</p> <p><b>Worker’s Participation in Management</b> – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context.</p> <p>Purpose and special features of the Industrial Relations (Central) Recognition of Negotiating Union or Negotiating Council and Adjudication of Disputes of Trade Unions Rules, 2021.</p>	12
III	<p><b>Code of Discipline, features of Industrial Employment (Standing Orders) Act, 1946</b>- Main provisions related to the act. Disciplinary proceedings: Misconduct, Domestic Enquiry, implications of preliminary enquiry, Charge-sheet, nature, scope and criticality of charge sheet, contents of charge sheet, precautions, issues and concerns in framing charges, show-cause notice, Principles of Natural Justice, role of Enquiry Officer, enquiry proceedings and findings, closing of enquiry proceedings - findings or report of the Enquiry Officer</p> <p>Purpose and special features of the Model Standing Orders for Manufacturing Sector, 2020.</p> <p>Purpose and special features of the Model Standing Orders for Service Sector, 2020.</p>	12
IV	<p><b>Contract Labour Regulation and Abolition Act, 1970</b>– Main provisions related to the act.</p> <p><b>U.P. Shops &amp; Establishments Act, 1962</b>- Main provisions related to the act.</p>	9
<p><b>14. Suggested Readings:</b></p> <p>15. Sharma, R.C., “Industrial Relations and Labour Legislation”, PHI Learning Private Limited, Delhi, 2016.</p> <p>16. Srivastava, S.C., “Industrial Relations and Labour Laws”, Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.</p> <p>17. Katju, Markandey, “Domestic Enquiry”, Lexis Nexis, India, 1999, Sixth Edition.</p> <p>18. Taxmann’s New Labour &amp; Industrial Laws, 2020</p> <p>19. Labour Laws 2021, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.</p> <p>20. <a href="http://uplabour.gov.in/MediaGallery/Uttar%20Pradesh%20Dookan%20Aur%20Vanijya%20.%201962.pdf">http://uplabour.gov.in/MediaGallery/Uttar%20Pradesh%20Dookan%20Aur%20Vanijya%20.%201962.pdf</a></p> <p>21. <a href="http://uplabour.gov.in/MediaGallery/Contract%20Labour%20Act.%201970.pdf">http://uplabour.gov.in/MediaGallery/Contract%20Labour%20Act.%201970.pdf</a></p> <p>22. <a href="https://labour.gov.in/labour-law-reforms">https://labour.gov.in/labour-law-reforms</a></p> <p>23. <a href="https://labour.gov.in/sites/default/files/OSH_Rules.pdf">https://labour.gov.in/sites/default/files/OSH_Rules.pdf</a></p> <p>24. <a href="https://labour.gov.in/sites/default/files/Draft_IR_Rules_2020.pdf">https://labour.gov.in/sites/default/files/Draft_IR_Rules_2020.pdf</a></p> <p>25. <a href="https://labour.gov.in/sites/default/files/224080_compressed.pdf">https://labour.gov.in/sites/default/files/224080_compressed.pdf</a></p> <p>26. <a href="https://labour.gov.in/sites/default/files/224088_compressed.pdf">https://labour.gov.in/sites/default/files/224088_compressed.pdf</a></p> <p>27. <a href="https://labour.gov.in/sites/default/files/Draft_IR_Notification.pdf">https://labour.gov.in/sites/default/files/Draft_IR_Notification.pdf</a></p>		

15. <https://labour.gov.in/ebook/IR/index.html>

This course can be opted as an elective by the students of following subjects: HR Mand Law.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in students a sense of problem identification, generating solution, decision making, and practical learning. Student learning will be evaluated through Written Tests, Projects, Quizzes and Cases.

Suggested equivalent online courses:

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Further Suggestions:

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Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
5 (MBA 2)	X (MBA-IV)	Course 30	F011030	Core Compulsory	Strategic Management	4
		Course 31	F011031	Specialization Compulsory (Finance)	Corporate Restructuring and Valuation	4
		Course 32	F011032	Specialization Compulsory (Finance)	Banking and Financial Services	4
		Course 33	F011033	Specialization Compulsory (Finance)	Corporate Tax Planning and Management	4
		Course 34	F011034	Specialization Elective I (Finance)	**	4
		Course 35	F011035	Specialization Elective II (Finance)	**	4
		Course 36	F011036	Specialization Compulsory (Marketing)	Digital Marketing and Communication	4
		Course 37	F011037	Specialization Compulsory (Marketing)	International and Rural Marketing	4
		Course 38	F011038	Specialization Compulsory (Marketing)	Sales, distribution, and retail Management	4
		Course 39	F011039	Specialization Elective I (Marketing)	**	4
		Course 40	F011040	Specialization Elective II (Marketing)	**	4

		Course 41	F011041	Specialization Compulsory (Human Resource)	Strategic HRM and International HRM	4
		Course 42	F011042	Specialization Compulsory (Human Resource)	HR and Technology	4
		Course 43	F011043	Specialization Compulsory (Human Resource)	Social Security and Compensation Laws	4
		Course 44	F011044	Specialization Elective I (Human Resource)	**	4
		Course 45	F011045	Specialization Elective II (Human Resource)	**	4
		Course 46	F011046	Elective (Other Faculty/Department)	***	2
		Course 47	F011047	Core Compulsory	Business Plan/ Dissertation	6

Programme/Class: PG Degree		Year: 2		Semester: IV	
Subject: MBA					
Course Code: F011030		Course Title: <b>Strategic Management</b>			
Course outcomes: On completion of the course, the learner will be able to					
<ul style="list-style-type: none"> <li>• develop understanding of how firms gain and sustain competitive advantage</li> <li>• analyze strategic business situations, formulate and implement strategy</li> <li>• learn how to assess business risk and develop ability to make sound business decisions</li> </ul>					
Credits: 4			Core Compulsory/Elective: Core Compulsory		
Max. Marks: 25+75			Min. Passing Marks: 10+25		
Total No. of Lectures-Tutorials-Practical (in hours per week): L-60 T-1P-0					
<b>Unit</b>	<b>Topics</b>				<b>No. of Lectures</b>
	<b>Part I</b>				<b>45</b>
<b>I</b>	Introduction to Strategic management and concepts, Business Strategy, Strategy process, Value and Competitive Advantage, Internal Context - The strategic design of organizational structures, Organization structure and Competitive advantage, Aligning Strategy and Organization, Building and Creating Competitive advantage, Exploration and Exploitation. External Context - Industry Analysis, Effect of Industry Characteristics on Firm Performance, Framework for Industry analysis, Competition and Niche Market, Competition in Concentrated Markets, Incumbency advantage, Business Models, Value Chain, Horizontal and Vertical Organization, Culture, Managing Strategic Change.				15

<b>II</b>	Strategy Formulation- Examining Business Strategy, Mission & Objectives, Business Strategy – Porters’ Competition Strategies, Cooperative Strategies, Strategic Alliances, Corporate Strategy, Directional Strategy, Portfolio Strategy, Corporate Parenting, Functional Strategy, Location of Functions, Strategies to Avoid, Strategic Choice-Constructing Scenarios.	10
<b>III</b>	Strategy Implementation- Global Strategy, International Entry, International Coordination, Stages of International Development, International Employment, Measurement of Performance Organizing and Structure- Stages of Corporate Development, Organizational Life-Cycle, Flexible types of Organization structure, Matrix Structure, Network Structure, Reengineering and Strategy Implementation, Staffing, Leading, Action Planning	10
<b>IV</b>	Evaluation and Control- Measuring Performance, Measures, Types of Controls, Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Benchmarking, Strategic Information system, Problems in Measuring Performance Growth through New Venturing, Expansion, Diversification, Restructuring, Divestment, Acquisitions and Alliances, Technology Adoption. Globalization and Strategy, Global integration versus national differentiation, Current trends in strategic management.	10

**Suggested Readings:**

8. Wheelen, T.L. et al., “Strategic management and business policy globalization, innovation, and sustainability”, Pearson, 2020.
9. Saloner, Garth, Shepard, Andrea, and Podolny, Joel, “Strategic Management”, John Wiley & Sons., 2005.
10. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. “Economics of strategy”, John Wiley, 2016, 6<sup>th</sup> Edition.
11. Hill, Charles W.L., Jones and Gareth R., “Essentials of Strategic Management”, Cengage Learning, 3<sup>rd</sup> Edition.
12. David, Fred R., David, Forest R., and Kansal, Purva, “Strategic Management Concepts: A Competitive Advantage Approach”, Pearson, 16<sup>th</sup> Edition.
13. Lynch, Richard, “Strategic Management”, Pearson, 2015, Seventh Edition.
14. Prasad, L.M., “Strategic Management”, Sultan Chand and Sons, 2018.

This course can be opted as an elective by the students of following subjects: MBA

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class:PG Degree	Year:2	Semester:IV
Subject:MBA		
CourseCode:F011031	CourseTitle: <b>CorporateRestructuring andValuation</b>	
<b>Courseoutcomes:</b> The course attempts to develop practical insights into and understanding of approaches to corporaterestructuringactivities. Thefocusofthecourseliesondevelopingstrategiestocreatevaluefors hareholdersthroughmergerandacquisitionincurrentscenario.		
Credits:4	CoreCompulsory/Elective: <b>CoreCompulsory (FinanceSpecialization)</b>	
Max.Marks:25+75	Min.PassingMarks:10+25	
TotalNo.ofLectures-Tutorials-Practical(inhours perweek):L-3 T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartII</b>	<b>45</b>
<b>I</b>	Introduction to Mergers and Acquisition environment, corporaterestructuring activities – operational and financial restructuring, Mergers and Consolidations, Acquisitions, Divestitures, Spin-offs, Carve -outs, Buyouts. Corporate Restructuring Process. SEBI guidelines on Mergers and Acquisition, Global and national scenario, Participants in Mergers and Acquisition Process, Case Studies.	12
<b>II</b>	Corporate Takeover Market, Common Takeover Tactics, Antitakeover defences, Merger and Acquisition Process: Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation. Financing the deal – All cash offer, Share exchange, Cash and share offer, Role of private Equity, Hedge and Venture Capital funds, Management and Leveraged Buyouts.	12
<b>III</b>	Valuing an Acquisition: valuing the target firm, status quo valuation (Free cash flow and adjusted present value approaches), Value of corporate control, valuing operating and financing synergies, Valuing Equity in Distressed firms, Valuing start-up firms.	11



<b>IV</b>	Post-merger Reorganisation: Integration of businesses and operations; human and cultural aspects; assessing accomplishment of post-merger objectives; measuring post-merger efficiency. Reorganisation of share capital, Case Studies.	10
<p><b>Suggested Readings:</b>  1 Donald M De Pamphilis, Mergers, Acquisitions and Other Restructuring Activities, Academic Press  2 Aswath Damodaran, Investment Valuation, Wiley, Third Edition  3 Enrique R Arzac, Valuation for Mergers, Buyouts and Restructuring, Wiley India  4 Sudi Sudarsanam, Creating Value from Mergers and Acquisitions, Pearson</p>		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011032	Course Title: <b>Banking and Financial Services</b>	
<p><b>Course outcomes:</b>  The objective of this course is to familiarize students with the conceptual understanding of the various types of Banking and financial services available and an exposure to the regulatory environment in which these operate. The course covers the spectrum of financial intermediation and banking services which are indispensable for smooth functioning of business activities.</p>		
Credits: 4	Core Compulsory/Elective: <b>Core Compulsory</b> (Finance Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>

	<b>Part II</b>	<b>45</b>
<b>I</b>	Banking and Financial Services – An overview. Role of banks in financial system. Sources and application of bank funds, Credit creation and different types of lending. Legal aspects of lending -Secured and unsecured loans. Negotiable Instruments, Retail and Corporate banking, Trade Finance – Letters of credit, E-payments systems and electronic banking. Universal Banking – Commercial and Investment Banking. Innovation and diversification in Banking services.	11
<b>II</b>	Merchant Banking: services by merchant bankers, code of conduct and general obligations of merchant bankers, merchant bankers as lead managers, SEBI guidelines for merchant bankers, Issue management and Underwriting – Process of issue management, role of merchant banker in underwriting of an issue, buyback of equity shares, role of merchant bankers in mergers & acquisitions, delisting of securities, ESOPs and disinvestment.	11
<b>III</b>	Hire Purchase: Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, accounting for hire purchase. Leasing - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing, legal aspects of leasing, taxation aspect of leasing, accounting treatment of leasing, contents of lease agreements, rights and obligation of leasing parties, technique of ascertaining the lease rentals, limitations of lease financing.	11
<b>IV</b>	Venture Capital: Genesis, meaning, features, scope, significance, method of valuation, stages of venture capital financing, analyzing venture capital proposals, Venture capital funds in India – Organization structure, registration of VCF, Buyouts, Investment nurturing. Factoring – Meaning, definitions, modus operandi, parties to factoring, types of factoring, legal aspects of factoring, factoring cost, factoring vs bill discounting. Forfeiting – Introduction, mechanism of forfeiting, Credit Rating agencies and scope of their functions. Securitization-Process and advantages	12
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Financial Services, R. Shanmugham, Wiley.</li> <li>2. Financial Services, Gurusamy, McGraw Hill</li> <li>3. Management of Financial services, C Rama Gopal, Vikas Publication</li> <li>4. Financial services, M Y Khan, Tata McGraw Hill</li> <li>5. Merchant Banking, Machiraju H.R., New Age publication</li> <li>6. Handbook of Merchant banking and Financial services, J.C Verma, Bharat Law House</li> <li>7. Financial Markets and Services, Gordon &amp; Natarajan, Himalaya Publication</li> <li>8. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson</li> </ol>		
This course can be opted as an elective by the students of following subjects: Finance		

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses:
Further Suggestions:

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011033	Course Title: <b>Corporate Tax Planning and Management</b>	
<p><b>Course outcomes:</b>  The objective of the course is to enable the students to grasp the basic concepts and procedures of corporate tax planning and management under the provisions of Income Tax Act. Students shall develop demonstrable understanding of the principles and concepts of Corporate Tax Planning which will help them identify and optimally apply the concepts. They shall be able to synthesize and evaluate the impact of various Tax provisions in the context of corporate entities and also be able to optimally manage the corporate tax liability within the legal framework of Income Tax Act.</p>		
Credits: 4	Core Compulsory/Elective: <b>Core Compulsory</b> (Financial Management)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	Basic Concepts of Corporate Income Tax and GST, Tax Evasion and tax avoidance; Tax Planning and tax management, Residential Status of a Company and Incidence of Taxation, Computation of Corporate Tax Liability. Set off and Carry forward of Corporate losses.	10
<b>II</b>	Scope for Tax Planning for setting up of new business: Location of Business, Nature and size of business, Form of business and Ownership pattern, Employees Remuneration	10

<b>III</b>	Tax Considerations in Specific Financial and Managerial Decision- Lease or own decision, Make or Buy decision, Repair/renewal or replacement of an asset, Capital structure decision, Dividend policy and tax consideration	13
<b>IV</b>	Double Taxation relief, Tax provisions relating to transfer pricing, Tax Planning relating to Amalgamation and Merger of Companies, Tax Planning with reference to sale of scientific research assets, Advance Tax, TDS and Interest, Tax Credit, Payments covered by TDS scheme.	12
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Corporate Tax Planning and Management by Girish Ahuja and Ravi Gupta, Bharat Law House.</li> <li>2. Corporate tax Planning and Business tax procedures by Vinod K. Singhania, Taxman</li> <li>3. Income Tax by B. B. Lal, Pearson</li> <li>4. Students Guide to Income Tax by Singhania &amp; Singhania, Taxman</li> </ol>		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011036	Course Title: <b>Digital Marketing &amp; Communication</b>	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• devise a suitable digital strategy for firms operating in a digitalized business environment.</li> <li>• identify and utilize the tools of social media marketing.</li> <li>• understand the web analytics pertinent to digital marketing.</li> </ul>		
Credits: 4	Core Compulsory/Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		

Unit	Topics	No.of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	The Emergence of Digital Marketing; Environment, Strategy, and Performance (ESP); Digital Marketing Environment - Legal Factors, Technology, Digital Business Markets; Strategic Planning: Strategic Objectives; From Strategy to Digital Strategy; From Business Models to Digital Business Models; Performance Metrics; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.	13
<b>II</b>	Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization.	12
<b>III</b>	Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis	10
<b>IV</b>	Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things. Mobile Marketing, E-marketing; Internet marketing strategy: content marketing	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Aslam, K., "The 7 Critical Principles of Effective Digital Marketing", The Stone Soup Hustler Publication, Arizona: Scottsdale, 2017.</li> <li>2. Bly, R. W., "The Digital Marketing Handbook", Entrepreneur Press, 2018.</li> <li>3. Giovannoni, E., "The Digital Marketing Planning", Chasefive.com, Brisbane, 2018.</li> <li>4. Maity, M., "Internet Marketing", Oxford University Press, New Delhi, 2017.</li> </ol>		
This course can be opted as a selective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses: .....		
Further Suggestions: .....		

Programme/Class:PG Degree	Year:2	Semester:IV
Subject:MBA		
CourseCode:F011037	CourseTitle: <b>International&amp;RuralMarketing</b>	

<p>Course outcomes: At the end of the course, the learner will be able to:</p> <ul style="list-style-type: none"> <li>• understand the forces that shape the international markets.</li> <li>• comprehend the theoretical frameworks and the challenges of international marketing.</li> <li>• appreciate the nature and peculiarities of rural markets.</li> <li>• devise suitable rural marketing plan and practices.</li> </ul>		
Credits:4		Core Compulsory/Elective: Core Compulsory (Marketing Specialization)
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0		
Unit	Topics	No. of Lectures
	<b>Part I</b>	<b>45</b>
<b>I</b>	Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Analysis of International Marketing Environment and Identifying Foreign Markets- Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences, Trade theories. International Marketing Research, Cross Cultural Behavior, Emic and Etic Approach, Hofstede's Cultural Classification, Trompenaar's Cultural Classification, International Trade Patterns,	12
<b>II</b>	Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation. Entry Mode Decisions, Various Modes of Entry in International Markets: Exports (Direct and Indirect, Piggybacking, International Licensing, Franchising and Leasing, International Strategic Alliances and Management Contracts, Overseas Turnkey Projects, International JV's, Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.	12
<b>III</b>	Introduction- Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India- size and scope, Factors contributing to Growth of Rural Markets.	11
<b>IV</b>	Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying Process. Rural Marketing Environment- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets- Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix	10
<p><b>Suggested Readings:</b></p> <p>8. Keegan, "Global Marketing", Pearson.</p> <p>9. Sak Onkvisit and John Shaw, "International Marketing- Analysis and Strategy", Taylor &amp; Francis.</p> <p>10. Varshney &amp; Bhattacharya, "International Marketing Management", Sultan Chand &amp; Sons.</p> <p>11. Dogra B. &amp; Ghuman K., "Rural Marketing Concepts and Practices", Tata McGraw-Hill, New Delhi, 2010.</p> <p>12. Gopal Swamy, T.P., "Rural Marketing", Vikas Publishing House, New Delhi, 2009.</p>		
This course can be opted as an elective by the students of following subjects: Marketing		
<p>Suggested Continuous Evaluation Methods:</p> <p>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.</p>		

Suggested equivalent online courses: .....
Further Suggestions: .....

Programme/Class:PG Degree	Year:2	Semester:IV
Subject:MBA		
CourseCode:F011038	CourseTitle: <b>Sales,distribution, &amp;RetailManagement</b>	
Courseoutcomes:Attheendofthecourse,thelearnerwillbeableto: <ul style="list-style-type: none"> <li>• Understandtheimportanceofretailing.</li> <li>• Identifyvariousformatsofretailing.</li> <li>• Comprehendthestoredesign,location,andoperationrelated issuesinretailindustry.</li> </ul>		
Credits:4	CoreCompulsory/Elective:CoreCompulsory (MarketingSpecialization)	
Max.Marks:25+75	Min.PassingMarks:10+25	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No.ofLectures</b>
	<b>PartI</b>	<b>45</b>
<b>I</b>	Role and Importance of SalesManagement,Typesof PersonalSelling, The Sales Management Process, Emerging Trends in SalesManagement, Selling and Buying Styles, Selling Skills, Stages inthe Selling Process, The Process & Methods of Prospecting, Pre-Approach & Approach Process, Methods of Sales Presentation,Handling Customer Objections, Closing the Sale and Follow Up.Organizing, Staffing and Training sales force: Sales organizationstructures,recruitingandselectingsalespeople,planning, executingandevaluatingstretrainingprograms.DirectingSalesForce Operations:motivatingsalespersonnel,compensatingsalespeople, salesmeetingsandcontests, salesquotasandsalesterritories.	12
<b>II</b>	EvaluatingandControllingthe SalesEffort:The salesbudget,analysisofsalesvolumeandprofitabilityandevaluatingal esperson' sperformance. DistributionManagement:- RoleofDistributionChannel,DistributionChannelStrategy,Channel DesignProcess,Classification Schemes of Channel Flows, Channel EstablishmentPlan,CompanyChannelDesign.ChannelInformationS ystem-Role and Benefits, Components of Channel Information System,DesigningaChannelInformationSystem,ChannelConflict,C onflictResolutionMechanism, StrategiesofChannelInfluence.	12
<b>III</b>	Introduction to Retailing – Concept, Nature and Scope, Functions,EconomicSignificanceofRetailing,RetailMix,The RetailingenvironmentinIndia,TypesofRetailers– RetailFormats,TheoriesofRetailDevelopment,TheRetailLife Cycle.TheRetailStrategy: RetailMarketStrategy,FinancialStrategy,HumanResource	11



	Management, inventory management, Information Systems and Supply Chain Management. Retail Location - Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site.	
IV	Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, Concept of the Private Label, National brands or Private labels, Retail Pricing. Store Layout - Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent. Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.	10

**1. Suggested Readings:**

2. Jobber, D., Lancaster, G., "Selling and Sales Management", Pearson Education, 2015.
3. Johnston, M. W., Marshal, G. W., "Sales Force Management", Tata McGraw-Hill Education, New Delhi, 2013.
4. Still, Cundiff and Govoni, "Sales Management", Pearson Edition.
5. Johnston & Marshall, "Sales Force Management", Tata McGraw Hill Edition.
6. Bajaj, C., Tuli, R. & Srivastava, N., "Retail Management", Oxford University Publication, New Delhi, 2016.
7. Berman, B., & Evans, Jr., "Retail Management- A Strategic Approach", Pearson Education, New Delhi, 2013.
8. Dunne, P., Lusch, R. & Carver, J., "Retailing", Cengage, 2014.
9. Michael Lervy M and Weitz B W., "Retailing Management", Tata McGraw-Hill.

This course can be opted as an elective by the students of following subjects: Marketing

**Suggested Continuous Evaluation Methods:**

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011041	Course Title: <b>Strategic HRM &amp; International HRM</b>	
<p>Course outcomes: On completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> <li>• distinguish the strategic approach from traditional HRM</li> <li>• understand the formulation of HR strategy aligned to business strategy</li> <li>• application of cultural differences to managerial effectiveness through case studies</li> <li>• manage diversity at workplace through cognitive understanding of the cultural dimensions and differences</li> <li>• design and develop organization structure, systems, and HR practices encouraging inclusion</li> </ul>		

Credits:4		CoreCompulsory/Elective:CoreCompulsory(HRSpecialization)
Max.Marks:25+75		Min.PassingMarks:10+25
TotalNo.ofLectures-Tutorials-Practical(inhours perweek):L-3 T-1P-0		
Unit	Topics	No.ofLectures
	<b>PartI</b>	<b>45</b>
<b>I</b>	Concepts and principles of Strategic HRM, Strategic HRMmodels,DevelopingandImplementationofHRstrategy,StrategicRoleofHR,ImpactofStrategicHRMonorganizationperformance.  FormulationofStrategicHRM,StrategicHRMtools-StrategicMap, HR Scorecard, Digital Dashboard, Linking HRM andcustomeroutcomes	10
<b>II</b>	HR Strategies:Human Capital Managementstrategy,HighPerformancestrategy,CorporateSocialResponsibilitystrategy,OrganizationDevelopmentstrategy,Employeeengagementstrategy,Knowledgemanagementstrategy, Employee engagement strategy, Talent management strategy,Learning&Developmentstrategy,Rewardstrategy,Employeerelationsstrategy  Diversityandinclusion:Cultureanddiversity,Ensuringculturaldiversityanditsimportance,Barrierstoculturaldiversity,DiversityManagement,Approachofinclusion,Ethicalissuesincross-culturalmanagement,Developinginterculturalrelationships	13
<b>III</b>	CrossCultural conceptandissuesinOrganizations,CrossCultural Differences, Cross Cultural Analysis, Cross CulturalFramework by Harry Triandis, Geert Hofstede, Trompenaarsand Hampden, Clyde Cluckhohn, T.E. Hall, GLOBE study onnationalculture,Mappingcross-cultural differences  CultureandStrategy,CrossculturalinfluenceandTechnology,Culture and styles of Management, Cross Cultural DecisionMaking,CrossCulturalCommunicationandNegotiation ,Conflicts and cultural differences, Managing Cross CulturalTeams,Culture andLeadership	12
<b>IV</b>	International HR: Key HR Challenges facing organisations workinginternationally, Core functions of IHRM and Managing Diversity- Recruitment,SelectionProcess,Expatriates(InternationalAdjustment) ,Expatriation&RepatriationManagement,Performance Appraisal, Cross Cultural Training & Development,Compensation, International Industrial Relations, Quality Circles,ParticipativeManagement,HRMpracticesindifferentcountries	10

<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Armstrong, Michael, "Strategic Human Resource Management", Kogan Page, New York/New Delhi, 2021, Seventh Edition.</li> <li>2. Azmi, Feza Tabassum, "Strategic Human Resource Management", Cambridge University Press, United Kingdom, 2019, First Edition.</li> <li>3. Storey, John, Patrick M. Wright, and Dave Ulrich, "Strategic human resource management: A research overview", Routledge, 2019.</li> <li>4. Greer, Charles R., "Strategic human resource management", Pearson, 2021.</li> <li>5. Bhattacharyya, Dipak Kumar, "Cross-cultural management: Text and Cases", PHI Learning Pvt. Ltd., 2010.</li> <li>6. Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov, "Cultures and organizations: Software of the mind", McGraw-Hill, New York, 2005.</li> <li>7. Thomas, David C., and Mark F. Peterson, "Cross-cultural management: Essential concepts", Sage Publications, 2016.</li> <li>8. Kandula, Srinivas R., "International Human Resource Management", Sage, 2018.</li> <li>9. Aswathappa, K. and Dash, Sadhana, "International Human Resource Management", McGraw Hill, India, 2020, Third Edition</li> <li>10. Dowling, Peter J., Festing, Marion, and Engle, Allen D., "International Human Resource Management", Cengage, India, 2017, Seventh Edition</li> </ol>
<p>This course can be opted as an elective by the students of following subjects: HRM</p>
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>
<p>Suggested equivalent online courses:</p> <p>.....</p>
<p>Further Suggestions:</p> <p>.....</p>

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011042	Course Title: <b>HR and Technology</b>	
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> <li>• learn fundamental concept of knowledge creation to dissemination</li> <li>• develop insight on automation in HR</li> <li>• identify and interpret HR metrics external forces and internal factors of organization</li> <li>• analyze and evaluate data to optimize and synchronize the delivery of HR services</li> </ul>		

Credits:4		CoreCompulsory/Elective:CoreCompulsory(HRSpecialization)
Max.Marks:25+75		Min.PassingMarks:10+25
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-3T-1P-0		
Unit	Topics	No.ofLectures
	<b>PartI</b>	<b>45</b>
I	ConceptofKnowledge,KnowledgeManagement,KnowledgeGenerationandCodification,Knowledgetransfer,TechnologiesforKnowledgeManagement,OrganizationalLearningSystemsandKnowledgeManagement,KnowledgeManagementTools.	10
II	HumanResourceInformationSystem(HRIS),ManagingHRISImplementation,HRISApplicationsinHRAdministration,TalentManagement,Recruitment&selection,Training&Development,FuturetrendsinHRIS.	10
III	ConceptandEvolutionofHumanCapitalMetricsandAnalytics,AnalyticsandPrediction.ImportanceofHRAnalytics.StepsofAnalytics,Descriptive,Prescriptiveanalysis, and Causal analysis, HCM: 21Model, Value chainforHCM:21Model,PredictiveHCMforstrategyformulationandimplementation,AccountabilityandCommunicationwithHCM.	13
IV	ExternalforcesandInternalfactors,Riskassessment,Employee Value Proposition, Scenario Planning, CapabilityPlanning,ProcessOptimization,IntegratedDelivery,Predictive Measurement - Analytics from existing data, Dataintegration-linkagesandfeedbacks,Useofworkforceanalyticstoimprovedecisionmaking	12
<p><b>SuggestedReadings:</b></p> <ol style="list-style-type: none"> <li>1. Davenport,ThomasH.,andLaurencePrusak,“Workingknowledge:Howorganizationsmanagewhattheyknow”,HarvardBusinessPress,1998.</li> <li>2. Natarajan, Ganesh, and Sandhya Shekhar, "Knowledge Management Enabling Business.", Tata McGrawHillEducation,2000.</li> <li>3. Kandula, SrinivasR.,“HumanResourceManagement inPractice:with300models,techniques,andtools”,PHILearningPvt.Ltd.,2003.</li> <li>4. Kavanagh, MichaelJ.,andRichardDavidJohnson,eds.,“HumanResourceInformationSystems.”,SagePublications,2020,SecondEdition.</li> <li>5. Bagdi,SatishK.“PracticalHumanResourceInformationSystems”,PHILearningPvt.Ltd.,2012.</li> <li>6. JacFitz-enz, “TheNewHRAnalytics”,AMACOM,NY., 2010.</li> <li>7. GenePease,BoyceByerlyandJacFitz-enz,“HumanCapitalAnalytics:HowtoHarnessthePotentialofYourOrganization’sAsset”,JohnWiley&amp;Sons,2012.</li> <li>8. Bhattacharyya,D.K.,“HRAnalytics:UnderstandingTheoriesandApplications”,Sage, 2017.</li> <li>9. Edwards,M.R.andEdwards,K.,“PredictiveHRAnalytics”, KoganPage,2019.</li> </ol>		
Thiscoursecanbeoptedasanelectivebythestudentsoffollowingsubjects:ForHRM		

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Demonstration, Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses: .....
Further Suggestions: .....

Programme/Class:PG Degree	Year:1	Semester:IV
Subject:MBA		
CourseCode:F011043	<b>Course Title:Social Security and Compensation Laws</b>	
Course outcomes: After completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>comprehend Indian statutory provisions for social security and their application</li> <li>evolve and promote safe and healthy working conditions in workplaces</li> <li>develop an understanding of the legal provisions for administration of compensation to employees</li> </ul>		
Credits:4	Core Compulsory / Elective: Core Compulsory (HR Specialization)	
Max.Marks:25+75	Min.Passing Marks:10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>
	<b>Part I</b>	<b>45</b>
<b>I</b>	<b>Social security</b> – Concept, nature, scope and significance, Social insurance and social assistance. Social security schemes in India. <b>Factories Act, 1948</b> – Definitions, authorities under the factories act, health, safety, provision relating to hazardous process, welfare, working hours, working hours for adult, employment of young persons, women and child labour, annual leave with wages, penalties and procedure. Purpose and special features of the Occupational Safety, Health and Working Conditions Code, 2020.	10
<b>II</b>	<b>Employees State Insurance Act, 1948</b> – Objectives, definitions – personal injury, wages, partial and permanent disablement, Administration – Corporation, Standing committee and Medical benefit council, finance and audit, contributions, benefits and penalties.	13

	<p><b>Employees Provident Fund and Miscellaneous Act, 1952</b> – Objectives, Definitions, Central board, State board, Executive committee, Board of trustees, Contribution to the scheme, employees provident fund scheme, Employee pension scheme, appeals to the EPF appellate tribunals, recovery officer, penalties. <b>Maternity Benefit Act, 1961</b> – Objectives and benefits, provisions related to employment of women during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payments, leave, dismissal in absence during pregnancy, forfeiture of maternity benefits. Purpose and special features of the Code on Social Security, 2020.</p>	
III	<p><b>Workmen Compensation Act, 1923</b> – Objectives and application, Definitions – dependent, employer, partial and total disablement, workman injury, accident provisions regarding Employer's liability, amount of compensation and its computation, compensation distribution, notice and claims, procedures before authorities – Commissioners.</p> <p><b>Payment of Wages Act, 1936</b> – Objective, scope and application, definitions, provisions relating to responsibility for fixation of pay, fixation of wage periods, deductions from wages, remedies available to worker, power of authorities, penalty for offences.</p>	10
IV	<p><b>Minimum Wages Act, 1948</b> : Scope , objectives and application, concept of minimum, living and fair wages, determination of minimum wages, authorities – the advisory body, remedy to worker or non-payment.</p> <p><b>Payment of Bonus Act, 1965:</b> Objective, scope and application, definitions, provisions relating to computation of bonus, eligibility and disqualifications for bonus, minimum and maximum amount of bonus, set-on and set-off of allocable surplus as bonus, bonus linked with productivity or production.</p> <p><b>Equal Remuneration Act, 1976:</b> Application, provisions related to payment of remuneration at equal rates to men and women, register to be maintained, role of inspectors, Central Advisory Committee – composition, term of office, cessation of membership, Penalties. Purpose and special features of The Code on Wages, 2019.</p>	12
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. “Taxmann’s New Labour &amp; Industrial Laws”, 2020</li> <li>2. “Labour Laws 2021”, Commercial, Commercial Laws Publishers India Pvt. Ltd., 2020.</li> <li>3. Mishra, S.N., “Labour &amp; Industrial Laws, Central Law Publications, India, 29<sup>th</sup> Edition.</li> <li>4. Author, Surname, Initials, “Book Title”, Publisher name, City/country of publication, Year of publication. Edition No. if any.</li> <li>5. <a href="https://labour.gov.in/sites/default/files/Code_on_Wages_%28Central_Advisory_Board%29_Rules%2C2021.pdf">https://labour.gov.in/sites/default/files/Code_on_Wages_%28Central_Advisory_Board%29_Rules%2C2021.pdf</a></li> <li>6. <a href="https://labour.gov.in/sites/default/files/THE%20CODE%20ON%20WAGES%2C%202019%20No.%2029%20of%202019.pdf">https://labour.gov.in/sites/default/files/THE%20CODE%20ON%20WAGES%2C%202019%20No.%2029%20of%202019.pdf</a></li> <li>7. <a href="https://labour.gov.in/sites/default/files/OSH_Gazette.pdf">https://labour.gov.in/sites/default/files/OSH_Gazette.pdf</a></li> <li>8. <a href="https://labour.gov.in/sites/default/files/SS_Code_Gazette.pdf">https://labour.gov.in/sites/default/files/SS_Code_Gazette.pdf</a></li> <li>9. <a href="https://labour.gov.in/ebook/wage/index.html">https://labour.gov.in/ebook/wage/index.html</a></li> <li>10. <a href="https://labour.gov.in/ebook/SS/index.html">https://labour.gov.in/ebook/SS/index.html</a></li> </ol>		

11. <https://labour.gov.in/ebook/OSH/index.html>

This course can be opted as an elective by the students of following subjects: HRM and Law

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Cases, and Quizzes.

**Suggested equivalent online courses:**

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**Further Suggestions:**

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