

# **Babu Banarasi Das University, Lucknow**

## **School of Management**

### **Course Structure and Course Outline**

#### **Master of Business Administration (MBA)**

**Effective from Academic Year 2022-23**

## COURSE STRUCTURE OF MASTER OF BUSINESS ADMINISTRATION PROGRAM

### Version Control

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## **I. INTRODUCTION**

School of Management, BBD University ensures that learning is an interactive process. India is one of the fastest growing countries in the world and is poised to become the second largest economy in the world in the next two to three decades. This spectacular growth is being fuelled largely by the ever-increasing domestic consumption and the entrepreneurial spirit of individuals. There is an ever-increasing need for industry ready management professionals. Therefore, there is a strong need for imparting business management education and training in the right way to make this dream a reality.

To cater the market needs, School of Management offer Program of Master of Business Administration (MBA- Full Time-2 years)

## ***II. MASTER OF BUSINESS ADMINISTRATION (MBA- Full Time-2 years)***

The MBA Full Time is a 2 years program which aims at providing inputs to the students which are relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The program not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the program is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations (1 – Major, 1 – Minor) out of the three offered: **Marketing, Finance & Human Resources**. Right from the beginning of the program, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role plays etc. keeping in mind the current business scenario.

Broadly, the program is of two years divided into four semesters, each semester having eight compulsory papers of 60 sessions each of one-hour duration and specialization paper of 60 sessions each of one-hour duration. There is a system of major and minor specialization. The students will have to opt for two functional areas (One would be a major and the other a minor) for their specialization, having six papers (three in third semesters and three in the fourth semester) from major Specialization, four papers (two in third semester and two in fourth semester) from minor specialization.

Summer Training for 6 to 8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. A Research project has to be submitted as part of the program in the 4<sup>th</sup> semester.

## **A. ASSESSMENT AND EVALUATION**

The program assessment and evaluation of courses will be as per BBD University guidelines.

## **B. SUMMER TRAINING PROJECT REPORT**

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The School/University will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit three hard bound reports to the School/University, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by



the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and hard bound copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Dean/Head School of Management Course and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

It is mandatory that the student will make presentation in the presence of teachers and students.

The student is expected to answer to the queries and questions raised in such a meeting.

### **C. RESEARCH PROJECT REPORT**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the Department of MBA under the supervision of a core faculty member of the department.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain program certifying the authenticity of the report shall be attached therewith. The student will submit three hard bound copies of the report to the Dean/Head of the MBA program. The number of pages in the report will be 75 or more. The report should be hard bound and typed in A-4 size paper.

## **SPECIALIZATION AND CREDIT SYSTEM**

Every student of the MBA program has to do a major and a minor specialization in two disciplines. For major specialization, the students need to take six subjects in the second year from the list of specialization papers and for minor specialization they need to take four subjects from the specialization papers. Hence, a student will have the options of specializing in one the following

- Marketing (Major) + Finance (Minor) or vice-versa
- Marketing (Major) + Human Resources (Minor) or vice-versa
- Finance (Major) + Human Resources (Minor) or vice-versa

**Credit system will be followed during the entire two years course curriculum.**

<b>Programme Outcomes (POs)</b>	
<b>PO1</b>	<b>Management Knowledge:</b> To equip the students with requisite theoretical and practical management knowledge, skills & right attitude necessary to become management professional.
<b>PO2</b>	<b>Business Analysis:</b> Use analytical and reflective thinking techniques to identify and analyze business problems, develop viable solutions, and make effective decisions.
<b>PO3</b>	<b>Communication:</b> To impart knowledge to the students towards Business Communication for effective and Professional business management.
<b>PO4</b>	<b>Entrepreneurship:</b> To develop the entrepreneurship acumen.
<b>PO5</b>	<b>Individual and Team Work:</b> Develop young men and women into highly adept professional managers with ability to lead a team and develop group behaviour for achieving organizational goals.
<b>PO6</b>	<b>Design / Development of knowledge:</b> To develop the ability to understand, analyse and apply management concepts in the areas related to marketing, operations, human resources and finance for efficient running of the business organization of varying complexity in competitive era.
<b>PO7</b>	<b>Ethics:</b> To recognize and solve business problems in an ethical manner for continuous development of business venture.
<b>PO8</b>	<b>Technology Orientation:</b> To develop competency in the use of technology in modern organizational operations.
<b>PO9</b>	<b>Industry Orientation:</b> To provide professional learning opportunities in real industrial scenario through Summer Internship Program.
<b>PO10</b>	<b>The Business Leader and Society:</b> To help students to apply key systematic and analytical decision-making skills to solve complex organizational problems.

<b>PO11</b>	<b>Environment and Sustainability:</b> Understand the relevant issues of environmental concern and sustainable development.
<b>PO12</b>	<b>Life Long Learning:</b> To stimulate an interest in research and its applications to find solutions for business problems and to acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes.
<b>Program Specific Outcomes (PSO)</b>	
<b>PSO1</b>	Ability to apply fundamentals of Management for Managerial Solutions in accordance with industrial demand in the area of Marketing, Human Resource and Finance
<b>PSO2</b>	To facilitate students to use managerial skills to foster innovation and lead change in a dynamic business environment.

Proposed PO MATRIX FOR ALL COURSES MBA (Program Code: 72)														
Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
<b>MBA4101</b>	0.88	0.25	0.38	1.00	0.38	0.25	0.13	0.38	0.25	0.50	0.00	0.75	1.50	0.63
<b>MBA4102</b>	1.00	0.00	0.33	0.33	0.00	0.83	1.33	0.50	0.33	0.00	1.67	0.00	1.33	1.33
<b>MBA4103</b>	0.67	0.33	0.17	0.33	0.00	0.50	0.17	0.33	0.67	0.00	0.00	1.50	1.33	1.33
<b>MBA4104</b>	1.57	1.14	0.43	0.71	1.86	1.71	0.71	0.29	1.00	2.14	0.43	1.43	2.00	1.43
<b>MBA4105</b>	1.00	1.00	0.00	0.00	0.83	1.33	0.00	0.17	0.00	1.17	0.00	1.00	1.33	1.50
<b>MBA4106</b>	1.00	1.00	0.00	0.00	1.00	0.00	0.00	0.17	0.17	1.00	1.00	1.00	1.33	1.33
<b>MBA4107</b>	0.83	1.83	1.33	0.67	0.17	1.83	0.00	2.50	1.83	0.00	1.00	1.00	1.17	1.83
<b>MBA4108</b>	1.00	1.00	2.00	1.00	3.00	1.00	0.13	0.13	0.25	2.00	0.00	1.00	1.50	1.38
<b>MBA4201</b>	0.40	1.00	0.40	1.40	0.40	0.40	0.20	1.00	1.00	1.00	0.40	0.80	1.40	0.80
<b>MBA4202</b>	1.00	0.00	0.00	0.00	0.00	0.83	1.33	0.50	0.00	0.00	1.67	0.00	1.33	1.00
<b>MBA4203</b>	0.56	0.44	0.11	0.00	0.00	0.67	0.11	0.33	0.67	0.11	0.00	1.33	1.33	1.22
<b>MBA4204</b>	1.00	1.00	0.00	1.00	1.00	2.00	0.00	0.00	0.00	2.38	0.00	2.00	2.00	1.00
<b>MBA4205</b>	1.00	1.00	0.00	0.00	0.83	1.33	0.00	0.00	0.00	1.17	0.00	1.00	1.33	1.50
<b>MBA4206</b>	1.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.33	1.33
<b>MBA4207</b>	1.00	1.00	0.00	1.00	0.00	2.00	0.00	0.00	2.00	0.00	2.00	1.00	1.43	1.00
<b>MBA4208</b>	0.88	0.75	1.50	0.88	2.25	0.75	0.00	0.00	0.00	1.50	0.00	0.75	1.13	1.13
<b>MBA4301</b>	0.86	0.86	0.29	2.57	1.71	0.86	0.86	0.29	0.14	0.43	0.14	0.43	1.29	0.57
<b>MBA4302</b>	0.83	1.00	0.17	0.50	0.17	1.00	1.83	0.83	0.83	0.17	1.00	0.83	2.33	2.17

<b>MBA4303</b>	1.00	1.00	0.43	0.29	1.00	1.00	2.00	0.14	0.29	1.00	1.00	1.00	2.43	1.00
<b>MBAHR401</b>	1.20	1.20	0.00	0.00	1.40	1.20	0.00	1.80	0.00	1.00	0.20	0.80	2.20	1.20
<b>MBAHR402</b>	0.86	0.71	0.00	1.00	0.86	1.00	1.43	0.00	0.00	0.71	1.00	0.86	2.00	1.00
<b>MBAHR403</b>	1.00	1.00	0.25	1.00	1.00	1.00	2.00	0.00	0.25	1.00	1.00	1.00	2.25	1.00
<b>MBAMK401</b>	0.71	0.71	0.14	0.14	0.14	1.00	0.00	1.57	0.00	0.86	0.29	0.29	2.00	0.86
<b>MBAMK402</b>	0.86	1.14	0.00	0.00	0.00	0.86	0.00	0.71	0.00	0.29	0.57	2.00	1.00	1.57
<b>MBAMK403</b>	1.00	1.33	0.17	0.17	0.17	1.17	0.00	0.33	0.17	1.33	0.00	1.00	2.00	1.00
<b>MBAFM401</b>	1.00	1.29	0.14	0.14	0.14	1.00	0.00	0.29	0.14	1.29	0.00	1.00	2.00	1.00
<b>MBAFM402</b>	1.00	1.00	0.17	0.17	0.17	1.17	0.00	1.83	0.00	1.00	0.17	0.67	2.33	1.00
<b>MBAFM403</b>	1.00	1.38	0.25	0.00	0.13	1.25	0.13	0.13	0.00	1.00	0.00	1.00	2.00	1.00
<b>MBA4401</b>	1.00	1.00	0.00	3.00	2.00	1.00	1.00	0.33	0.17	0.17	0.17	0.50	1.50	0.67
<b>MBA4402</b>	1.00	1.00	0.00	0.29	0.00	1.00	1.71	1.00	1.00	0.00	1.00	1.00	2.29	2.29
<b>MBAHR404</b>	1.00	1.00	0.00	0.00	1.00	1.00	2.00	0.00	0.00	1.00	1.00	1.00	2.38	1.00
<b>MBAHR405</b>	1.00	1.00	0.00	1.00	1.00	1.00	2.00	0.00	0.00	1.00	1.00	1.00	2.29	1.00
<b>MBAHR406</b>	1.00	1.00	0.00	1.00	1.00	1.00	2.00	0.17	0.00	1.00	1.00	1.00	2.17	1.00
<b>MBAMK404</b>	0.86	1.14	0.00	0.00	0.00	1.29	0.00	1.86	0.00	1.00	0.29	0.71	2.29	1.14
<b>MBAMK405</b>	1.00	1.00	0.00	0.00	0.00	1.14	0.00	1.86	0.00	1.00	0.14	0.29	2.29	1.00
<b>MBAMK406</b>	1.00	1.00	0.00	0.00	0.00	1.00	0.00	3.00	0.00	0.33	0.67	2.33	1.00	2.00
<b>MBAFM404</b>	0.80	2.00	0.00	0.20	0.00	1.20	0.00	0.00	0.00	1.20	0.40	1.00	2.00	1.40
<b>MBAFM405</b>	1.00	1.29	0.00	0.00	0.00	1.00	0.00	0.14	0.00	1.29	0.00	1.00	2.00	1.00
<b>MBAFM406</b>	1.00	1.29	0.00	0.00	0.00	1.14	0.00	0.14	0.00	1.29	0.00	1.00	2.00	1.00

**SEMESTER WISE COURSE STRUCTURE****Program: MBA****Year I****Semester I**

Course Category	Theory/ Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	ES E	Total	
Core	Theory	MBA4101	Legal Aspects of Business	4	0	0	40	60	100	4
Core	Theory	MBA4102	Managerial Economics	4	0	0	40	60	100	4
Foundation	Theory	MBA4103	Accounting & Financial Analysis	3	1	0	40	60	100	4
Foundation	Theory	MBA4104	Organizational Behaviour	4	0	0	40	60	100	4
Core	Theory	MBA4105	Business Statistics	3	1	0	40	60	100	4
Foundation	Theory	MBA4106	Marketing Management	4	0	0	40	60	100	4
Core	Theory	MBA4107	Computer Applications and Information System	3	1	0	40	60	100	4
Core	Theory	MBA4108	Essentials of Business Communication	4	0	0	40	60	100	4
Core	Practical	GP4101	General Proficiency				100		100	1
<b>Total</b>									<b>900</b>	<b>33</b>

**Program: MBA****Year I****Semester II**

Course Category	Theory/ Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	ES E	Total	
Core	Theory	MBA4201	Family Business Management	4	0	0	40	60	100	4
Core	Theory	MBA4202	Business Environment	4	0	0	40	60	100	4
Core	Theory	MBA4203	Research Methodology	3	1	0	40	60	100	4
Core	Theory	MBA4204	Operations Research	4	0	0	40	60	100	4
Core	Theory	MBA4205	Operations Management	4	0	0	40	60	100	4
Foundation	Theory	MBA4206	Cost & Management Accounting	3	1	0	40	60	100	4
Foundation	Theory	MBA4207	Financial Management	3	1	0	40	60	100	4
Foundation	Theory	MBA4208	Managing Human Resource	4	0	0	40	60	100	4
Core	Practical	GP4201	General Proficiency				100		100	1
<b>Total</b>									<b>900</b>	<b>33</b>



**Program: MBA****Year II****Semester III**

Course Category	Theory/ Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	ES E	Total	
Core	Theory	MBA4301	Supply Chain Management	4	0	0	40	60	100	4
Core	Theory	MBA4302	Strategic Management	4	0	0	40	60	100	4
Core	Theory	MBA4303	International Business	4	0	0	40	60	100	4
Generic Elective	Theory		Major Specialization Group-Elective 1	4	0	0	40	60	100	4
Generic Elective	Theory		Major Specialization Group-Elective 2	4	0	0	40	60	100	4
Generic Elective	Theory		Major Specialization Group-Elective 3	4	0	0	40	60	100	4
Generic Elective	Theory		Minor Specialization Group-Elective 1	4	0	0	40	60	100	4

Generic Elective	Theory		Minor Specialization Group-Elective 2	4	0	0	40	60	100	4
Core	Practical	MBA4304	Summer Training Project Report				100		100	8
Core	Practical	GP4301	General Proficiency				100		100	1
<b>Total</b>									<b>1000</b>	<b>41</b>

### Elective Papers for III Semester

Specialization Group: Human Resource	
Course Code	Course Title
MBAHR401	Leadership and Team Building
MBAHR402	Human Resource Planning
MBAHR403	Industrial Relation & Labour Legislations
MBAHR407	Organization Planning & Design
MBAHR408	Retention Management & Employees Engagement

<b>Specialization Group: Marketing</b>	
<b>Course Code</b>	<b>Course Title</b>
MBAMK401	Rural Marketing
MBAMK402	Sales and Distribution Management
MBAMK403	Marketing of Services
MBAMK407	Consumer Behaviour and Integrated Marketing Communication
MBAMK408	International Marketing

<b>Specialization Group: Finance</b>	
<b>Course Code</b>	<b>Course Title</b>
MBAFM401	Management of Financial Institutions & Services
MBAFM402	Capital Markets & Financial Instruments
MBAFM403	Advanced Financial Management
MBAFM407	Working Capital Management
MBAFM408	International Financial & Forex Management

**Program: MBA****Year II****Semester IV**

Course Category	Theory/ Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CI A	ES E	Total	
Core	Theory	MBA4401	Entrepreneurship Development	4	0	0	40	60	100	4
Core	Theory	MBA4402	Corporate Governance, Values & Ethics	4	0	0	40	60	100	4
Core	Practical	MBA4403	Research Project Report					100	100	4
Core	Practical	MBA4404	Comprehensive Viva					100	100	4
Generic Elective	Theory		Major Specialization Group- Elective 1	4	0	0	40	60	100	4
Generic Elective	Theory		Major Specialization Group- Elective 2	4	0	0	40	60	100	4
Generic Elective	Theory		Major Specialization Group- Elective 3	4	0	0	40	60	100	4
Generic Elective	Theory		Minor Specialization Group- Elective 1	4	0	0	40	60	100	4

Generic Elective	Theory		Minor Specialization Group- Elective 2	4	0	0	40	60	100	4
Core	Practical	GP4401	General Proficiency				100		100	1
	Total								1000	37

### Elective Papers for IV Semester

Specialization Group: Human Resource	
Course Code	Course Title
MBAHR404	Compensation & Benefits
MBAHR405	Human Resource System and Development
MBAHR406	Strategic Human Resource Management
MBAHR409	International Human Resource Management
MBAHR410	HR Analytics
Specialization Group: Marketing	
Course Code	Course Title
MBAMK404	Product & Brand Management
MBAMK405	Retail Management
MBAMK406	Digital and Social Media Marketing
MBAMK409	Green Marketing and Sustainable Development
MBAMK410	Marketing Analytics and Decision Making

Specialization Group: Finance	
Course Code	Course Title
MBAFM404	Corporate Restructuring & Business Valuation
MBAFM405	Securities Analysis & Portfolio Management
MBAFM406	Derivatives
MBAFM409	Financial Credit Risk Analysis
MBAFM410	Behavioral Finance

**COMPULSORY COURSES****Course Title: Legal Aspects of Business****Course Code: MBA4101****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ Law as a strategic asset.</li> <li>❖ The practical and legal knowledge of general business law issues.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Understand the contract and its essentials.</li> <li>2. Explain the dynamics of indemnity &amp; guarantee, bailment &amp; pledge.</li> <li>3. Identify the basics of partnership and its formation.</li> <li>4. Describe concept of conditions and warranty attached with the goods, unpaid seller and his rights.</li> <li>5. Understand the kinds of negotiable instruments and their endorsements.</li> <li>6. State the nature &amp; definition of companies with their types.</li> <li>7. Understand the powers of consumers and their protection rights.</li> <li>8. Define the concept of digital signature, their regulation, offences &amp; penalties.</li> </ol>		
<b>Module I: Indian Contract Act, 1872</b> Definition of a Contract and its essentials, Formation of a valid Contract: Offer and Acceptance, Consideration, Capacity to Contract, Free consent & Legality of object. Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract. Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.		<b>15</b>	<b>1</b>
<b>Module II: Sales of Goods Act, 1930 &amp; Negotiable Instrument Act, 1881</b> Sales of Goods Act: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods & Remedies for Breach.		<b>15</b>	<b>1</b>

Negotiable Instrument Act: Definition and characteristics of negotiable instrument, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.		
<b>Module III: Partnership Act, 1932 &amp; Companies Act, 2013</b> Partnership Act: Definition of Partnership and its essentials, Rights and Duties of Partners, Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Companies Act: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors- Their powers and duties, Meetings, Winding up and their modes. Companies Act Amendments 2015, 2019	<b>15</b>	<b>1</b>
<b>Module IV : Consumer Protection Act, 1986 &amp; The Information Technology Act, 2000</b> Consumer Protection Act: Aims and Objects of the Consumer protection Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. The Information Technology Act :Definition of the Information technology Act, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Gulshan J.J. Business Law Including Company Law, 13th Edition, New Age International Publisher.</li> <li>2. Kuchhal M.C. Business Law , 4th Edition, Vikas Publication.</li> <li>3. Avtar Singh, Principles of Mercantile Law, 7th Edition, Eastern Book Company.</li> <li>4. Durga Das Basu, Constitution of India, Prentice Hall of India.</li> </ol>		



**Course Title: Managerial Economics****Course Code: MBA4102****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The concept of economics, its application in the real business world, and the matrix of demand and supply.</li> <li>❖ The knowledge of the economic theory with decision making techniques.</li> <li>❖ The application of economic models to identify their relationships and formulate them into a managerial model to which decision making tools can be applied.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand and interpret the concept of managerial economics and the role of managerial economists in forecasting and business decision making.</li> <li>2. Comprehend the concepts of demand, supply along with their elasticity's for effective managerial decision making.</li> <li>3. Conceptualize and calculate the production function involved in predicting the short run and long run cost curves of the product.</li> <li>4. Interpret the cost concept with reference to laws of returns.</li> <li>5. Distinguish the different types of market with reference to price determination &amp; strategies.</li> <li>6. Understand application of managerial economics at macro (national) level and the concept of profit and its theories.</li> </ol>		
<b>Module I: Introduction to Economics</b> Introduction to Economics, Micro & Macro Economics, Nature and Scope of Managerial Economics, Significance in decision-making, Incremental Cost & Revenue, Opportunity Cost, Equi-Marginal Utility and Objectives of a firm.		<b>15</b>	<b>1</b>

<p><b>Module II: Demand Analysis &amp; Supply Analysis</b></p> <p>Demand Analysis: Determinants of Demand, Law of Demand and Exceptions to the law of Demand. Elasticity of Demand: Price, Income, Cross and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Measurement of Elasticity of Demand. Demand forecasting: meaning, Criteria of a good demand forecasting and methods of demand forecasting.</p> <p>Supply Analysis: Law of Supply, Supply Elasticity, Analysis and its uses for managerial decision making. Production concepts &amp; analysis, Production Functions, Short &amp; Long Run Production Functions. Cost concept and analysis, Short-run and long-run cost curves and their managerial use.</p>	<b>15</b>	<b>1</b>
<p><b>Module III: Market Structure</b></p> <p>Market Equilibrium and Average Revenue Concept.</p> <p>Market structure: Perfect Competition &amp; features, Market Equilibrium and Determination of price under perfect competition. Monopoly &amp; Features, Pricing under monopoly &amp; Price Discrimination. Monopolistic market structure &amp; Features, Pricing under monopolistic competition &amp; product differentiation. Oligopoly &amp; Features, Kinked demand curve, Cartels, Price leadership.</p>	<b>15</b>	<b>1</b>
<p><b>Module IV: Price &amp; Profit</b></p> <p>Pricing Strategies, Price determination, Full cost pricing, Product line pricing, Price skimming, Penetration pricing, Inflation, types and Causes, Business Cycle. Profit concept and major theories of profits: Dynamic Surplus theory, Risk &amp; Uncertainty bearing theory and Innovation theory.</p>	<b>15</b>	<b>1</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. DamodaranSuma , Managerial Economics (Oxford, 2006).</li> <li>2. Dominick Salvatore, Managerial Economics (Oxford, 2007).</li> <li>3. Hirschey Mark , Economics for Managers (Thomson, India Edition, 2007).</li> <li>4. Petersen Craig H. etal., Managerial Economics (Pearson Education, 2006).</li> </ol>		

**Course Title: Accounting & Financial Analysis****Course Code: MBA4103****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Assessment of the performance of a company by undertaking a careful analysis of its financial statements which are the main source of information about firms</li> <li>❖ Issues surrounding corporate governance, key regulatory frameworks, and an understanding of their impact on financial statements</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the impact of accounting standards and regulatory frameworks.</li> <li>2. Describe the reasons of bookkeeping and the purpose of maintaining the records.</li> <li>3. Illustrate and demonstrate the preparation of Final Accounts.</li> <li>4. Discuss trend Analysis of manufacturing, service &amp; banking organizations</li> <li>5. Reconcile and apply financial statements to evaluate a company's performance.</li> <li>6. Distinguish between the flow of funds and cash with in and out of the organization.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I: Introduction to Accounting &amp; Financial Analysis</b> Accounting concepts, Conventions and principles, Accounting Equation, International Accounting principles and standards, Comparison of Indian Accounting Standard (IAS), International Financial Reporting Standards (IFRS) and US GAAPs.		<b>15</b>	<b>1</b>
<b>Module II: Book Keeping and Record Maintenance &amp; Preparation of Final Accounts</b> Introducing to Book Keeping and Record Maintenance: The concept of double entry and fundamental principles, Journal		<b>15</b>	<b>1</b>

Ledger, Cash Book, Subsidiary Books, Bank Reconciliation Statement, Rectification of Errors, and Journalizing of transactions.  Preparation of final accounts: Trial Balance, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, Inventory and intangible assets like copyright, trademark, patents and goodwill.		
<b>Module III: Interpretation and Analysis of Financial Statement</b>  Understanding and Interpreting Financial Statements. Ratio Analysis and interpretation: Solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios. Common Size Statement, Comparative Balance Sheet, Trend Analysis of manufacturing, service & banking organizations.	<b>15</b>	<b>1</b>
<b>Module IV : Funds Flow Statement &amp; Cash Flow Statement</b>  Fund Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis.  Cash Flow Statement: Various cash and non-cash transactions, Flow of cash, Preparation of Cash Flow Statement and its analysis.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Narayanswami, Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).</li> <li>2. Mukherjee, Financial Accounting for Management, 1st Edition, TMH.</li> <li>3. Ramchandran &amp; Kakani, Financial Accounting for Management, 2nd Edition, TMH.</li> <li>4. Ghosh T. P. , Accounting and Finance for Managers (Taxman, 1st Edition).</li> <li>5. Maheshwari S.N. &amp; Maheshwari S.K. , An Introduction to Accountancy , 9th Edition, Vikas Publication.</li> <li>6. Ashish K. Bhattacharya, Essentials of Financial Accounting, PHI, New Delhi.</li> </ol>		

**Course Title: Organizational Behaviour****Course Code: MBA4104****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ With the concept of management</li> <li>❖ The overview of OB as well as the various trends that influence it.</li> <li>❖ Physical, Psychological, organizational, and environmental factors that can affect individual behavior such as personality, perceptions and others.</li> <li>❖ Theories of Motivation, leadership, role and importance of teams and groups in organizations.</li> <li>❖ New forms of organization structures, concept and bases of power &amp; politics, conflict, culture and change management</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the concept and nature of management.</li> <li>2. Understand the Conceptual foundation of OB.</li> <li>3. Enumerate the theories of personality and learning, explain the perceptual process, decision making models and techniques</li> <li>4. Understand how moods and emotions affect behavior at workplace</li> <li>5. Explain the theories of motivation, leadership, Distinguish a team from a group, their types and characteristics, stages of development</li> <li>6. Understand various forms of organizations, dynamics of power and politics at workplace, culture and how it is</li> </ol>		

	<p>created.</p> <p>7. Distinguish between functional and dysfunctional conflicts, and sources of conflict, explain the forces for organization change.</p>		
<p><b>Module I: Module I : Introduction to Management &amp; OB,</b></p> <p>Management: concept, Features, Nature, Functions, Skills. Evolution of Management Thought: Scientific management, Administrative management, Bureaucracy, Hawthorne Experiments and Human relations, Features of Social system approach, Decision theory approach, Human behavior approach, System approach, Contingency approach., Define OB, Challenges &amp; opportunities for OB, Theoretical Framework for OB.</p> <p>Values and Attitudes: Define Values, Types of values, Dominant values, Values across cultures, Components of attitude, Types of attitudes, Relationship between attitude and behaviour, Job satisfaction &amp; measurement, Causes of job satisfaction.</p>		<b>15</b>	<b>1</b>
<p><b>Module II : Personality, Perception, Attribution, Decision-Making and Learning</b></p> <p>Personality: Definition and measurement, Explain the factors that determine an individuals' personality, MBTI, Big Five, Holland's theory of personality and other personality traits relevant to OB.</p> <p>Perception, Attribution &amp; Decision-Making: Define perception &amp; process; Attribution theories, errors and biases in attribution, shortcuts in judging others, individual decision-making, decision-making models, biases &amp; errors in decision-making, individual differences in DM, ethics in DM and creativity.</p> <p>Learning: Relevance of intellectual abilities, Bio graphical characteristics and learning in OB, Concept &amp; theories of learning, Shaping Behaviour.</p>		<b>15</b>	<b>1</b>
<p><b>Module III : Motivation, Emotions, Group Dynamics, Work Teams and Leadership</b></p> <p>Motivation: Elements of motivation, early theories of motivation, contemporary theories namely CET, goal setting, expectancy</p>		<b>15</b>	<b>1</b>

<p>theory. Application of Motivation: Job Characteristics Model, Job Redesigning, Employee Involvement, Pay programs. Emotions: Define Emotions, Moods, sources of emotions and moods, emotional labour, emotional intelligence, emotions across culture.</p> <p>Group Dynamics &amp; Work Teams: Define Groups, Types of groups, stages of group development, cohesiveness, group decision making, and dysfunctional groups. Define Work Teams, benefits of work teams, difference-groups &amp; teams, types of teams, team effectiveness, team and workforce diversity.</p> <p>Leadership: Define Leadership, Theories of Leadership namely Trait, Behavioral, Contingency, Path – Goal and LMX. Types of leaderships like Charismatic, Transformational and Transactional. Ethics &amp; Trust, Effective Leaders.</p>		
<p><b>Module IV: Power and Politics at Work, Conflict Management, Organizational System &amp; Dynamics</b></p> <p>Power &amp; Politics at Work: Define Power, Bases of power, Influencing Tactics, Political Behavior, Dysfunctional uses of power and Impression Management.</p> <p>Conflict Management: Define conflict, Views of conflict namely traditional, human relations and interactionist, resolution of conflict and Grievance handling.</p> <p>Org. Change and Stress Management: Forces stimulates and resists change, approaches of managing org change, ways of creating a culture for change, theories of change, Understanding Stress and Its Consequences, Causes of Stress and Managing Stress.</p> <p>Org. Structure and Org. Culture: Elements of an organization's structure, matrix organization, boundary-less organizations, mechanistic and organic structural models, Behavioral implications of different organizational designs. Define organizational culture, its common characteristics, functional and dysfunctional effects of organizational culture, how culture is transmitted to employees, ethical culture, positive organizational culture, characteristics of a spiritual culture.</p>	<b>15</b>	<b>1</b>
<p><b>Suggested Readings:</b></p> <p>1. Robbins Stephen P., Organizational Behavior, 12th Edition, Pearson Education.</p>		

2. Prasad L. M., Principles and Practices of Management, 10<sup>th</sup> Ed., Sultan Chand & Sons
3. Newstrom John W., Organizational Behavior: Human Behavior at Work, 12th Edition, Tata McGraw Hill.
4. Luthans Fred, Organizational Behavior, 10th Edition, Tata McGraw Hill.
5. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. , Organizational Behavior, 4th Edition, Tata McGraw Hill.



**Course Title: Business Statistics****Course Code: MBA4105****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ The basic statistical techniques and their applications in managerial decision making.</li> <li>❖ Various test statistics to test the validity of a claim or assertion about the true value of any population parameter.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Understand the application of statistic in managerial decision making.</li> <li>2. Analyze the complementary relationship of skewness with measures of central tendency and dispersion in describing a set of data.</li> <li>3. Determine the validity and reliability of the covariance between two variables and simple linear regression for building models to business data.</li> <li>4. Compute indexes to measure price changes and quantity changes over time explain and derive link relatives, know the limitation of index number construction.</li> <li>5. Define the term random variable and probability distribution, Distinguish between discrete and continuous probability distribution.</li> <li>6. Explain why hypothesis testing is important, know how to establish null and alternate hypothesis about a population parameter.</li> <li>7. Demonstrate the various test statistics to test the validity of a claim or assertion about the true value of any population parameter.</li> <li>8. Understand how 'analysis of variance (ANOVA) can be used to test for the equality of three or more population means.</li> </ol>		

<b>Module I: Role of Statistics</b> Applications of statistics in managerial decision making. Measures of Central Tendency: Mean, Median and Mode and their implications. Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis	<b>15</b>	<b>1</b>
<b>Module II: Correlation, Regression, Time series analysis and Index Number</b> Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their application in Management. Time series analysis: Concept, Application of regression equation, Components of time series - Trend, Seasonality. Moving Averages, Applications in business decisions. Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Indices - Price, Quantity and Volume - Fixed base and Chain base methods.	<b>15</b>	<b>1</b>
<b>Module III : Probability and Probability Distribution</b> Probability: Random Variable, Expected Value of random variable, Concept of probability and its uses in business decision-making, Addition and multiplication theorems, Bayes' Theorem and its applications. Probability Distributions: Concept and application of Binomial and Normal distributions.	<b>15</b>	<b>1</b>
<b>Module IV : Hypothesis Formulation and Testing</b> Hypothesis Testing: Definition & Formulation of Hypothesis Collection of Data: Concept of Sample & Population, Concept of Primary and Secondary Data, Sample Size Determination and Various Types of Sampling Techniques. Properties of Sample: Mean, Standard Deviation, underlying probability distribution. Various Methods of Data Collection. Small sample tests: t-test	<b>15</b>	<b>1</b>

Large sample test: Z-test Application of F-test and Chi-Square test in different business scenarios. ANOVA.		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Beri - Business Statistics , 2nd Edition, Tata McGraw Hill .</li><li>2. Srivastava and Rego , Statistics for Management , Tata McGraw Hill.</li><li>3. Chandan J. S. , Statistics for Business and Economics , Ist Edition, Vikas Publication 1998.</li><li>4. Render and Stair Jr , Quantitative Analysis for Management , 7th Edition , Prentice-Hall.</li><li>5. Sharma J. K. , Business Statistics, 2nd Edition, Pearson Education.</li><li>6. Gupta C. B, Gupta V. , An Introduction to Statistical Methods , 23rd Edition, Vikas Publication 1995.</li><li>7. Levin Rubin , Statistics for Management , 7th Edition , Pearson 2000, New Delhi.</li></ol>		

**Course Title: Marketing Management****Course Code: MBA4106****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The basic concepts and techniques of marketing management and marketing mix elements.</li> <li>❖ Crucial topics like market segmentation, buyer behaviour, elements of marketing and marketing strategy.</li> <li>❖ Application skills towards managerial decision-making based on theoretical knowledge.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the concept of marketing &amp; its relevance in today's competitive environment.</li> <li>2. Develop ability to formulate strategies by getting insight of market segmentation, market targeting and product positioning.</li> <li>3. Prepare business plans by understanding the process and principle of new product development, product-mix, branding and packaging.</li> <li>4. Conceptualize the pricing decisions, pricing objectives &amp; policies.</li> <li>5. Interpret the factors affecting channel distribution, management of channels and current trends in wholesaling.</li> <li>6. Conceptualize promotion mix decision namely advertising, sales promotion, personal selling and publicity.</li> <li>7. Analyze consumer behaviour and the factors determining consumer behaviour.</li> <li>8. Learn the concept and importance of TQM, CRM, database marketing, direct marketing, B2B, B2C, B2G marketing, service marketing and social media marketing</li> </ol>		

<b>Module I: Introduction</b> Scope of marketing, Concepts of markets, Consumer Markets and Industrial Markets, Market measurement and forecasting. Marketing mix, Generic value chain, Marketing Management Philosophies, Marketing Environment, Market segmentation, Levels of Market segmentation, Bases of market segmentation. Market Targeting: Introduction, Procedure. Product Positioning: Introduction, Objectives, Usefulness, Differentiating the Product and Product Positioning Strategy.	15	1
<b>Module II: Product Decision and Pricing Decision</b> Product: Concept & Definition, Classification of Products; Product Level, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, and Pricing Strategies	15	1
<b>Module III: Distribution and Promotion</b> Channels of Distribution for Consumer. Industrial Products, Factors Affecting Channel Distribution, Management of Channels, Current Trends in Wholesale and Retailing. Promotion Mix: Advertising-concept, types & objectives, AIDA model, Advertising Budget, Sales Promotion- kinds & techniques, Personal Selling- concept and features, steps involved in personal selling process, Publicity and Public relation	15	1
<b>Module IV: Consumer Behaviour and Current Issues in Marketing</b> Factors determining consumer behaviour: cultural, social and personal. Stimulus- response model. Consumer perception, Five stage model- buying decision. The concept of reference Groups, Opinion Leaders and Social Influences, In-group versus out-group influences, Role of opinion leaders in diffusion of innovation and in purchase process. Defining criterion for choice, Overview of the Stages in the choice process.	15	1

VALS and grouping consumers, Marketing intelligence, TQM, CRM, Database Marketing, Direct marketing, B2B, B2C, B2G marketing, Designing & managing Services for industries, Categories of service mix, Characteristics of services and Service quality. Social media marketing.		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Kotler Philip, Marketing Management, Analysis, Planning, Implementations and Control, 12th Edition, Pearson Education.</li><li>2. Ramaswamy V.S. and Namakumari S., Marketing Management: Planning, Implementation and Control, 3rd Edition, Macmillian.</li></ol>		

**Course Title: Computer Application & Information System in Management****Course Code: MBA4107****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The application of computers in understanding latest trends in information technology.</li> <li>❖ The increasing role of management information system in managerial decision making with the help of computers.</li> <li>❖ Processing, storage and utilization of information.</li> <li>❖ Aware regarding latest trends &amp; technology used in Business.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the basics of computer system and importance of information system.</li> <li>2. Differentiates various types of operating system and reconcile the concept of internet in their daily lives.</li> <li>3. Analyze the application of MS word, Excel and PowerPoint and DBMS.</li> <li>4. Analyze the role of computer network &amp; ERP&amp; its implementation.</li> <li>5. Understand the concept of E-commerce, SCM and CRM &amp; its practical applications.</li> <li>6. Categories the applications of IT applied in various functional areas of management.</li> </ol>		
<b>Module I: Computers Application in Management</b>  <p>Introduction to computers: Hardware, software, firmware. Application and Classification of Computers, Types of Software with examples, compiler, interpreter and assembler.</p> <p>Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system, Internet: Overview of</p>		<b>15</b>	<b>1</b>

Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc. IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Internet Security, threats and prevention, Introduction to MS Word, Excel, PowerPoint, Overview of DBMS and MS Access.		
<b>Module II: Introduction to Information System</b> Role of IS in Organizations, Features and Characteristics of IS, Types of IS. System Analysis and Development Methodologies: Need for System Analysis, Stages in System Analysis, CASE tools, SCM: Features and Modules in SCM, CRM: Phases, Knowledge Management and E- governance.  System Development Models: Water Flow, Prototype, Spiral, RAD, Roles and responsibilities of System Analyst, Database Administrator and Database Designer.	<b>15</b>	<b>1</b>
<b>Module III: Computer Network and ERP</b> Overview of Computer Network, Types of computer networks namely LAN, WAN and MAN. Network topologies, Components of computer networks, Network Security and Ethical Challenges of IT Cyber Crimes and Privacy Issues.  ERP: Features, selection criteria, merits, issues and challenges in implementation of ERP	<b>15</b>	<b>1</b>
<b>Module IV : E-Commerce and Application of Information Technology</b> E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & disadvantages of e-commerce. Building an E-Commerce website, Eight key elements of a business model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage and Market Strategy. Major Business to Consumer (B2C) Business Models: Portal & e- tailer. Insight on Technology: Search, ads and Apps. The future for Google (and Microsoft): Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider. Major Business to business (B2B) Business Model: E -distributor & E-Procurement. Global MIS – Introduction, Features and its importance. Applications of Information Technology in Management.	<b>15</b>	<b>1</b>



**Suggested Readings:**

1. Leon, Fundamentals of Information Technology, Vikas Publication.
2. Kakkar D. N. Goyal R., Computer Applications in Management, 1st Edition, New Age.
3. Management Information Systems, Schulthesis, Tata McGraw Hill.
4. Shrivastava- Fundamentals of Computer and Information Systems , Wiley Dreamtech.

**Course Title: Essentials of Business Communication****Course Code: MBA4108****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ The conceptual framework and tools for developing communication which help in achieving a business leadership position</li> <li>❖ Meaning of communication from a strategic point of view.</li> <li>❖ Organization and presentation of information to audience of all sizes.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Understand the role and nature of communication in business.</li> <li>2. Identify the art of projecting one's personality in job-related communication.</li> <li>3. Understand the evolution of technology of communication and its impact on business.</li> <li>4. Understand the different nuances of communication and their appropriate use for a particular situation and purpose.</li> <li>5. Prepare well organized and objective reports.</li> <li>6. Understand the concept of case study for developing decision making and analytical skills in students.</li> <li>7. Develop proficiency in presentation skills.</li> <li>8. Understand the importance and purpose of business meetings, agenda, press release, seminar, conferences and business etiquettes.</li> </ol>		
<b>Module I: Introduction to Business &amp; Employment Communication</b>  Role of communication, Defining and classifying communication, Purpose of communication, Process of communication, Importance of communication in management, Communication structure in organization, Barriers & gateway in communication, 7 C's of communication.		<b>15</b>	<b>1</b>

<p>Employment Communication: Writing CVs, Group discussions, Interview-Types of interviews, Candidates preparation, Interviewers preparation,</p> <p>Impact of Technological Advancement on Business Communication, Communication networks, Intranet, Internet, E-mails, SMS, Teleconferencing, Videoconferencing.</p>		
<p><b>Module II: Oral and Written Communication</b></p> <p>Oral communication: What is oral Communication, Principles of successful oral communication, Two sides of effective oral communication, Effective listening, Non-verbal communication, Body language, Para language.</p> <p>Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Writing technique, Electronic writing process.</p>	<b>15</b>	<b>1</b>
<p><b>Module III: Presentation Skill and Group Communication</b></p> <p>Presentation Skill: Concept of presentation, Elements of presentation, designing a presentation, Advanced visual support for business presentation, Types of visual aid, Appearance &amp; Posture, Practicing delivery of presentation.</p> <p>Group Communication: Meetings, Notice, Planning meetings, Objectives, Participants, Timing, Venue of meetings, Leading meetings, Minutes of Meeting. Media management, The press release, Press conference, Media interviews, Seminars, Workshop, Conferences, Business etiquettes.</p>	<b>15</b>	<b>1</b>
<p><b>Module IV: Business Letters, Reports and Case Method of Learning</b></p> <p>Introduction to business letters, Types of business letter, Layout of business letter, Writing memos.</p> <p>Report: Purpose of report, Kinds and objectives of reports, Writing reports. Research report writing: Executive summary, Bibliography &amp; References.</p> <p>Case Methods: Understanding the case method of learning, Different types of cases, Overcoming the difficulties of the case method, Reading a case properly namely previewing, skimming, reading, scanning, Case analysis approaches like systems,</p>	<b>15</b>	<b>1</b>

Behavioral, decision and strategy. Analyzing the case, Dos' and don'ts for case preparation.		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. P.D. Chaturvedi ,Busines Communication , 1st Edition ,Pearson Education, 2006.</li><li>2. M.K. Sehgal&amp; V. Khetrapal , Business Communication, Excel Books.</li><li>3. RajendraPal , Business Communication , Sultanchand&amp; Sons Publication.</li><li>4. Lesikar RV &amp; Pettit Jr. JD,Basic Business Communication : Theory &amp; Application , 10th Edition , Tata McGraw Hill.</li></ol>		

**Course Title: Family Business Management****Course Code: MBA4201****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The role and scope of family business in Indian economy.</li> <li>❖ Analysis of and insights into, the behaviours and dynamics of family firms run over time.</li> <li>❖ Enable students to confront theory with practice.</li> <li>❖ Explain both the micro and macro family firm issues</li> <li>❖ Ways family firms can minimize their inherent weakness and leverage their strengths</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Critically reflect on empirical material recognizing the rise of modern business and to experience of individuals within specific family firms.</li> <li>2. Probe critical issues such as governance, ownership, succession, communication and advising to family firms.</li> <li>3. Develop understanding of the distinctive advantages and unique challenges facing family businesses.</li> <li>4. Develop an understanding of different perspectives of the various stakeholders in family firms and develop strategic solutions to improve family business performance.</li> <li>5. Apply business skills to address issues or problems facing existing family firms.</li> </ol>		
<b>Module I : Introduction to Family Business</b> Nature and scope of family business; History of family business. Structure of family business, Managing Growth and other Challenges		<b>15</b>	<b>1</b>

that Arise in an Entrepreneurial Venture, Strategy for family business, expansion strategy and succession planning.		
<b>Module II: Structure of Family Business</b> Types of Organizational Forms-Sole Proprietorship & Partnership, Private & Public Limited Companies, LLPs and types Companies, Meaning and characteristics of Companies, Memorandum and Articles of Association, Share Capital and Types of Shares , Types of Meetings , Appointment and Remuneration of Directors , Dividend payment, Corporate Governance. Overview of Taxation of Companies, Partnership Firms and LLP.	<b>15</b>	<b>1</b>
<b>Module III: Marketing approaches in Family Business</b> Entrepreneurial Context for Marketing, Characteristics of entrepreneurship, Characteristics of entrepreneurial marketing , Opportunity Identification and Development, Identifying new opportunities, Analysing customer requirements , Analysing competition, Developing a business model	<b>15</b>	<b>1</b>
<b>Module IV: Importance of emotions &amp; HR in family business</b> Knowledge management in family business, Role of trust in family business, emotion management and role of emotional intelligence. HRP, Recruitment process and training in family business	<b>15</b>	<b>1</b>

**Suggested Readings:**

1. Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wiley and Sons Inc.,.
2. Nijssen, E.J., Entrepreneurial Marketing – an effectual approach; Routledge
3. Frederick G Crane, F.G., Marketing for Entrepreneurs; Sage publications.
4. Barringer, B., Preparing Effective Business Plans: An Entrepreneurial Approach
5. Osterwalder, A., &Pigneur, Y., Business model generation: A Handbook for Visionaries, Game changers, and Challengers. John Wiley & Sons
6. Singhanian, V. K. &Singhanian, K. Direct Taxes – Law and Practice (Professional Edition).Taxmann Publication.
7. Manoharan, T. N. & Hari, G. R. Students' Handbook on Taxation. Snow White Publications Pvt. Ltd.
8. Manoharan, T. N. & Hari, G. R. Direct Tax Laws. Snow White Publications Pvt. Ltd.
9. Kumar, R., Legal Aspects of Business, Cengage Learning.
10. Kapoor, N.D., Business Law, Sultan Chand & Sons, New Delhi

**Course Title: Business Environment****Course Code: MBA4202****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"><li>❖ An idea of how the dynamic business environment has undergone momentous changes in the last few years and how the world economic scenario has altered significantly.</li><li>❖ The various policies and laws and their impact on the business.</li><li>❖ The general issues relating to the economic and non-economic environment of the business, global business environment, the natural environment and different components of global environment in which the business operates.</li></ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"><li>1. Describe the various components of business environment and the basic philosophies of capitalism and socialism.</li><li>2. Illustrate an overview of Political, Socio-cultural, Legal, Technological and Global environment.</li><li>3. Understand the changing dimensions of various laws related to business and their impact. (MRTP, FEMA, SEBI &amp; Consumer protection Act)</li><li>4. Illustrate about different economic institutions, economic policies and economic reforms.</li><li>5. Reconcile the recent technological development in Indian Banking.</li><li>6. Develop capacity to understand and analyze current economic policies and scenario.</li></ol>		



<b>Module I : Introduction to Business Environment</b> The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope. The process of environmental scanning, Interaction between internal and external environments, Basic philosophies of Capitalism and Socialism with their variants, Concepts of Mixed Economy.	<b>15</b>	<b>1</b>
<b>Module II : Environmental Analysis</b> Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, Competition Act 2002, FERA, FEMA, SEBI Act, and Consumer Protection Act: The changing dimensions of these laws and their impact on business.	<b>15</b>	<b>1</b>
<b>Module III : Strategic Planning and Role of RBI</b> Philosophy and strategy of planning in India and NITI Ayog, Industrial Policy in recent years, Policy with regard to small scale industries, The monetary policy and fiscal policy, Stock Exchange- BSE-NSE, Depository system in India namely Options, Futures and Derivatives. RBI: Role and functions, Banking structure reforms, Narasimhan Committee Recommendations, Financial Sector reforms.	<b>15</b>	<b>1</b>
<b>Module IV : E- Banking and Business Policies</b> E-Banking in India: Objectives, trends and practical uses. Recent technological developments in Indian Banking like ATM, Debit and Credit Cards, EMI, EFT. Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy, FDI policy, Multinational Corporation (MNCs), Transnational Corporations (TNCs), Global Competitiveness.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Mishra S K &amp; Puri V K, Economic Environment of Business, 3rd Edition, Himalaya Publishing House.</li> <li>2. Paul Justin, Business Environment Text and Cases, Tata McGraw Hill.</li> <li>3. Shaikh &amp; Saleem, Business Environment, 1st Edition, Pearson Education.</li> </ol>		

**Course Title: Research Methodology****Course Code: MBA4203****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"><li>❖ The research skills required in investigating the research problems with a view to arrive at objective findings, interpretation of data and conclusions of the investigation in the form of systematic reports.</li><li>❖ Concept of measurement in empirical systems and its validity and reliability.</li><li>❖ Basic statistical tools of analysis for sharper research studies and precautions in preparing the research report.</li></ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"><li>1. Identify the relevance and role of research in management.</li><li>2. Recognize and distinguish between different kinds of research available.</li><li>3. Apply strategies to formulate a research problem. Apprehend the steps needed to be accomplished so as to complete research study.</li><li>4. Prepare contents of questions in order to encourage the persons to respond meaningfully to them.</li><li>5. Develop ability to determine qualitative and quantitative methods of collection of data and measurement scales.</li><li>6. Carry out the coding, editing and tabulation of data. Identify various types of sampling design.</li><li>7. Reconcile various types of charts, diagrams and statistical techniques used to analyze data.</li><li>8. Exhibit the basic understanding of recent research software's.</li></ol>		

	9. Prepare and present effective and focused research report.		
<b>Module I : Introduction to Research Methodology</b> Concept and Need of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design.		15	1
<b>Module II: Sampling and Data Collection</b> Sampling- Concept & types, Sampling Errors Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. Data collection methods, Preparation of Questionnaire and Schedule, Types of Questions, Precautions in Preparation of Questionnaire, Collection of Data, Significance and Reliability of Questionnaire, Measurement scales: nominal, ordinal, interval and ratio, comparative and non-comparative scale.		15	1
<b>Module III: Data Handling and Analysis</b> Coding, Editing and Tabulation of Data. Various Kinds of Charts and Diagrams Used in Data Analysis: Line, Bar and Pie, Histogram Graphs and their Significance, Hypothesis: Concept of Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance. Confidence level, Significance of $p$ -value. Correlation, Regression, Analysis of Variance: One way and two way, Factor analysis: Characteristics & Uses. Cluster Analysis: Introduction, Types of Clusters, Steps of Clustering, Methods of Clustering. Discriminant Analysis: Introduction, Characteristics & Uses, Steps of Discriminant Analysis. Multiple Regressions: Introduction, Significance of $R^2$ , Beta Coefficient, Multicollinearity. Introduction to the advanced Research Tools: Use of SPSS/MINITAB/ R Language/Python in Data Analysis.		15	1
		15	1

<b>Module IV: Report Preparation</b> Types and Layout of Research Report, Precautions in Preparing the Research Report, Significance of Annexure, References, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.		
<b>Suggested Readings</b> <ol style="list-style-type: none"><li>1. Cooper and Schindler, Business Research Methods, 9th Edition, Tata McGraw Hill.</li><li>2. Kothari C R, Research Methodology Methods &amp; Techniques, 2nd Edition, New Age International Publishers.</li><li>3. Naresh Malhotra, Market Research, Pearson Education.</li></ol> <p><b>Note:</b> In order to supplement theoretical learning with practical examples from real life, students must conduct market research and submit a report at the end of the semester. A Marketing faculty member will be the supervisor for the project and a Statistics/Operations faculty member will be the co-supervisor.</p>		

**Course Title: Operations Research****Course Code: MBA4204****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Deeper understanding of the quantitative techniques for improving the quality of managerial decisions.</li> <li>❖ Generalist approach towards Operations Research.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the need of using operational research for effective decision making.</li> <li>2. Formulate mathematical models that may be useful in explaining interactive decision-making concepts, where two or more competitors are involved under conditions of conflict and competition.</li> <li>3. Explain how linear programming helps in business decision making &amp; formulate linear programming problems and interpret such solutions.</li> <li>4. Explain how transportation problem helps in business decision making and formulate transportation problems and interpret such solutions.</li> <li>5. Explain how assignment problem helps in business decision making formulate assignment problems and interpret such solutions.</li> <li>6. Understand how optimal strategies are formulated in conflict and competitive environment.</li> <li>7. Distinguish between several queuing models and derive performance measures for each of them.</li> <li>8. Apply replacement policy for items whose efficiency deteriorates with time and for items that fails completely.</li> </ol>		

<b>Module I: Introduction to Operations Research &amp; Decision Making Environment</b>  Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making under certainty, Uncertainty and risk situations, Decision tree approach and its applications.	<b>15</b>	<b>1</b>
<b>Module II: Linear Programming, Transportation Problem &amp; Assignment Problem</b>  Linear programming: Mathematical formulations of LP Models for product-mix problems, Graphical method of solving LP problems, Simplex method of solving LP problems, Sensitivity analysis, Duality of LP problem.  Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.  Assignment model: Hungarian Algorithm and its applications in terms of maximisation and minimisation.	<b>15</b>	<b>1</b>
<b>Module III: Game Theory &amp; Sequencing Problem</b>  Game Theory: Concept of game, Two-person zero-sum game, Pure and Mixed Strategy Games, Saddle Point, Odds Method, Dominance Method and Graphical Method for solving Mixed Strategy Game.  Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.	<b>15</b>	<b>1</b>
<b>Module IV : Queuing Theory, Replacement Problem &amp; Project Management</b>  Queuing Theory: Characteristics of M/M/I Queue model, Application of Poisson and Exponential distribution in estimating arrival rate and service rate, Applications of Queue model for better service to the customers.  Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.	<b>15</b>	<b>1</b>

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control, Crashing of operations.		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Vohra, Quantitative Techniques in Management, 2nd edition, Tata McGraw-Hill, 2003.</li><li>2. TahaHamdy, Operations Research - An Introduction, 7th edition, Prentice-Hall.</li><li>3. Kothari, Quantitative Techniques, 3rd Edition , Vikas Publication, 1996.</li><li>4. Sharma J K, Operations Research , 3rd Edition . Pearson.</li><li>5. KapoorV.K., Operations Research, 4th Edition, S. Chand.</li></ol>		

**Course Title: Operations Management****Course Code: MBA4205****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The strategic significance of operations management in highly competitive global economy</li> <li>❖ Various principles, concepts, tools and techniques developed in the area of operations management over the years.</li> <li>❖ Practical applications in real life situation.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand and analyze the concepts of operations management, product &amp; process design, analysis, plant location, layout, Scheduling and Material Management.</li> <li>2. Comprehend the methods of forecasting and illustrate with practical problems.</li> <li>3. Apply the principles &amp; techniques for planning and control the inventory of the production to optimize/make best use of resources.</li> <li>4. Understand the importance and functions of inventory and to be able to apply selected technique for its control &amp; management under depended &amp; independent demand circumstance.</li> <li>5. Develop skills of analyzing and improving quality by utilizing techniques and methods of total quality management, continuous improvement, six-sigma quality, and statistical process control.</li> <li>6. Understand terminology, methods and tools which are essential for the quality practitioner, planner, and decision-maker.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I: Introduction to Operations Management</b>		<b>15</b>	<b>1</b>



Operations Management: An overview, Definition of operations management, Production Cycle, Classification of Operations Systems, Responsibilities of Operations Manager, the strategic role and Objectives of operations, Operations strategy: The ‘top-down’ and ‘bottom up’ perspective, The market requirements perspective, the operations resources perspective. Plant Location, Plant Layout Planning. Introduction to Operations in Service Industry: Nature of Services, Difference between operations in service and manufacturing industry, major operation management issues and decisions in service industry. Role of Technology in service operations, Service quality gap model.		
<b>Module II : Forecasting &amp; Work Study</b> Definition and Scope of Forecasting, Types and methods of Forecasting, Qualitative & Quantitative Methods, Delphi, Expert Opinion, Brainstorming, Market Survey Methods etc., Regression, Time Series based Method, Exponential smoothening, Box–Jenkins Method, Monitoring and Controlling forecasting models. Work study–Method study, Work Measurement.	<b>15</b>	<b>1</b>
<b>Module III: Production Planning &amp; Inventory Management</b> Introduction to Planning techniques, Capacity plan, Aggregate plan, Scheduling types & principles, Master production schedule, Inventory Management: Objectives & Factors, Inventory Control Techniques namely ABC, VED, FSN and EOQ analysis, JIT, Kanban.	<b>15</b>	<b>1</b>
<b>Module IV: Quality Management</b> Basic concepts of quality, Dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction, 7QC tools and 7 new QC tools, Six Sigma, LEAN Six-Sigma, Cost of Warranty, TPM.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Heizer and Render, Operations Management, , 10th edition, Prentice-Hall.</li> <li>2. Hill T, Operations Management, Palgrave, 2000.</li> <li>3. K. Aswathapa, Production and Operations Management , Himalayan Publication.</li> </ol>		

**Course Title: Cost & Management Accounting****Course Code: MBA4206****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"><li>❖ Cost accounting in Business Scenario with managerial emphasis.</li><li>❖ Knowledge about the concept of cost by analyzing the importance of accounting information for managerial decision-making.</li><li>❖ The accounting and control of the three main elements of cost, i.e., material, labour and overhead, and also the various methods of costing in different industries have been discussed at length.</li><li>❖ Different components of cost that are used in numerous business transactions, different types of costing such as marginal, standard, variance budgeting required for analyzing and interpretation of financial statements.</li></ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"><li>1. Identify the various elements of Cost Accounting and Management Accounting.</li><li>2. Apply and calculate the cost of material, labor, and overheads, to interpret the application of cost in real world for service and trading Sector.</li><li>3. Prepare, solve, and reconcile the basic concepts of budget and marginal costing.</li><li>4. Apply the various standards costing techniques to improve managerial decision - making.</li><li>5. Demonstrate the modern era accounting such as responsibility accounting.</li><li>6. Analyze and interpret the financial statements.</li></ol>		

<p><b>Module I: Introduction to Cost &amp; Management Accounting</b></p> <p>Meaning, nature and scope of Management accounting, Role of management accountant, Tools and techniques of management accounting, Distinction between financial accounting, cost accounting and management accounting. Direct vs. Indirect cost, Fixed vs. Variable Cost, Activity Based Costing concept, Job Order Cost Systems, Process Cost System, Normal Loss &amp; Abnormal Loss, Joint Product and By Products, Relevant Cost and Differential Cost.</p> <p>Accounting information and managerial decision making: Basic Cost Terms and Concepts, Tools and techniques of management accounting, Cost concepts objectives of costing system, Cost classification establishing costing system, Relevant Cost, Statement of Cost, Cost Concepts and Classification of costs, Elements of Cost.</p>	<b>15</b>	<b>1</b>
<p><b>Module II: Components of Cost</b></p> <p>Material cost: Purchase procedures, Store keeping and inventory control, Fixing Of minimum, maximum and re-order levels, ABC analysis, Pricing of receipts and Issue of material and accounting thereof, Investigation and corrective steps for Stock discrepancies, Accounting and control of wastage, Spoilage and defectives.</p> <p>Labour cost: Classification of labor costs, Payroll procedures, Labor analysis, Monetary and non-monetary incentive schemes, Measurement of labor efficiency and productivity, Labor turnover and remedial measures, Treatment of idle time and overtime.</p> <p>Overheads: Nature, classification, collection, allocation, apportionment, absorption and control of overheads, Allocation, apportionment, re-apportionment and absorption of overhead costs. Cost Accounting Standards, Inventory Management, Cost Audit, Activity Based Costing, Application of Costing concepts in the Service and Trading Sector.</p>	<b>15</b>	<b>1</b>
<p><b>Module III : Marginal Costing, Standard Costing, Variance Analysis &amp; Budgeting</b></p> <p>Marginal Costing: Break Even Analysis, Cost - Volume - Profit Analysis, Managerial Application of CVP Analysis and cost:- decision making, BEP Charts, P/V Charts, Cash B.E.P charts and</p>	<b>15</b>	<b>1</b>

<p>decision-making, simulated BEP analysis, Marginal costing and decisions regarding product mix, make or buy decisions, and dropping of product. Application of BEP in decision making.</p> <p>Standard Costing and variance analysis: Types of standards, determination of standards, variance analysis disposal and reporting of variances to management. Manufacturing standards for material, labor, and overhead. Price/rate and usage/efficiency variances for materials, labor and overhead. Further subdivision of total usage/efficiency variances into mix and yield components. Fixed overhead variances. Interpretation, interrelationship, significance and application of these variances.</p> <p>Budgeting: Budget Concepts and preparation of fixed and flexible budgets, Time series analysis including moving totals and averages, treatment of seasonality. Fixed, variable, semi-variable and activity-based categorizations of cost and their application in projecting financial results. Unit Budgetary control – preparation of various types of budgets, advantages and limitations, budgetary control reports to management.</p>		
<p><b>Module IV: Responsibility Accounting &amp; Analysis and Interpretation of Financial Statements</b></p> <p>Responsibility accounting: basic principles, centers of control, responsibility reporting, implementation, organizational aspects &amp; benefits and Responsibility centers: Cost center, profit center and investment center. Transfer pricing: profit as a measure of performance: transfer pricing methods, benefits of transfer pricing: international transfer pricing.</p> <p>Analysis and interpretation of financial statements: nature, objectives, types and tools of financial statement analysis. Cash flow statements and fund flow statement: classification preparation and usefulness. Operating ratios: interpretation and analysis.</p>	15	1
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Lall, B.M. and I.C. Jain, Cost Accounting: Principles and Practice, Prentice Hall, New DELHI.</li> <li>2. Homgren, Charles T., George Foster and Srikant M. Dallar, Cost Accounting: A Managerial Emphasis Prentice Hall, New Delhi.</li> <li>3. Anthony, Robert, Management Accounting, Tara pore – wale, Mumbai.</li> </ol>		

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| <ol style="list-style-type: none"><li>4. Homgren, Charles T., Gary L Sundem, and William D. Statton, An Introduction to Management Accounting, Prentice Hall, New Delhi.</li><li>5. Pandey, I.M. Management Accounting, VIKAS publications, New Delhi.</li><li>6. Horngren, Foster &amp; Datar, Cost Accounting: A Managerial Emphasis (Pearson).</li></ol> |
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**Course Title: Financial Management****Course Code: MBA4207****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The theory and practice of Corporate Finance in the light of agency problems and conflict of interest among corporations' stakeholders.</li> <li>❖ Various options for sourcing and utilization of funds and determination of risk associated in term of cost and benefits.</li> <li>❖ Capital Structure for the value maximization of the firm.</li> <li>❖ The key issues related to dividend policy and their implications for the value of the firm.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization.</li> <li>2. Understand the concept of risk and return and calculate future and annuity values.</li> <li>3. Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts.</li> <li>4. Understand and calculate Cost of Equity of companies.</li> <li>5. Understand how specific techniques and decision rules can be used to develop best capital structure for any organization.</li> <li>6. Understand the concept of leveraging and apply it to analyze profitability of companies.</li> <li>7. Understand the relevance of Dividend decision.</li> <li>8. Understand the concept and importance of Working Capital Management and use of derivatives.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>

<b>Module I: Introduction to Financial Management</b> Concept of Financial Management, Traditional Financial Management Vs Modern Financial Management, Functions of Financial Management, Objectives of financial Management Profit maximization vs. Wealth maximization, Methods of Financial Management. Time Value of Money.	<b>15</b>	<b>1</b>
<b>Module II: Investment Decisions (Long Term &amp; Short Term)</b> Appraisal of project, Concept of Capital Budgeting: Process & Techniques of Capital Budgeting and its applications. Risk and Uncertainty in Capital Budgeting. Overview of Working Capital Decision: Concept, Components, factors affecting working capital requirement.	<b>15</b>	<b>1</b>
<b>Module III: Financial Decisions&amp; Capital Structure Decision</b> Leverage Analysis: financial, operating and combined leverage along with implications. EBIT-EPS Analysis & Indifference Points. Long-term sources of finance, Valuation of equity shares, Preference shares, debentures and bonds. Cost of Capital, Cost of equity & Preference shares, Debentures, Retained earnings, Weighted average cost of capital and its implication. Concept and Approaches of Capital Structure decision: NI, NOI, Traditional and Modigliani Miller Approach.	<b>15</b>	<b>1</b>
<b>Module IV: Dividend Decisions and Derivatives</b> Dividend Decision: Concept of retained earnings and plough back of profits. Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model, Factors affecting dividend decision. Derivatives: Concept of Options & Futures, uses of derivatives.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Pandey I M, Financial Management, 9th Ed, Vikas, 2004.</li> <li>2. Van Horne, Financial Management and Policy, 12th Ed, Pearson Education, 2003.</li> <li>3. Knott G , Financial Management , Palgrave, 2004.</li> </ol>		

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| <ol style="list-style-type: none"><li>4. Khan and Jain, Financial Management, 3rd Ed, Tata McGraw Hill.</li><li>5. R P Rustagi , Financial Management, 2nd revised ed, Galgotia, 2000.</li><li>6. Damodaran , Corporate Finance –Theory &amp; Practice, Wiley, 1st Ed.</li></ol> |
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**Course Title: Managing Human Resources****Course Code: MBA4208****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with</p> <ul style="list-style-type: none"> <li>❖ The nature and scope of human resource management, its strategic role in today's increasingly complex workplace.</li> <li>❖ The system of metrics to evaluate human resources, performance and career management concepts, concept of e-HR</li> <li>❖ The concept and process of recruitment and selection, training &amp; development</li> <li>❖ The various forms of compensation and how to develop various pay plans</li> <li>❖ Concept of Labor and Management and their role in Organization System</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Explain what human resource management is and discuss the important trends influencing HRM</li> <li>2. List steps in recruitment and selection process, appropriately apply the HR forecasting techniques, explain the concept of career and succession planning,</li> <li>3. Use accounting and audit techniques to evaluate HR.</li> <li>4. Summarize the purpose and process of training &amp; development</li> <li>5. List factors determining pay rates, explain the difference between competency-based and tradition pay plans</li> <li>6. Describe the concept and evolution of IR and exhibit the knowledge of various issues governing labour-management relations.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I : Introduction</b>		<b>15</b>	<b>1</b>

<p>Meaning, nature, and scope of HRM, HRM functions and objectives, HRM environment: internal and external, HRM models, Organizing of HR department, Personnel policies and principles.</p> <p>Strategic HRM: Nature of strategies and strategic, Environmental scanning, strategy formulation, implementation and evaluation, Characteristic of high performance organization, and Strategic role of HRM.</p>		
<p><b>Module II :HR Planning, Recruitment and Placement</b></p> <p>HR Planning: definition, purpose, importance of HRP, factors affecting HRP, the planning process, HR demand models-managerial judgment, ratio-trend analysis, Delphi technique, HR supply models-Replacement Analysis, Markov Models, requisite for successful HRP, barriers to HRP.</p> <p>Career and succession planning concepts, approaches and processes, career anchors</p> <p>HR Metrics and Job design: measurement in HRM, HR accounting and audit, HR six sigma, nature of job analysis, methods of collecting job data , potential problem of job data , job design approaches , factors affecting job design,</p> <p>Recruitment and Selection: Recruitment policy, recruitment procedures, methods, and evaluation, purpose and importance, factors governing recruitment, nature, of selection, barriers to effective selection, selection in India , selection as a source of competitive advantage, orientation programme, requisite of an effective orientation programme, problems of orientation, typical orientation programme, placement. Promotion Transfer and Separation: Purpose, principle, and types of promotion, transfer: reason, and types, separation: lay off, resignation, dismissal, retrenchment and voluntary retirement schemes.</p> <p>HR Information System: Concept of e-HR</p>	15	1
<p><b>Module III: Training &amp; Development, Compensation &amp;Benefits</b></p> <p>Training and Development: Purpose, methods, of training and management development programmes, Inputs in training and development, Gaps in training, T&amp;D as a source of competitive</p>	15	1

<p>advantage, Process of training, effective training programme,</p> <p>Performance Management System: Defining Performance, Determinants of performance, Performance dimensions, Approaches to measuring performance, Objective &amp; Components of PMS. PMS process.</p> <p>Compensation and Benefits: Pay Model, Internal alignment, Job analysis, Evaluating work by job evaluation. Wage policy in India: minimum wage, fair wage and living wage, Person based structure, Defining competitiveness, Designing pay levels, Mix and pay structure, Employee contribution, Types of employee benefits, Fringe benefits, , The future of fringes, Prerequisite for an effective incentive system, Scope of incentive system scheme, Significance of incentive programme, Guidelines to make benefit programmes more effective.</p>		
<p><b>Module IV: Employee Relations</b></p> <p>Overview of IR: Conceptual Framework, Concept of Labor and Management and their role in Organization System, Nature, Objective &amp; Scope of Industrial Relations in India, Various approaches to Industrial Relation. Factors affecting IR &amp; Prerequisites of successful IR Programme, International Labor Organization (ILO) and its role in IR.</p> <p>Trade Union: Origin &amp; Concept of Trade Union, Concept &amp; Functional Role of Trade Union in Industrial Relations. Growth &amp; Problems of Trade Unions, Issue of IR in Modern Era: Technology</p> <p>Discipline and Grievance Procedures: Discipline, Misconduct, Employee Grievance Handling Procedure, Concept &amp; Management of Industrial Conflicts, Worker's Participation in Management, Concept, Objectives &amp; Process of Collective Bargaining, Wages &amp; IR, Concept &amp; Objectives of Standing Orders.</p>	<b>15</b>	<b>1</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 7th Ed.).</li> <li>2. Bohlander and Snell – Managing Human Resources (South Western College Pub)</li> </ol>		

3. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
4. Dessler – Human Resource Management (Prentice Hall, 10th Ed.)
5. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
6. Piyali Ghosh and Shefali Nandan, Industrial Relations and labour Laws, 1<sup>st</sup> Ed., McGraw Hill education
7. George T. Milkovich, Jerry M. Newman, C S Venkata Ratnam, Compensation, 9<sup>th</sup> Ed., McGraw Hill education.

**Course Title: Supply Chain Management****Course Code: MBA4301****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The critical elements of Logistics and Supply Chain Management processes.</li> <li>❖ Basic concept, philosophy &amp; objectives and recent issues of supply chain management.</li> <li>❖ Usage of inventory management models and IT tools in supply chain management.</li> <li>❖ Value addition in SCM and concept of demand chain management.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Identify the relevance, role and basic concepts of supply chain management, various value flows and key issues in supply chain management</li> <li>2. Describe logistic management, different models including distribution and warehouse management.</li> <li>3. Develop ability to understand purchase policies and various vendor management techniques.</li> <li>4. Calculate various costs associated with inventory, EOQ, buffer stock, lead time etc.</li> <li>5. Apply various techniques of inventory management.</li> <li>6. Illustrate the role of IT in supply chain management and Customer relationship management.</li> <li>7. Conceptualize themselves with various concepts like benchmarking, outsourcing and demand chain management.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I: Introduction to Supply Chain Management</b> Basic Concept, Philosophy & Objectives of Supply Chain Management, Essential features of Supply Chain Management,		<b>15</b>	<b>1</b>

Cycle view of SCM, Various flows like cash, value and information in SC, Pull & Push system, Supply chain Drivers & Obstacles, Key Issues in SCM and Benefits. Discuss case-examples of SCM		
<b>Module II: Logistics Management, Purchase and Vendor Management</b>  Logistics Management: Logistics as part of SCM, Logistics costs, Different models, Logistics sub-system, Inbound and outbound logistics, Bullwhip effect in logistics. Reverse Logistics.  Distribution and warehousing management, Cross docking, Milk-run, Super stores. Discuss Case of Mumbai's Dabbawallah  Purchase & Vendor management: Centralized and Decentralized purchasing, Functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, Single vendor concept.	<b>15</b>	<b>1</b>
<b>Module III: Inventory Management</b>  Concept of Inventory Management, Various costs associated with inventory, Various EOQ models, Buffer stock (trade- off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, Exercises –numerical problem solving, ABC, SDE / VED Analysis, Just-In-Time & Kanban System.	<b>15</b>	<b>1</b>
<b>Module IV: Recent Issues in SCM</b>  Role of Computer & IT in Supply Chain Management, CRM Vs SCM, Bench-marking concept: Features and Implementation,  Outsourcing basic concept, 3 PL, 4 PL,  Value Addition in SCM, Concept of demand chain management.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)</li> <li>2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)</li> <li>3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).</li> </ol>		

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| <ol style="list-style-type: none"><li>4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)</li><li>5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)</li><li>6. Ballou, Ronald H: Supply Chain Management: Pearson Education</li></ol> |
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**Course Title: Strategic Management****Course Code: MBA4302****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with</p> <ul style="list-style-type: none"> <li>❖ The major initiatives taken by a company's top management on behalf of owners, involving resources and performance in internal and external environments.</li> <li>❖ The core concepts, frameworks, and techniques of strategic management, which will allow students to understand what managers, must do to make an organization – be it a for-profit or a non-profit one – to achieve higher performance.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the basic concepts of strategic management and its application.</li> <li>2. Illustrate the various role of strategy in business organisation.</li> <li>3. Explain company's mission and vision with certain criteria's and describes the factors in the remote environment.</li> <li>4. Evaluate various corporate strategies for environmental auditing.</li> <li>5. Apply different perspectives for making meaningful comparison to assess a firm's internal strengths and weaknesses.</li> <li>6. Explain the grand strategies that decision makers use as building blocks in forming their company's competitive plan.</li> </ol>		
<b>Module I: Introduction to Strategic Management</b> Strategic Management-: Definition, Scope and Importance. Evolution of Strategic Management, Difference between Business Policy and Strategic Management. Basic Model of Strategic		<b>15</b>	<b>1</b>



<p>Management (Strategic Intent) - Mission, Vision and Objectives. Conceptual Framework- Policy, Strategy and Tactics Strategic Decision Making- Dimensions and Levels. Strategic Budget and Audit. Strategic Information System.</p> <p>Impact of globalization, Impact of Internet and E-Commerce on Strategic Management.</p>		
<p><b>Module II: Environmental Scanning and Internal Analysis</b></p> <p>Environmental Scanning: Concept, Factors of Environmental Scanning- Politico-legal, Technological, Socio-cultural, International and Competitive Environment. ETOP Study, Industry Analysis, Competitive Intelligence.</p> <p>Organizational Analysis: Concept, Internal Analysis: Resource based approach, Value-Chain Approach, Scanning Functional Resources. OCP, SAP Scanning Core competency, Competitive Advantage. SWOT Analysis, TOWS Matrix.</p>	<b>15</b>	<b>1</b>
<p><b>Module III: Types of Strategies and Strategy formulation</b></p> <p>Corporate Strategies: Stability Strategy, Growth/ Expansion-Diversification, Mergers &amp;Acquisitions, Joint Venture, Strategic Alliances. Retrenchment &amp; Combination Strategy-Corporate Restructuring,</p> <p>Business Strategies -Generic Business Strategies. Cost Leadership Strategy, Differentiation Strategy, Focus Strategy. Competitive Gaming</p> <p>Strategic Choice: Strategic Positioning and Portfolio Analysis-BCG Model, GE 9 Cell, Porters 5 Force Model and Porters Diamond Model.</p>	<b>15</b>	<b>1</b>
<p><b>Module IV: Strategic Implementation&amp; Control</b></p> <p>McKinsey's7S Model, Strategy Implementation through Structure, Strategy Implementation through Behaviour, Implementation through Human Resource Management, Strategy Implementation through Marketing, Strategy Implementation through Financial Policies , Strategy Implementation through Production/ operations Policies, Strategy Implementation through values and ethics.</p> <p>Strategic Control: Concept, Criteria and control techniques.</p>	<b>15</b>	<b>1</b>

<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)</li><li>2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)</li><li>3. Wheelen Thomas L., Hunger J. David and RangaragjanKrish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.)</li></ol>		

**Course Title: International Business****Course Code: MBA4303****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with</p> <ul style="list-style-type: none"> <li>❖ The domains of knowledge in the area of international.</li> <li>❖ Complex nature of international trade and business activities.</li> <li>❖ Economic, geographical, historical, legal and political factors that make international business significantly different from domestic business activities.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand Global Business and how to analyse the business environment of a foreign market.</li> <li>2. Identify the business opportunities and provide action-oriented plans to maximize opportunities that arise.</li> <li>3. Evaluate various entry strategies and co-ordinate the firm and the foreign market, in choosing between these strategies.</li> <li>4. Analyze the practical aspects of international institutions.</li> <li>5. Obtain knowledge about international business environments and cross-cultural differences.</li> <li>6. Identify and analyze major international business environment factors.</li> <li>7. Formulate adaptation strategies and design implementation plans in international business contexts.</li> </ol>		
<b>Module I: Introduction to International Business</b>  Meaning, nature and significance of international Business, Drivers of International Business, Players in international business, MNC benefits and problems to host country and home country, Globalization, Strategies in globalization, Challenges of international business.		<b>15</b>	<b>1</b>

<b>Module II: International Business Theories and Trade policy</b> Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory, Instruments of Trade Policy: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.	<b>15</b>	<b>1</b>
<b>Module III: International Institutions</b> UNCTAD, Its Basic Principles and Major Achievements, World Bank, IMF, Role of IMF for developing countries in recent years and origin of AIIB, NDB, ADB, IBRD, Features of IBRD.GATT, WTO, Role and Advantages of WTO with special focus on India.	<b>15</b>	<b>1</b>
<b>Module IV: World Market Environment and Foreign Market Entry strategies</b> Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing and World Market Environment. Political Environment: Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk. Legal Environment: Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Counterfeiting, Gray Market. Cultural Environment: Culture and its Characteristics, Influence of Culture on Consumption, Thinking, Communication Process and Cultural Universals. Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions, Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Agarwal Raj - International Trade (Excel, 1st Ed.)</li> <li>2. Hill C.W. - International Business (TMH, 5th Ed.)</li> <li>3. Onkvisit .S, Shaw.J - International Marketing (Pearson, 3rd Ed.)</li> </ol>		

**Course Title: Entrepreneurship Development****Course Code: MBA4401****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The concept of entrepreneurship by analysing the nature, process, barriers, stages and opportunities available.</li> <li>❖ The scope and methods of international entrepreneurship,</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Define entrepreneur, Entrepreneurial motivation, stages and the skills required to be a successful entrepreneur.</li> <li>2. Describe examples of entrepreneurial business and actual practice, both successful &amp; unsuccessful and explain the role &amp; significance of entrepreneurship as a career, in the firm and in society.</li> <li>3. Explain the theories that will help students to illustrate the process of creativity and entrepreneurial plans. (With the help of case study and suitable examples).</li> <li>4. Describe the various stages faced by an entrepreneur.</li> <li>5. Prepare project report and present business plan to prospective investors.</li> <li>6. Demonstrate the opportunities and institutional support for new ventures available with examples from real world.</li> <li>7. Analyse the sources of finance available for an entrepreneur.</li> <li>8. Identify the opportunities available internationally.</li> </ol>		
<b>Module I: Introduction to Entrepreneurship</b> Definition of Entrepreneur, Characteristics of an Entrepreneur, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneur, Role of Entrepreneurs in		<b>15</b>	<b>1</b>

<p>economic development. Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs.</p> <p>Concept of Entrepreneurship, Theories of Entrepreneurship, Internal and External Factors influencing entrepreneurship, Stages in entrepreneurial process, Development of Entrepreneurship in India. Role of Woman entrepreneur.</p>		
<p><b>Module II: Creativity and Entrepreneurial Plan</b></p> <p>Creativity: Creative Performance, Creative Problem Solving: Heuristics, Brainstorming, Synaptic, Value Analysis.</p> <p>Entrepreneurial Plan: Idea Generation, Screening and Project Identification. Feasibility Analysis: Economic, Marketing, Financial and Technical. Project Report</p> <p>Project Implementation: Evaluation, Monitoring and Control.</p>	<b>15</b>	<b>1</b>
<p><b>Module III: Sources of finance and Institutional Support</b></p> <p>Debt or equity financing, Role of Commercial Banks, Venture Capital: Nature and Overview of venture capital, Venture capital process, Locating venture capitalists.</p> <p>Institutional support for new ventures, Supporting Organizations, Incentives and facilities, Financial Institutions. Small scale Industries, Govt. Policies for SSIs.</p>	<b>15</b>	<b>1</b>
<p><b>Module IV: International Entrepreneurship Opportunities</b></p> <p>International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestics' entrepreneurship, Stages of economic development.</p>	<b>15</b>	<b>1</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. S.S. Khanka, Entrepreneurial Development, S. Chand</li> <li>2. Sangeeta Sharma, Entrepreneurship Development, PHI Learning</li> <li>3. Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House</li> <li>4. Bridge S et al- Understanding Enterprise: Entrepreneurship &amp; Small Business (Palgrave, 2003)</li> </ol>		

**Course Title: Corporate Governance, Values & Ethics****Course Code: MBA4402****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ In depth knowledge of corporate governance and the need for business ethics to ensure sustained business growth &amp; stability.</li> <li>❖ Analysis and study of corporate values &amp; ethics and their critical understanding of impact &amp; importance in Business.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Illustrate the importance of corporate values and governance.</li> <li>2. Analyze the role of SEBI for corporate disclosure and investor protection in India.</li> <li>3. Develop conceptual skills of the value system, corporate governance and traditional approach so that student can relate to other aspects of the organization.</li> <li>4. Critical analysis and principles of ethics by demonstrating a critical understanding of the importance of business ethics in corporate.</li> <li>5. Reconcile the value system based on Indian scriptures and tradition.</li> <li>6. Comprehend &amp; analysis of Intellectual property rights, application of IPR.</li> <li>7. Critical analysis and principles of corporate social responsibility. CSR in Indian scenario.</li> </ol>		
<b>Module I: Introduction to Corporate Governance &amp; Investor Protection:</b>  Basics of Corporate Governance, Need of corporate governance, Evolution of Corporate Governance system worldwide, Corporate Governance in India, Corporate Governance Issues, Code of Corporate Practices, Role of SEBI on Corporate Disclosure & Investor Protection in India. Relevant case studies must be		<b>15</b>	<b>1</b>

discussed e.g. Enron Scandal, Satyam Scandal, Insider trading scandal like Raj Rajaratnam & Rajat Gupta.		
<b>Module II: Board of Directors, CSR &amp; IPR</b> Board of Directors, Types of Directors & composition of Board, Role of Board (BoD) in Corporate Governance, Corporate Social Responsibility, Need and significance of CSR, Growth and sustainability with CSR, Laws and regulations related to CSR, Corporate Social Reporting, Laws & regulations relating to Corporate social reporting.	<b>15</b>	<b>1</b>
<b>Module III: Values-impact on Business</b> Values and their characteristics, Types of Values, Values and Behavior, Developing value system in Organizations. Indian Value System and Values, Management lessons from Indian scriptures and traditions namely Geeta, Ramayana, Mahabharata, Upanishads and Vedas, Bible and Quran.	<b>15</b>	<b>1</b>
<b>Module IV: Ethical-impact on Business</b> Business Ethics, Features of Ethics, Ethical theories and approaches, Ethical Issues in Capitalism and market systems, Ethics and social responsibility. Ethical issues in functional areas of marketing, finance, human resource and Information Technology, with Discussions related contemporary Business cases.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)</li> <li>2. Laura P Hartman AbhaChatterjee - Business Ethics (Tata McGraw Hill, 2007)</li> <li>3. S.K. Bhatia - Business Ethics and Managerial Values (Deep &amp; Deep Publications Pvt.Ltd, 2000)</li> <li>4. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)</li> <li>5. NeeruDr.Vasishtha – Business Ethics &amp; Values-Taxmann's II ed.</li> </ol>		



**ELECTIVE COURSES****Course Title: Leadership & Team Building****Course Code: MBAHR401****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ In-depth knowledge of leadership, team and team-building .</li> <li>❖ The various leadership theories &amp; styles</li> <li>❖ Changing paradigm of leadership in organizations</li> <li>❖ With the knowledge of team and group processes.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Analyze leadership concept, styles and theories of leadership and new approaches of leadership.</li> <li>2. Comprehend a clear role of effective leadership for organizational development.</li> <li>3. Reconcile Leadership skills and effective leadership for optimum use of human resources.</li> <li>4. Get an idea towards Group and Team and their role in achievement of organizational objectives.</li> <li>5. Develop effective models of team building for effective organizational functioning.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I: Leadership</b>  Leadership: Meaning, Concepts & Myths about Leadership, importance of leadership for organizational development, Interaction among Leader, Follower and situation, Leadership Development through experience, education & training, Power & Leadership, Understanding and influencing follower motivation & Satisfaction, Characteristics of situations, Leadership & Values, Leading across Culture, Personality traits & Leadership.		<b>15</b>	<b>1</b>

<b>Module II: Theories, Leadership &amp; Change</b> Trait theories: Managerial Grid, Contingency Theories: Heresy and Blanchard's situational theory, Attribution Theory of leadership, Visionary leadership, Leadership styles, Leadership & Change: Rationale approach to organizational change, Emotional approach to organizational change: Charismatic & Transformational Leadership, Transactional versus transformational leadership.	<b>15</b>	<b>1</b>
<b>Module III: Leadership Skills</b> Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams, Team learning and appreciative inquiry, Basic premises about leadership effectiveness, Nature of Executive leadership, Patterns of leadership effectiveness.	<b>15</b>	<b>1</b>
<b>Module IV: Groups, Teams and Their Leadership</b> Groups: Nature, Group Size, Stages of Group Development, Group Roles, Group Norms & Group Cohesion. Teams, Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness, Leadership Model, Team Members roles, Benefits of Teams, Team building issues, Motives of team building, Team development process, Stages of team development, Team vision, Team building, Skills useful in Team building, Contemporary issues in managing teams, Life Cycle of a team, Team Cohesiveness, Team in organizations, Team work for effective organizational functioning, Team Leadership and Facilitator, Natural Leaders, Team leaders qualities, Leadership in operation, Dimensions of leadership, The team facilitation process, Role, Responsibilities & Skills of facilitators.	<b>15</b>	<b>1</b>

**Suggested Readings:**

1. Hughes, Ginnett, Curphy - Leadership, Enhancing the Lessons of Experience (Tata McGraw Hill, 5th Ed.).
2. Haldar, U.K.- Leadership & Team Building, 2<sup>nd</sup> Edition, Oxford University Press
3. Yukl G - Leadership in Organizations (Pearson, 6th Ed.).
4. West Michael - Effective Team Work (Excel Books, 1st Ed.).
5. Sadler Philip - Leadership (Crest Publishing House).

**Course Title: Strategic Human Resource Planning****Course Code: MBAHR402****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ understanding of the essential elements of human resource planning in an organization.</li> <li>❖ The process of Linking HR planning to strategic planning</li> <li>❖ The concept of productivity and Work study methods</li> <li>❖ Quantitative as well as qualitative techniques of forecasting HR demand and supply.</li> <li>❖ The role of job analysis, succession planning, career management the human resource planning context.</li> <li>❖ The concept of HR accounting and audit, Understanding of the Strategic Dynamics of Mergers &amp; Acquisitions</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate an understanding of the nature and importance of HR planning and its implications for both short-term and long-term workforce planning in an organization.</li> <li>2. Understand the importance of aligning HR practices with organizational strategy.</li> <li>3. Assess and adapt the traditional and contemporary techniques for forecasting HR demand and supply in an organization.</li> <li>4. Demonstrate the ability to analyze the role of cultural management in workforce planning.</li> <li>5. Evaluate the basics of job analysis and develop a model for hurdle free selection.</li> <li>6. Apply various methods in valuation of human resources and human resource audit as a diagnostic tool to gauge the current status of people in an organization.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>

	7. Critically evaluate the strategic dynamics of Merger & Acquisition and the human resource issues involved in it.		
<b>Module I : Introduction</b> Introduction of HRP, Activities and steps involved in HR planning, Business plan and factors influencing requirements of Human Resources, Linking HR planning to strategic planning, Aligning HR Strategy to Business Strategy, HR effectiveness, Role of HRP Manager, Productivity of people, Work study.		<b>15</b>	<b>1</b>
<b>Module II: Ascertain HR Demand and Supply</b> Manpower profiling and competency profiling, Manpower planning at macro level, Forecasting HR needs, Forecasting models and applications, Determining HR demand, Ascertain HR supply: Replacement Analysis, Markov Models, Career/ succession planning, Advanced Manpower Planning - Use and Applicability of Statistical and Mathematical Models in Manpower Planning namely Cohort Analysis & Census Analysis, Impact of HRMS on HR planning, HR outsourcing.		<b>15</b>	<b>1</b>
<b>Module III: Job Analysis, Recruitment and Selection Measurement</b> Issues in recruitment and selection, Vocational choice, Fitment & careers, career anchors, Employee career management. Job analysis: Applications & Employer branding. Selection Measurement: basic concepts, types, applications, Interviewing skills, Assessment and development centers, Best practices in recruitment.		<b>15</b>	<b>1</b>
<b>Module IV: Mergers and Acquisitions</b> Concept of HR accounting and audit, Understanding the Strategic Dynamics of Mergers & Acquisitions, Cultural issues in mergers, HR issues in M&As, HR Role in Managing M&A, HR Competencies in Managing M&A, Recent Trends in HR Planning.		<b>15</b>	<b>1</b>
<b>Suggested Readings:</b>			

1. Monica Belcourt- Kenneth J.M'cDey, Strategic human resource planning (Learning Inc.).
2. Dipak Kumar Bhattacharyya, Human resource planning, 3<sup>rd</sup> edition, Excel Books.
3. Lewis R. Aiken, Garry Growth, Marnut - Psychological Testing and Assessment (Pearson).
4. Lilly M. Berry- Employee Selection (Cengage Learning Inc.).

**Course Title: Industrial Relation & Labour Legislations****Course Code: MBAHR403****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ The conceptual framework of Industrial Relations</li> <li>❖ The Indian Labour legislations</li> <li>❖ The understanding of Laws Related to Employee's Benefits &amp; Welfare</li> <li>❖ Understanding of Social Security Laws</li> </ul>		
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Demonstrate the knowledge of Industrial Relation framework</li> <li>2. To use Collective Bargaining and Grievance Redressal Mechanisms</li> <li>3. Gain understanding of the importance of employee relations within the perspective of Industrial Relation</li> <li>4. To interpret and implement the Labour Laws related to social security within the organization</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I: Introduction to Industrial Relations and its various Concepts-</b>  <b>Industrial Relation:</b> Introduction and Importance, Aspects of Industrial Relations, Emerging challenges of IR in India; Collective Bargaining: Significance, types & procedure of Collective bargaining; Grievance Handling in IR: Grievance Settlement Procedure; Employee Participation and Empowerment: Objectives, Advantages, Employee Participation in India, Methods of Participation, Case Studies		<b>15</b>	<b>1</b>

<p>Industrial Employment (Standing Orders) Act, 1946: Meaning and rationale of standing orders, Salient features of the Act, Key definitions under the Act, Rights &amp; liabilities of employers &amp; employees under Standing Orders Act.</p> <p>The Contract Labor (Reg. and Abolition) Act 1970: Objects, Salient features, Definitions, Registration of establishments, Licensing of contractors, Welfare Provisions, Payment of wages to contract workers, Rights/duties of employers and employees, Obligations and rights of employers and employees under the act. Contract of Employment: Duties of employers and employees towards each other</p>		
<p><b>Module II: The Trade Unions Act, 1926 and Industrial Disputes Act, 1947</b></p> <p>The Trade Unions Act, 1926: Association rights before the Trade Unions Act, Logic of union formation, major aspects of the Trade Unions Act, Salient features of the TU Act, Definition of trade union, workman, and trade dispute, Registration of unions &amp; its effect; cancellation of registration, Rights &amp; liabilities of a registered Trade Union</p> <p><b>Industrial Disputes Act, 1947:</b> Objectives of the IDA, salient features of the IDA, Difference between conciliation, administration, adjudication, and arbitration, Concept of voluntary arbitration, Procedure for refereeing to arbitration, Definition of award, Operation of settlement &amp; award, Forms of report &amp; award, Commencement of award, Disciplinary action and its judicial review, Strikes and Lockouts, Layoff, retrenchment, closure— Administration of the Act—Rights and duties of employers/employees— Compensation payable— Permission provisions.</p> <p>Miscellaneous provisions of the IDA Sections 9-A, 9-B, 11-A, 17-B, 29, 33, 33-A 33 C (2), 34, 36. The Child Labour (Prohibition &amp; Regulation) Act, 1986-Scope and Objects of the Act, Prohibition of employment of children in certain occupations and processes, Regulation of conditions of work of children</p>	15	1
	15	1



<p><b>Module III: Industrial Laws Related to Employee's Benefits &amp; Welfare</b></p> <p>The Apprentices Act, 1961: Object of the Act, Contract of Apprenticeship, Novation of Contract of Apprenticeship, Period of training, Termination of Contract of Apprenticeship, Obligation of Employers, Obligation of Apprentice, Payment to Apprentice, Employers' Liability, Apprentices, Health, safety, working hours and etc.</p> <p>Shops and Establishments Act, 1953: Object of the Act, Registration of Establishment, Working Hours, Interval of Rest and Spread over etc, Employment of Children and Young Persons, Leave with Wages, Wages, Notice of Discharge and Dismissal.</p> <p>The Employees' Provident Funds and Miscellaneous Provisions Act, 1952: Exempted Establishments, Employee Family Pension Scheme, Employees' Deposit Linked Insurance Scheme,</p> <p>The Employees' State Insurance Act, 1948: Provision of Medical Treatment by State Government, Penalties.</p> <p>The Factories Act, 1948: Important definitions of Factory, Manufacturing Process, Occupier, Health, Safety, Provisions relating to Hazardous Processes, Welfare, Working Hours of Adults, Employment of Young Persons Annual Leave with Wages, Important Case Laws decided by the Apex Court.</p>		
<p><b>Module IV: Industrial Laws Related to Social Security</b></p> <p>The Minimum Wages Act, 1948, The Payment of Wages Act, 1936: Concept of wages, permissible Deduction, Important Case Laws decided by the Apex Court, The Maternity Benefit Act, 1961: Objective, applicability, conditions for claiming benefits, types of benefits in different cases, penalty for contravention of act.</p> <p>Payment of Gratuity Act, 1972: Objective, Compulsory Insurance of Employer's Liability for Gratuity, Recovery of Gratuity, Cognizance of Offence, Protection of Gratuity against Attachment.</p> <p>The Workmen's Compensation Act, 1923: Objective of the Act Definitions- Employer's liability for compensation, Amount of compensation, Procedure for compensation.</p> <p>The Payment of Bonus Act, 1965: Computation of Gross Profit and Available Surplus Disqualification for Bonus, Payment of</p>	15	1

Minimum / Maximum Bonus, Set-on and Set-off of Allocable Surplus, Reference of Disputes under the Act, Penalty Special Provision with respect to Payment of Bonus Linked with Production or Productivity.		
<b>Suggested Readings:</b>  <ol style="list-style-type: none"><li>1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.).</li><li>2. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1st Ed.).</li><li>3. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.).</li><li>4. Mishra S. N., "Labour &amp; Industrial Laws", Central Law Publications</li><li>5. Taxmann (2009) "Labour Laws", Taxmann Allied Services Pvt. Ltd.</li><li>6. Sahoo D. P., "Employee Relations Management - Texts and Cases" (Sage Publication)</li><li>7. Monappa Arun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi, 2007.</li><li>8. Sinha, P.R.N., Sinha, InduBala and Shekhar, Seema Priyadarshini (2004), "Industrial Relations, Trade Unions and Labour Legislation", Pearso Education, New Delhi.</li></ol>		

**Course Title: Organization Planning & Design****Course Code: MBAHR407****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The view that in a competitive environment, a business organization's success depends very much on careful acquisition and deployment of productive assets i.e. employee competencies and commitments.</li> <li>❖ The most contemporary and up-to-date account of how the changing environment affects the way managers design and change organizational structure to increase organizational effectiveness.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the most contemporary and up-to-date account of how the changing environment affects the way managers design and change organizational structure to increase organizational effectiveness.</li> <li>2. Apply the theoretical organizational theories and concepts to "work smarter" and increase performance.</li> <li>3. Develop understanding of the strategic and organizational challenges that confronts managers.</li> <li>4. Interpret how the design challenges can be met by implementing new forms of organizational structure by using the most suitable techniques and practices.</li> <li>5. Develop an understanding of the vital role played by ethics in pursuing the organizational goals leading to long-run organizational effectiveness.</li> <li>6. Analyze how global expansion strategies allow an organization to seek new opportunities to take advantage of its core</li> </ol>		

	<p>competencies to create value for stakeholders.</p> <p>7. Recommend the ways in which the challenges of the organization structure must be addressed simultaneously if a high performing organizational structure is to be created.</p>		
<b>Module I: Introduction</b> <p>Organization: Nature &amp; Scope, various definitions, components &amp; structure of organization, Evolution of Organization theory. Organizational Theories, Definition of Organizational Effectiveness, Importance &amp; approaches to organizational Effectiveness: the goal attainment approach, the system approach, the strategic approach.</p>		<b>15</b>	<b>1</b>
<b>Module II: Organizational Structure</b> <p>Design and configurations of organization, Basic challenges of Organizational design, Differentiation Structures, Integration Structures, Centralization Structures, Decentralization Structures, Standardization Structures, Mutual adjustment Structures, Mechanistic Structures, Organic Structures, Technological and Environmental Impacts on Design, Importance of Design, Success and Failures in design, Implications for Managers, Design of organization and elements in their internal situation, Authority and control, Specialization and coordination, Organizational design and strategy in a changing global environment, Organizational design competencies and technology.</p>		<b>15</b>	<b>1</b>
<b>Module III: Power, Politics, Conflict and Culture</b> <p>Managing Power, politics and conflict, Organizational culture, Strong and Weak Cultures, Types of Cultures, Importance of Culture, Creating and Sustaining Culture, Culture and Strategy, Implications for practicing Managers.</p>		<b>15</b>	<b>1</b>
<b>Module IV: Change Management</b> <p>Meaning, Forces for Change, Resistance to Change, Types and forms of change, Evolutionary and Revolutionary change, Change process, Organization Development, HR functions and Strategic Change Management, Implications for practicing Managers,</p>		<b>15</b>	<b>1</b>

Organizational life cycle, Models of transformation, Models of Organizational Decision making, Organizational Learning, Innovation, Entrepreneurship and Creativity HR implications.		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Gareth R. Jones, 'Organisational Theory, Design &amp; Change', Pearson Education, 2004.</li><li>2. Madhukar Shukla, 'Understanding Organisations – Organisational Theory &amp; Practice in India', Prentice Hall of India, 2005.</li><li>3. Adrian Thorn Hill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.</li><li>4. Robbins, 'Organisation Theory: Structure Design &amp; Applications', Prentice Hall of India, 2005.</li></ol>		

**Course Title: Retention Management & Employees Engagement****Course Code: MBAHR408****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ A broad understanding of what is meant by employee retention &amp; employee engagement, including how it can be linked to and yet be distinguished from other related concepts.</li> <li>❖ Components of retention &amp; employee engagement and the processes through which high levels of engagement can be secured and sustained within an organization, with special reference to the comprehensive application of human resources (HR) policies, strategies and practices.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the concepts of retention, turnover &amp; employee engagement.</li> <li>2. Identify the reasons &amp; challenges involved in employee retention.</li> <li>3. Diagnose the problem of employee turnover &amp; devise the plan to retain the employees for the benefits of company.</li> <li>4. Identify the attributes of employee engagement &amp; managing employee engagement activities.</li> <li>5. Develop strategies for employee engagement for betterment of individual as well as organization.</li> <li>6. Assessing the global trends involved in employee engagement</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I : Introduction to Retention</b> Retention: Definitions, Nature & Importance of employee retention. Retention as a critical issue. Key elements of retention:		<b>15</b>	<b>1</b>

compensation, growth, environment, relationship & support. Challenges of employee retention & retention success mantras.		
<b>Module II : Employee Turnover &amp; Managing Retention</b> Employee Turnover: Meaning & Nature. Negative impact of turnover to the organization & individuals. Attrition rate, Turnover cost calculation, Attrition rate in different sector of India. Managing Retention: Key drivers to attract & retain employee, Retention strategies, Managers roles in Retention & Developing retention plan.	<b>15</b>	<b>1</b>
<b>Module III : Employee Engagement</b> Employee Engagement: Definitions & origin. Employee Engagement drivers. Types & attributes of Employee Engagement. Employee Engagement activities. Managing employee satisfaction.	<b>15</b>	<b>1</b>
<b>Module IV : Practices of Employee Engagement</b> Measuring Engagement & Strategies of Employee Engagement. Handling non-engaged employees. Employees Scheduling. Creating culture of Employee Engagement. Models of Employee Engagement & Trends in Global.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Managing Employee Retention: A Strategic Accountability Approach (Improving Human Performance), Jack J. Philips &amp; Adele O. Connell, Elsevier Butterworth Heinemann.</li> <li>2. Keeping Your Valuable Employees, Suzanne Dibble, Wiley &amp; Sons Inc.</li> <li>3. Employee Engagement, Debashish Sengupta, S. Ramadoss, Biztantra.</li> </ol>		

**Course Title: Compensation and Benefits****Course Code: MBAHR404****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"><li>❖ Conceptual framework of compensation and understanding of the nature of industrial employee's compensation package.</li><li>❖ Basic principles regulating different components and their role in the compensation package.</li></ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"><li>1. Understand basic compensation concepts and the context of compensation practice also Interpret the historical perspective on compensation and its various theories.</li><li>2. Explain the difference between strategic &amp; tactical compensation.</li><li>3. Analyze the various components of pay model and its various components.</li><li>4. Design characteristics of a pay structure, pay policy, design of pay grades and their relationships to internal worth and market value.</li><li>5. Explain the various kinds of employee services, paid time off, protection programs and the role of discretionary benefits in strategic compensation also they will understand the various kinds of incentives programs used by organizations.</li><li>6. Demonstrate and design performance appraisal instruments best suited for particular organizations and the impact of performance of trade unions on wage determination and its role.</li><li>7. Differentiate between the components of executive core compensation &amp; executive benefits..</li></ol>		



	8. Analyze the wage policy in India and will be aware & act according to the government regulations prevailing nationally.		
<b>Module I : Introduction to Compensation and Benefits</b> Role of compensation in organization, Economic and Behavioral theories related to compensation, Strategic perspectives of compensation, Compensation as motivational tool, Compensation policy, Pay Model, Internal alignment, Job analysis, Evaluating work by job evaluation.		<b>15</b>	<b>1</b>
<b>Module II : Competitiveness and Pay Structure</b> Person based structure, defining competitiveness, Designing pay levels, mix and pay structure, Employee contribution, Compensation differentials, Adminstrating compensation package.		<b>15</b>	<b>1</b>
<b>Module III : Components of Compensation Package</b> Understanding different components of compensation package like fringe benefits, incentives and retirement plans, Pay for performance plans, Employee benefits, Compensation of social group, Union role of wage and salary administration.		<b>15</b>	<b>1</b>
<b>Module IV : Compensation of Special Group</b> Compensation of special group: Corporate Directors, Chief Executives & Senior Managers, Components of executive compensation package, Compensation of professionals and knowledge workers, R&D staff, Sales compensation plan, International compensation, Statutory provisions governing different components of reward system, Working of different institutions related to reward system like wage boards, Pay commissions, Role of trade unions in compensation management, Tax planning.		<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill.</li> <li>2. Henderson, R.O., compensation Management, Pearson Education.</li> <li>3. Martocchio, J.J., Strategic Compensation, Pearson Education.</li> </ol>			

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| <ol style="list-style-type: none"><li>4. Armstong, M and Murlis H, Reward Management, Kogan Page, UK.</li><li>5. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi.</li></ol> |
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**Course Title: Human Resource Systems & Development****Course Code: MBAHR405****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The concept of HRD, its strategic role and importance in the organization</li> <li>❖ The planning and organizing of HRD system</li> <li>❖ Various human resource development interventions and their applications</li> <li>❖ The different phases of the training process</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Clearly understand the field of HRD- its evolution, needs and challenges.</li> <li>2. Distinguish between HRD interventions at macro and micro level.</li> <li>3. Identify suitable HRD mechanisms for improving the human processes in the organization at different levels.</li> <li>4. Devise HRD strategies in relation to the organization's HRD goals</li> <li>5. Develop the HRD system in an organization.</li> <li>6. Understand different types of HRD interventions and their applications</li> <li>7. Design and implement the training program in an organization</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I : Introduction</b> Introduction HRD: Concept, Overview, Objectives, Challenges,		<b>15</b>	<b>1</b>

Benefits of HRD, Evolution of HRD, HRD at Micro and Macro Level, HRD and HRM, Areas of HRD, HRD and Individual Role, Team and Organization Effectiveness, HRD mechanisms, Processes and outcomes, HRD Matrix,  HRD Strategies, HRD practices in some Indian organizations, Need for HRD in Indian Industries.		
<b>Module II : Planning and Organizing the HRD System</b>  Designing HR systems: Development and Administration of HRD Systems, Role of Line Managers in HRD, ,Various HRD Organizations, HRD Department: Functions, Features, Objectives and Essential Components, Trends of Issues in HRD, Task Analysis, Contextual Analysis, Activity Analysis, Task Delineation, Competency Analysis, Performance Analysis, Discrepancy Analysis, Job Analysis.	<b>15</b>	<b>1</b>
<b>Module III: Human Resource Development Applications</b>  Concept, Meaning & Objectives of HRD Interventions, types of HRD Interventions, HRD mechanisms, Processes and outcomes, HRD Matrix Determinants and Approaches to Personality Development, Stress and Coping, Improving Group Performance, Building Effective Teams, Managing Dissatisfaction, Concept and Process of Counselling and Mentoring, Management of Performance and Potential, Career management and Planning, Organizational Development, Rewards, Knowledge Management, Building Knowledge Management system for HRD.  HRD for Workers, HRD and Change Management, HRD Climate and Culture	<b>15</b>	<b>1</b>
<b>Module IV: Training and HRD</b>  Training and Employee Development, Training and HRD process: Training Needs Assessment, Designing, Implementation, Evaluation of training programme.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b>  1. Human resource development, P C. Tripathi, 3 <sup>rd</sup> edition, Sultanchandsons		

2. Randy L. DeSimone and Jon M. Werner, Human Resource Development, 6<sup>th</sup> Ed, Cengage
3. Udai Pareek and T. V. Rao, Designing and Managing Human Resource Systems, 3<sup>rd</sup> Ed, Oxford & IBH Publishing
4. TVRao, *Human resource development, Experiences, Interventions, Strategies*, Sage Publications

**Course Title: Strategic Human Resource Management****Course Code: MBAHR406****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The knowledge and skills that they can use to effectively manage human resources to achieve organizational goals by adopting a strategic approach to human resource management.</li> <li>❖ HR external environment and internal capabilities and develop strategies</li> <li>❖ Training &amp; Development, and Performance management strategies</li> </ul> <p>The Strategically oriented compensation systems</p>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate understanding of the strategic HRM and apply this understanding in practical situations.</li> <li>2. Understand issues on how HR function can create an alignment with business strategy and contributes to business performance</li> <li>3. analyze HR external environment and internal capabilities and develop strategies.</li> <li>4. Analyze the training &amp; development process and develop effective model for the same.</li> <li>5. Design, analyze and restructure compensation management system, policies and strategies.</li> <li>6. Develop means of evaluating human resources and the effectiveness of HR practices.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<p><b>Module I : Introduction</b></p> <p>Introduction to Strategic HRM: Definition, need and importance, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Developing HR plans and policies, Nature of strategic planning, HR's role as a strategic partner, The changing role of HR management, New HR</p>		<b>15</b>	<b>1</b>

management practices, Strategy formulation and implementation, Importance of HR to strategy, International strategy, HR contributions to strategy, Strategy driven role behaviors and practices, Integration of strategy and HR planning, HR manager and strategic planning, Strategic role of HR planning, Investment perspective of HR: HR investment considerations, , investments in job- secure workforces, Ethical implications of employment practices, Non-traditional investment approaches.		
<b>Module II : Human Resource Environment &amp; Recruitment and Retention Strategies</b>  HR environment: technology and organizational change, management trends, demographic trends, trends in the utilization of HR, international developments, HR legal environment: equal employment opportunity, compensation, employee relations, labor relations and collective bargaining, Strategic impact of the legal environment.  Recruitment and Retention Strategies: Effective utilization of HR, Selection of employees, Executive education, Flexi timing, Telecommuting, Quality of work life, Work- life balance, Employee empowerment, Employee involvement, Autonomous work teams special implementation challenges, Reward and development systems.	15	1
<b>Module III : Training and Development Strategies &amp; Performance Management strategies</b>  Training and Development Strategies: The training process five step training and development process, Training techniques, Managerial development and training techniques evaluating the training efforts, Creating team based organizations, Creating learning organization, Competency mapping, Multi-skilling Succession planning, Cross cultural training.  Performance Management strategies: The appraisal process, Appraisal methods, Appraising performance: problems and solutions, Performance appraisal in practice, The role of performance appraisals in managing performance, Defining key result areas (KRA), Result based performance, Linking performance to pay, Merit based promotions.	15	1

<p><b>Module IV: Reward and Compensation Strategies &amp; Retrenchment Strategies</b></p> <p>Reward and Compensation Strategies: Basic aspects of compensation, Factors in determining pay returns, establishing pay rates, Current trends in compensation, Current issues in compensation management, Performance based pay, Skill based pay, Team based pay, Broad banding, Profit sharing, Executive compensation, Variable pay.</p> <p>Retrenchment Strategies: Rightsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early Retirement plans, Project based employment Impact and evaluation of HR practices, Performance impact of HR practices, HR evaluation, Evaluating strategic contributions of traditional areas, Evaluating strategic contributions in emerging areas, Corporate Strategy and Career Systems, Matching culture with strategy.</p>	<b>15</b>	<b>1</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi</li> <li>2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi</li> <li>3. Strategic HRM - Michael Armstrong, Kogan page, London</li> <li>4. Strategic HRM – Agarwal, Oxford university press, New Delhi</li> <li>5. Human resource management – Garry Dessler, PHI, New Delhi</li> </ol>		



**Course Title: International Human Resource Management****Course Code: MBAHR409****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ HR management in Global perspective.</li> <li>❖ The complexity of workforce diversity in international context.</li> <li>❖ The international labor relations.</li> <li>❖ The understanding of expatriate's recruitment &amp; training programs.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Understand International HRM Perspectives</li> <li>2. Understand the Global Staffing Practices</li> <li>3. Demonstrate the knowledge of International IR practices</li> <li>4. Identify Emerging Trends in Employee Relations and Employee Involvement</li> </ol>		
<b>Module I: Introduction to IHRM</b> Overview of International Human Resource Management, Strategic Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, International Human Resource Planning.		<b>15</b>	<b>1</b>
<b>Module II: Staffing in International Context</b> Global Staffing Practices, Recruitment and Selection for Overseas Projects, Training and Development in International Context, International Transfers and Repatriation Strategies, International Performance Management, Global Compensation Practices.		<b>15</b>	<b>1</b>
<b>Module III: International Practices in Industrial Relations</b> International Practices in Industrial Relations, International Strategic Human Resource Management, International Labor Standards, Emerging Trends in International HRM, HR/IR issues in		<b>15</b>	<b>1</b>

MNCs and Corporate Social Responsibility, Global Unions.		
<b>Module IV: Global Organization Structures and Emerging Trends in Employee Relations</b> Global Context: Equal Opportunity and Diversity Management, Sensitivity to Cultural Diversity, Global Organization Structures, Emerging Trends in Employee Relations and Employee Involvement, Perception towards personnel management in developed and developing economies.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> 1. Peter J Dowling, Marion Fosting, Allen D Engle Sr- International Human Resource Management, 7 <sup>th</sup> Edition, Cengage learning 2. Anne Wil Harzing, Ashly H Pinnington- International Human Resource Management, 4 <sup>th</sup> Edition, SAGE Publishing. 3. P L Rao – International Human Resource Management, Excel Books 2008. 5. K Ashwathappa & Sadhna Dash – International Human Resource Management, 3 <sup>rd</sup> Edition, Mc Graw Hill Education. 6. Srinivas R. Kandula – International Human Resource Management, 2018 SAGE Publishing.		

**Course Title: HR Analytics****Course Code: MBAHR410****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<b>To familiarize students with:</b> <ul style="list-style-type: none"> <li>❖ The exciting new field of HR Analytics</li> <li>❖ The exponential use of data in the HR field for better decision making</li> <li>❖ The need for more data-driven HR policies and practices for improving organizational outcomes.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<b>The students should be able to:</b> <ol style="list-style-type: none"> <li>1. Demonstrate understanding in the field of HR Analytics- its strategic orientation and future prospects.</li> <li>2. Apply new thinking associated with advances in analytics for human resource decisions</li> <li>3. Measure the impact of HR analytics on business outcomes</li> <li>4. Demonstrate knowledge of software applications in HR analysis</li> <li>5. Analyze data for talent acquisition, engagement and retention</li> <li>6. Apply analytics for optimizing compensation benefits</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I : Introduction</b>  Challenges and opportunities with optimal decision making and how analytics can help, Understanding HR Analytics-characteristics, strategic orientation and future prospects, Big data era and HR analytics, Business strategy-HR Analytics-Competitive advantage integration, Skills needed in HR analytics team,  Articulating business value of HR programs: Linking HR analytics to business outcomes, Measuring HR programs for business results linkages, Industry examples of measuring HR programs impact.		<b>15</b>	<b>1</b>
		<b>15</b>	<b>1</b>

<p><b>Module II : Competing through Workforce analysis</b></p> <p>Software applications, Analytics, and HR decisions: Software options and optimal HCM practice, ERP software, Talent analytics, SAS Business Intelligence, Talent scorecard.</p> <p>Becoming more competitive using organization structure, organization shaping and employee growth, measuring the softer aspects of organization structure, organization demographics and succession planning.</p>		
<p><b>Module III : Talent Acquisition, Engagement and Retention Analysis</b></p> <p>Acquiring talent: Business levers of talent acquisition, Traditional measures, emerging measures of talent acquisition, opportunity cost of Cycle time, Validity of hiring specifications, Importance of quality of hire, Talent acquisition for predictable joining and performance.</p> <p>Talent engagement &amp; Retention: Business levers of Employee engagement, traditional measures of engagement, measuring attrition, employee retention, predictive modeling for attrition analysis.</p>	15	1
<p><b>Module IV : Optimizing Compensation and Benefits for high performance</b></p> <p>Business levers of compensation &amp; Benefits, Organization structure and Cost of Management, Traditional measures, Valuing benefits using the CTC statement, Portfolio management of Benefits, tailoring variable pay to performance based on data.</p>	15	1
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Ramesh Soundararajan, Kuldeep Singh, <i>HR Analytics: Leveraging Data for Competitive Advantage</i>, Sage Publication</li> <li>2. James C. Sesil, <i>Applying advanced Analytics to HR Management Decisions</i>, Pearson publication, 2018</li> <li>3. D. K. Bhattacharyya, <i>HR analytics: Theories and Applications</i>, Sage Publication</li> </ol>		

**Course Title: Rural Marketing****Course Code: MBAMK401****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The potential differences and similarities between urban and rural Indian markets.</li> <li>❖ Effective implication of rural marketing techniques for consumable and durable inputs in rural economy.</li> <li>❖ Rural credit sources, unique to rural India.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Identify the relevance, role and basic concepts of rural marketing, size &amp; structure of rural markets and factors influencing rural marketing.</li> <li>2. Describe various communication media, credit sources available at rural India.</li> <li>3. Develop an understanding of rural market indexes and also marketing of consumables and durables.</li> <li>4. Identify the consuming pattern, the need and wants of the rural consumer and some of the challenges and opportunities that the rural market holds for the Companies.</li> <li>5. Illustrate the role of regulated markets, cooperative marketing &amp; processing societies in marketing of agricultural produce.</li> <li>6. Conceptualize themselves with various concepts like rural marketing mix, segmentation and market research in a real market environment</li> <li>7. Comprehend the upcoming innovation and transformed paradigms in rural market.</li> </ol>		
<b>Module I: Introduction to Rural Marketing</b> Rural Marketing: nature, definition, scope & importance in India,		<b>15</b>	<b>1</b>

Size & structure of rural markets. Rural Marketing Mix, classification of rural markets, rural vs. urban markets, Characteristics of Rural consumer. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use. Development programmes, infrastructure, communication media, credit availability, local requirements, Rural Market Index: Thompson index.		
<b>Module II :Rural Marketing Strategies and Tactics</b> Segmentation, Targeting and Positioning in Rural market Product marketing & service marketing in rural India, Product planning, Communication media & message, Distribution channels, Market strategies with special reference to seeds, fertilizers, farm equipments, new techniques, Indian tractor industry, agricultural output & other services. Marketing of consumables & durables. Pricing strategies in rural marketing	15	1
<b>Module III : Marketing of Agricultural Product</b> Marketing of agricultural produce in regulated markets, Cooperative marketing & processing societies, Rural Industry: various types, Marketing of rural industry, cottage industry, and artisan products, Problems in rural marketing, Consumer education & consumer movement in rural India, Role of government & NGOs in rural marketing. Digitalizing the Indian rural markets through e-rural marketing	15	1
<b>Module IV: Innovation and Future of Rural Marketing</b> Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD. Present Scenario-Rural Female Empowerment, Changing Role of Rural Sector in India; Problems in Marketing of agricultural inputs in Rural India, Growing Rural Tourism.	15	1

**Suggested Readings:**

1. Krishnamacharyulu C. S. G., Ramakrishnan Lalitha, Rural Marketing: Text and Cases, Pearson Education.
2. Rural Marketing, PradeepKashyap& Siddhartha Raut, Biztantra.
3. Rural Marketing, T.P. GopalSwamy, Vikas Publishing House,2/e.

**Course Title: Sales and Distribution Management****Course Code: MBAMK402****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with</p> <ul style="list-style-type: none"> <li>❖ The knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.</li> <li>❖ Sales Management, Sales Process, role of distribution channels and management of channel partners.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Develop an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Channel management.</li> <li>2. Differentiate between traditional selling and modern selling</li> <li>3. Evaluate the techniques of sales forecasting and prepare sales budget.</li> <li>4. Illustrate the practicing manager's problems and dilemmas.</li> <li>5. Develop skills critical for generating, evaluating and selecting sales and channel members and developing strategies to deliver value.</li> <li>6. Analyze how various distribution channels operate and suggest tactics for effectively managing each of them.</li> <li>7. Recommend the various ways of effective after sales services and customer retention.</li> </ol>		
<b>Module I : Introduction to Sales Management</b> <p>Selling a part of marketing, Role of Sales Manager, Sales Management Process, Concept of Personal Selling, Sales Management and Salesmanship, Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman, Goals in Sales Management, Goal Setting Process in Sales Management,</p>		<b>15</b>	<b>1</b>



Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies. Internet as Emerging selling Techniques		
<b>Module II: Selling Approaches and Channel Design</b> Traditional Sales Approaches: AIDA, Right Set of Circumstances Theory, Buying Formula Theory. Modern Sales Approaches: Partnering, Team Selling, Value Added Selling, Consultative Selling Distribution Objective/Strategy, Interface between Sales force and Channel, Channel Design, Importance & types of channels like Primary Distributors, specialized & participants. Distributor's selection & appointment, Managing distributor & his team, Training of ground team.	<b>15</b>	<b>1</b>
<b>Module III: Channel Management</b> Managing the Channel support Members, Channel Dynamics, Channel Power, Channel Conflict and Conflict Resolution, Channel Evaluation, Sales Quota Management, Territory Management and Allocation, Effective Selling, Salesman Recruitment, Compensation and Motivation of Sales Force, Supervisory Styles, Sales Organization, Evaluation and Control of Sales Personnel.	<b>15</b>	<b>1</b>
<b>Module IV: Monitoring and Performance Appraisal</b> Monitoring, Reporting, Essentials of sales Force Monitoring, Evaluating performance standards, Field Sales Report Management of outbound supply chain, Damages & expiries, Concept selling in services industry, After sales services, Customer retention methodology, Alternate channels, Industry wise channel classifications & functioning.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Donaldson B - Sales Management: Theory and Practice (Palgrave).</li> <li>2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education).</li> <li>3. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education 2.</li> </ol>		

**Course Title: Marketing of Services****Course Code: MBAMK403****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The characteristics of services and their implications on design and delivery.</li> <li>❖ Various elements of service mix along with the role of service marketing in financial and telecom sector.</li> <li>❖ In-depth understanding of international service marketing aspect.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the concept of service marketing, nature, scope and its importance.</li> <li>2. Describe how customer relationship management (CRM), creates an environment that achieves excellence in service industry.</li> <li>3. Develop the understanding of customer expectations and their zone of tolerance.</li> <li>4. Explain the service mix elements of product, price, place, promotion, processes, physical evidence, and people along with their unique challenges.</li> <li>5. Apply their service marketing knowledge in providing various financial services related to banking and insurance.</li> <li>6. Identify the major trends affecting the service marketing in international scenario along with the various driving forces.</li> </ol>		
<p><b>Module I: Introduction to marketing of Services</b></p> <p>Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing. Importance of Customer Relationship Management: Specific for Service Industry, Service Marketing System: Service Quality.</p>		<b>15</b>	<b>1</b>

<b>Module II: Service Level, Segmentation, Targeting, Positioning, Pricing and Distribution</b>  Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services, Services Marketing Mix, Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions, Physical Evidence, Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.	<b>15</b>	<b>1</b>
<b>Module III: Marketing of Financial Services</b>  Marketing of Financial Services, Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.	<b>15</b>	<b>1</b>
<b>Module IV: International Marketing of Services</b>  International Marketing of Services, Recent Trends in international marketing of services, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b>  1. Valerie Zeithaml and Bitner Mary jo, Gremler & Pandit, Services Marketing, Tata McGraw Hill  2. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.).  3. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India).		

**Course Title: Consumer Behavior and Integrated Marketing Communication****Course Code: MBAMK407****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Basic knowledge of marketing.</li> <li>❖ The conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers.</li> <li>❖ Different elements of integrated marketing communications and basics of marketing communications.</li> <li>❖ The role of E-Commerce in Marketing Communication.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Identify the major individual, social and cultural factors that affect consumers' decision-making process;</li> <li>2. Identify and analyze the internal processes related to consumer behavior.</li> <li>3. Explain and analyze the major stages which consumers usually go through when making a consumption-related decision.</li> <li>4. Analyze and evaluate consumer behavior from a sustainable perspective according to existent theories and research.</li> <li>5. Develop and formulate marketing strategies based upon analyses of consumer behavior and assessment of the role of consumption in society.</li> <li>6. Get an understanding of the basic principles of planning and execution in Integrated Marketing Communications.</li> <li>7. Evaluate the functions of advertising agency and understand how effective advertisement made.</li> <li>8. Develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.</li> </ol>		

<b>Module I: Understanding Consumer Behaviour</b> Meaning and scope of consumer Behavior, Level of analysis in consumer Behavior, Consumer Decision Making Process, Motivation and consumer behavior. Consumer Behaviour Models: Black Box Model; Hawkins Stern Model; Howard Sheth Model; Nicosia Model.	<b>15</b>	<b>1</b>
<b>Module II: Internal and External Influences on Consumer Behaviour</b> Motivation: theories and their application, Perception: Meaning and application of perception, Application of absolute and differential threshold in consumer Behavior, Meaning and nature of personality and its effects on purchasing Self-Concept, Development of the self-Image Congruence assumptions. Psychographics and Lifestyle. Social Class, Culture and Subculture, Reference Group Influence and Group Dynamics, Family Buying Influences, Family Life Cycle and Buying Roles	<b>15</b>	<b>1</b>
<b>Module III: Marketing Communication</b> Role of Integrated Marketing Communication, Developing Effective Communication: Target Audience, Communication Objectives and Designing the Communication, Communication Channels Selection & Total Marketing Communication Budget. Communication Mix & Managing the IMC Process, Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, and Advertising Appeal. Advertising Agencies – their role, functions. Global vs local advertising	<b>15</b>	<b>1</b>
<b>Module IV: Media Planning and Emerging Concepts</b> Message Strategies, Executional Framework of messages, Sources and Spokespersons, Source Characteristics, Advertising Effectiveness & its measurement Media Planning and Strategy: Steps involved in media planning, Media Types and their characteristics; Setting Media objectives, Media Selection & Media Strategy Interactive Marketing, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing	<b>15</b>	<b>1</b>

**Suggested Readings:**

1. Leon G. Schiffman and Keslie, L.KamK.: Consumer Behavior, PHI, New Delhi.
2. Batra &Kazmi: Consumer Behavior, Excel Books, New Delhi.
3. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education.
4. Shah Kruti& D' Souza Alan, Advertising & promotions an IMC perspective, McGraw Hill education.
5. Belch George E & Belch Michael A, Advertising and promotion- An integrated Marketing Communication Perspective, McGraw Hill Education.

**Course Title: International Marketing****Course Code: MBAMK408****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Fundamental concepts in managing international marketing operation.</li> <li>❖ Major types of decisions and problems facing marketers in an increasingly dynamic and competitive global environment.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate knowledge and understanding of contemporary theories and their applications in the research field of international marketing.</li> <li>2. Analyze and assess internal and external international business environment and derive managerial decisions on company's governance.</li> <li>3. Identifying the suitable modes of foreign market entry.</li> <li>4. Develop skills in analyzing diverse international marketing situations, identifying marketing opportunities and threats and understanding organizational ability to respond to them.</li> <li>5. Understand the process of strategic marketing planning and its applications to the global customers and markets.</li> <li>6. Interpret the Export-import procedure and formalities their documentation.</li> </ol>		
<b>Module I : International Marketing</b> Definition and scope of International Marketing, Bases of international trade, Methods of entry, Major international economic institutions and trading blocks, WTO and sectoral impacts.		<b>15</b>	<b>1</b>

<b>Module II : Foreign Market and Pricing</b> Foreign market identification, Product decisions, Price and non-price factors, Pricing decisions and methods.	<b>15</b>	<b>1</b>
<b>Module III : International Promotion and Distribution</b> International promotion, Cross-cultural dimensions of advertising, Distributional channels, Institutional infrastructure for exports.	<b>15</b>	<b>1</b>
<b>Module IV: Import and Export Procedures</b> EXIM policy and export assistance, Export-import procedure and formalities, Export finance, Export documentation, Import documents, Negotiation of documents, Outline of import procedures.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Terpstra &amp; Sarathi: International Marketing, Hardcourt Asia, 8th Edition.</li><li>2. Caterora &amp; Graham: International Marketing, Pearson Education, 2000.</li><li>3. Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007.</li><li>4. Nabhi Jain: How to Start Import, Jain Book Depot, 2007.</li></ol>		



**Course Title: Product & Brand Management****Course Code: MBAMK404****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Basic principles of product management and to develop an understanding of the brand concept.</li> <li>❖ Framework for managing brand equity and distinguishing different ways to leverage and measure brand equity.</li> <li>❖ Variables that drive the success of brands and product lines and the interrelationships among these variables.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Compare and construct the elements of a managing a product and brand.</li> <li>2. Appraise the rationale behind new product development &amp; new service development processes, including innovation, research and testing.</li> <li>3. Establish criteria for 'good management practice' to develop and maintain sustainable brands.</li> <li>4. Build skills related to Product Specification, Realisation, Marketing &amp; Manufacturing.</li> <li>5. Understand the life cycle of a product and master the various phases of Product Development.</li> <li>6. Identify the framework and understand variables that drive the success of brands and product lines and the interrelationships among these variables.</li> <li>7. Comprehend the relationship between consumers and brands and the cognitive processes used for decoding and interpreting brand values and personality.</li> <li>8. Provide comprehensive framework for managing brand equity and distinguish</li> </ol>		

	different ways to leverage and measure brand equity.		
<b>Module I : Product &amp; New Product Development</b> An Introduction to Product, Features Of product, Levels of Product, Product classifications: Durable Product, Consumer Product, Business Product, Product Mix and Product Line, Factors Influencing change in product mix, Product Mix Strategies: Expansion of Product Mix, Contracting Product Mix, Alteration Product Mix, Trading up/trading Down Strategies. Product Life Cycle and Marketing Strategies. New Product Development: Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching and Tracking New Product Programmes, Organizing for New Products.		<b>15</b>	<b>1</b>
<b>Module II: Building Product, Testing &amp; Launching Strategy:</b> Product Management: Planning, Forecasting And Marketing. Objectives of Product Management. The 5i Framework of Product Management, Design Thinking in Product Management, Market Research, User Research and Product Artefacts, Business Model Canvas and Value Proposition Canvas, Design and Prototyping , Usability Testing, Go-To-Market Strategies. Consumer Adoption Process in New product.		<b>15</b>	<b>1</b>
<b>Module III : Branding</b> Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge & positioning, Brand Identity, Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios.		<b>15</b>	<b>1</b>
<b>Module IV : Brand Equity</b> Tools for Building Brand Equity, Leveraging Brand Equity, Brand Equity Models namely Brand Asset Valuation, Aaker Model, Brand Resonance, Brands, Measurement of Brand Equity.		<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> 1. Brand Management- Harish V Verma, 2/e, Excel Book.			

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| <ol style="list-style-type: none"><li>2. Best Practice Cases in Branding: Lessons from the World's Strongest Brands, by Kevin Keller, Prentice Hall.</li><li>3. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education.</li></ol> |
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**Course Title: Retail Management****Course Code: MBAMK405****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ A comprehensive understanding of the theoretical and applied aspects of retail management.</li> <li>❖ Importance of retailing to the overall economy and what opportunities exist in the field.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Analyze the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends.</li> <li>2. Analyze and apply the concepts of shopping environment, retail formats, functions, retail operation and promotion.</li> <li>3. Understand the importance of retailing to the overall economy and what opportunities exist in the field.</li> <li>4. Demonstrate understanding of consumer behaviour in retail context.</li> <li>5. Identify methods of planning, buying, and managing inventory.</li> <li>6. Demonstrate the retail Store operations, retail Store Design &amp; Visual Merchandising.</li> <li>7. Evaluate the supply chain management with its practical implications.</li> </ol>		
<p><b>Module I : Introduction to Retailing</b></p> <p>An overview of Retailing, Classification and Types of retail store format, Non store Retailing, Product Retailing vs. Service Retailing.</p> <p>Retail strategy: Achieving competitive advantage and positioning, Retailing environment: Legal, Social, Economic, and Technological, Trends in the Indian Retailing and future prospects, The role of franchising in retail industry. Globalization and</p>		<b>15</b>	<b>1</b>

changing retail formats: Online retailing, International Retailing- Opportunities and Challenges		
<b>Module II : Store Location &amp; Pricing</b> The importance of store locations, Types of locations, Steps involving in choosing a location, Trade areas and their evaluation, Evaluation of a retail location, Measures of Financial Performance, The strategic profit model, Measures of retail performance, The concept of retail pricing and the factors affecting price, Elements of retail price, Developing a pricing strategy, Adjustment to retail price, Gross Margin Return on Investment (GMROI).	<b>15</b>	<b>1</b>
<b>Module III : Retail Merchandising</b> The concept of merchandising, Evolution of merchandising function in retail, The process of merchandising buying, Procedure for selecting vendors and building partnerships, Concept of own brand and manufacturers' brand, Concept of category management, Role of Pvt. Labels, Retail Communication, The concept of retail marketing mix, Segmentation Targeting and Positioning.  Role of POP in retail, Branding, The concept of customer service, Gaps in customer service, Methods and tools available for encouraging loyalty, Role of retail sales person and Selling process.	<b>15</b>	<b>1</b>
<b>Module IV : Retail Store Operation, SCM &amp; Role of IT</b> Retail Store Operations, Retail Store Design & Visual Merchandising, The relationship between store image and store design, Components of exterior and interior, Consideration for selecting layout, Visual merchandising in retail.  Supply Chain Management: The concept of SCM, Retail logistics, and Reverse logistics.  Retail Management (IT) - Role and importance of IT, Application of IT, Customer Relationship Management (CRM) and HR in Retail.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b>  1. Retail Management by Rosemary Varley, Mohammed Rafiq-Palgrave Macmillan		

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| <ol style="list-style-type: none"><li>2. Retail Management by Chetan Bajaj-Oxford Publication</li><li>3. Joshi Giridhar, Information Technology For Retail, Oxford University Press, New Delhi</li></ol> |
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**Course Title: Digital and Social Media Marketing****Course Code: MBAMK406****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ The knowledge about how to set up a digital marketing platform.</li> <li>❖ Digital marketing tools and planning a digital marketing campaign.</li> <li>❖ Social Media Marketing and its Role.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Analyze and apply the concepts of WAP, dynamic campaign management and its testing,</li> <li>2. Describe SEO and many other digital marketing tools to develop a successful marketing campaign.</li> <li>3. Develop an understanding of Consumer engagement, key metrics across different stages of the consumers' online journey and finally online lead generation and retention.</li> <li>4. Conceptualize the environment of in-game advertising, content distribution and delivery, Ad serving, tagging, analyzing and reporting for market attention.</li> <li>5. Reconcile mobile applications and consumer usage behavior for mobile marketing.</li> <li>6. Illustrate the role of Search Engine Optimization, Google ad word, social media management for capturing distinctive market image for digital enterprise.</li> <li>7. Familiarize with the techniques of social media marketing and social networking.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I : Introduction to Digital Marketing</b>  The Digital Marketing Landscape, Role, scope & context of digital marketing, Emerging trends, Technology shifts, The online ecosystem, Role of digital marketing in B2B & B2C marketing, The		<b>15</b>	<b>1</b>

digital consumer: Online consumer definition & types, Audience segmentation and profiling, Consumer online usage and behavior, Emerging trends and patterns in digital consumption. Consumer engagement: meaning and implication.		
<b>Module II: Digital Strategy Planning</b> Key elements in digital planning, Planning process namely acquisition, development & retention. Key metrics across different stages of the consumers' online journey, Key digital channel selection, Online lead generation vs. retention. Online Advertising: Content & Format, Display advertising, Online Video: trends, adoption & consumption, Monetization, In Game advertising, Ad serving, Tagging, analyzing and reporting. E-mail Marketing: Principles and best practices, Trigger marketing, Contact strategy.	<b>15</b>	<b>1</b>
<b>Module III : Mobile-Marketing and Search Engine Optimization</b> Mobile Marketing: The 3rd screen, Landscape & trends. Mobile advertising: WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, publisher & consumer. Search Engine Optimization: Process and methodology, Long tail in SEO, Link building, Key word analysis, Process and optimization, Search Engine Marketing: Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo, Search Methodology.	<b>15</b>	<b>1</b>
<b>Module IV : Social Media Marketing</b> Social Media, Social Networking, Social Media Marketing, Social Media: Adapt or Die, Social Media & e-PR - Online reputation management, Tracking & Monitoring platforms, Content seeding, How to use blogs, Forums and discussion boards, Blogs, Forums and communities, Viral campaigns and the social graph. Role of Face book, Twitter, LinkedIn, Googlein Social Media Marketing.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> 1. Ahuja Vandana-Digital Marketing, Oxford University Press (2017) 2. A Complete Guide To Search Engine Optimization – Deepak bansal		



**Course Title: Green Marketing and Sustainable Development****Course Code: MBAMK409****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with: <ul style="list-style-type: none"> <li>❖ Fundamentals of Green Marketing</li> <li>❖ To familiarize the student with Green technologies</li> <li>❖ The Governance mechanism which encourage the manager to act in public interest rather than for profit goals.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"> <li>1. Demonstrate knowledge and understanding of Green Marketing.</li> <li>2. Exhibit an understanding of the scope and extent of Green Marketing</li> <li>3. Understand the nature of different forms of green marketing and different technology used.</li> <li>4. Examine challenges faced in the implementation of Green Marketing in face of competition.</li> <li>5. Understanding the applications of Green Marketing in Brand Management</li> </ol>		
<b>Unit I: Introduction to Green Marketing</b> Meaning and Definition of Green Marketing, Scope of Green Marketing, Holistic Marketing, Role of Product Designing and Packaging in Green Marketing in International Promotion		<b>15</b>	<b>1</b>
<b>Unit II :Green Product</b> Characteristics of Green Product, Advertising and Postioning strategy for Green Product, The popularity of Green Marketing and Brand (Enforcement), Initiative by Mcdonald's towards Green Marketing.		<b>15</b>	<b>1</b>

<b>Unit III: Green Projects</b> Green Warehousing, The biodegradable and recyclable product, The Digital Ticket by Indian Railway, The Green IT Project by SBI and Green Channel counters, The wind Project of SBI, The steps in Green marketing and Introduction of Lead Free points.	<b>15</b>	<b>1</b>
<b>Unit IV : Green Marketing initiatives</b> Green Marketing and Sustainable Development, Coca Cola Sustainability Report 2012. The Green Marketing initiative in Hotel Industry, The Biogas Power Plants, Eco friendly Rickshaws and use of CNG in Automobile Industry, Various forms of Green Marketing and challenges faced in Green Marketing.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Green Marketing Manifesto by John Grant</li><li>2. Green Marketing Management by Robert Dahlstrom</li><li>3. Marketing Management by Arun Kumar and N Meenakshi-Vikas Publishing House Pvt Ltd</li></ol>		

**Course Title: Marketing Analytics and Decision Making****Course Code: MBAMK410****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The basic concepts of Marketing Analytics.</li> <li>❖ Various tools to have marketing insights in various marketing areas through empirical data.</li> <li>❖ Interpret the marketing data for effective marketing decision making</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Develop the skill in marketing analytics.</li> <li>2. Appreciate and use of the range of tools available for marketing analytics.</li> <li>3. Students will develop analytical skill for effective market decision.</li> <li>4. Get an understanding of the marketing metrics and application of the metrics to data</li> </ol>		
<b>Module I: Introduction to Marketing Analytics</b> Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). Types of data relevant to marketing. Purpose-built data and data exhaust. Ways to use data, from generating ideas to automating decisions. Modeling interventions on customers and potential customers. Gaps between data and marketing decisions.		<b>15</b>	<b>1</b>
<b>Module II: Sales Forecasting</b> Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Forecasting in Presence of Special Events, Modeling		<b>15</b>	<b>1</b>

<p>trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product</p> <p>Market Sizing: Stakeholders, Applications &amp; Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis</p>		
<p><b>Module III: Customer Analytics</b></p> <p>Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business Segmentation-targeting-positioning (STP) framework.</p> <p>Market Segmentation: The concept of market segmentation, managing the segmentation process, Deriving market segments and describing the segments using Cluster analysis,</p>	<b>15</b>	<b>1</b>
<p><b>Module IV : Analytics in B2B marketing and startups</b></p> <p>Defining product lines through analytics and listening to customers. Growing and democratizing analytics in a growing company. Observing and responding to big societal changes. Hiring in analytics / data science building data-friendly culture. Learning pricing policies. Viral marketing and seeding in networks for B2B and startups</p>	<b>15</b>	<b>1</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Wayne L Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley India Pvt. Ltd.</li> <li>2. Sorger Stephan, Marketing Analytics: Strategic Models and Metrics, Create Space Publishing .</li> </ol>		

**Course Title: Management of Financial Institutions & Services****Course Code: MBAFM401****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Strategies, policies and practices of major financial institutions in India and their various financial services.</li> <li>❖ The wealth management products and the most effective ways to use them.</li> </ul> <p>Importance of wealth management, financial planning and insurance.</p>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Analyze the regulation of Indian financial system and assess the global impact on these institutions.</li> <li>2. Discuss various financial &amp; non-financial avenues available for investing, depending on different investment objectives.</li> <li>3. Evaluate the conceptual skills in understanding the working of different financial institutions.</li> <li>4. Appreciate the role of RBI and analysis of the structure, operations and control of NBFCs.</li> <li>5. Analyze the importance of wealth management, financial planning and insurance.</li> <li>6. Enhance your understating of wealth management products and the most effective ways to use them.</li> <li>7. Recognize the rational for, and content of, current reforms to financial services regulations.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>Module I :Financial System and Markets</b>  Financial System and Markets: Constituents and functioning, Regulation of money and credit, Techniques of regulation and rates,		<b>15</b>	<b>1</b>

Major Issues in Indian Financial System. Financial sector reforms in Indian Financial System.		
<b>Module II : Management of Banking and Non-banking Financial Institutions</b>  Banking Industry in India, Central Banking and Role of RBI as a Central Bank: Structure, Functions and working reforms, BASEL accord, Banking terms and terminology: Capital Adequacy, CRR, SLR, SWIFT etc.  Income Recognition Norms: Fixed income portfolio liability & structure, Combination of the two capital adequacy norms, Liquidity Management, Asset Liability Management: Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.  Developmental Financial Institutions (DFIs) in India namely IFCI, SIDBI & IIBI  Investment Institutions: LIC, GIC & Mutual Funds.  Specialized Financial Institutions: EXIM Bank, NABARD, RRBs, State Level Institutions, and NBFCs: Their status, types, working and strategies for commercial viability.	15	1
<b>Module III : Financial Market</b>  Money Market: Call Money Market, Treasury Bills Market, Commercial Bills Market, Certificates of Deposits (CDs), International Certificate of Deposits (ICDs) and Commercial Papers(CPs)  Capital Market: New Issues Market & Secondary Market, FI Bonds, PSU Bonds & Corporate Bonds  Foreign Exchange Market in India	15	1
<b>Module IV : Other Financial Services</b>  Securitization: concept, nature, scope and their implications, Securitization of auto and housing loans, Securitization in India.	15	1

Leasing and Hire Purchase: Industry, size, scope and parties involved, Evaluation of lease transaction, Types of lease and their implications.  Hire purchase and lease: differences and implications for the business.  Other financial services: Factoring, Forfeiting, Venture Capital and Plastic Money: concept, working and uses of each.		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.).</li><li>2. Khan M Y - Financial Services (Tata McGraw Hill, 1998).</li><li>3. Machiraju H R - Indian Financial System (Vikas, 2004).</li><li>4. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003).</li><li>5. Srivastava, R.M &amp; Nigam Divya - Management of Financial Institutions (Himalaya, 2003) .</li></ol>		

**Course Title: Capital Markets & Financial Instruments****Course Code: MBAFM402****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	To familiarize students with <ul style="list-style-type: none"><li>❖ The history of Indian capital market along with their working and detailed study about the regulatory body governing the capital market.</li><li>❖ Shares lending scheme and capital market theory along with the market intermediaries and their working in primary and secondary market.</li><li>❖ Bond market and money market and instruments used in it, along with the working of credit rating agencies.</li></ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	The students should be able to: <ol style="list-style-type: none"><li>1. Identify the working of Indian capital market and process for issue of shares in primary market.</li><li>2. Demonstrate the various capital market instruments.</li><li>3. Illustrate the working of stock exchange which helps them to analyze the importance of various procedures and stock exchange intermediaries involve in it.</li><li>4. Apply the various mechanisms in stock exchange to have better set of decision making skills.</li><li>5. Compare that which type of money market instruments will be most appropriate in different conditions.</li><li>6. Identify the relevance of credit rating agencies and their role in India.</li></ol>		
		<b>15</b>	<b>1</b>



<p><b>Module I : Indian Capital Market, Shares and Trading</b></p> <p>Indian capital markets: Development Since 1991, Traditional and Emerging (ECB, ADR, GDR). Capital Market in India, Primary Market in India and its Operations. Instruments involved in Primary market. SEBI – Regulation of Market and Control,</p> <p>Secondary Markets: Stocks Exchanges in India-National Stock Exchange (NSE), Bombay stock Exchange (BSE), Stock Holding Corporation of India (SHCIL), Over the Counter Exchange of India (OTCEI)</p> <p>Shares and trading: Share Lending Scheme, Book Building, Reverse book building, Buy back of shares, Private placements of shares</p>		
<p><b>Module II : Capital Markets and Intermediaries</b></p> <p>Capital Market Theory: Introduction, Concept, Role, Importance, Evolution in India, etc., Regulations in India, Types of firm's Interface with Investors, Types of Scripts Issue of Capital: Process, Regulations, Legalities, Pricing of Issue, Methods of Issue, and Road-show.</p> <p>Primary and secondary market Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc.,</p> <p>Secondary Market System and Regulations in India, Stock Exchanges in India: History and development and importance listing of Scripts, On-line Trading, Managing Shareholder Relations.</p> <p>Depositories: Growth, Development, Regulation, Mechanism,</p>	15	1
<p><b>Module III : Share Market Instruments:</b></p> <p>Stock Exchange Trading Mechanism, Basics of Pricing Mechanism, Settlement Process, Carry Forward, Badala Transaction, Automated Lending and Borrowing Mechanism Inside Trading, Circular Trading, Price Rigging, etc.</p> <p>Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags. Stock Indices, Role of FIIs, MFs and Investment Bankers, Regulations and Regulatory Agencies (Primarily SEBI).</p>	15	1

<b>Module IV : Bond Market Instruments and Credit Ratings</b> Bond Market in India: Government Bond Market and its Interface with Capital Market, Debt Market in India, Interface between Stock Market and Bond Market in Primary and Secondary Markets. Credit rating: concept & types, Functions & limitations, Profile of Indian Rating Agencies, Merchant Banking, Functions & Roles of Merchant Banking and SEBI guide lines on it.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Relevant text of SEBI guidelines.</li><li>2. Merchant Banking &amp; Securities Management - M.A.Kohak.</li><li>3. Khan, M. Y., Indian Financial System-Theory and Practice, TMH.</li><li>4. Bhole, L. M.,: Financial Markets and Institutions, TMH.</li><li>5. Nayak and Sana,: Indian Financial System and Financial Market Operations, Rabindra Library.</li><li>6. Gurusamy; Financial Services, TMH.</li><li>7. Pathak, B.,: Indian Financial System, Pearson.</li></ol>		

**Course Title: Advanced Financial Management****Course Code: MBAFM403****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Theory and practice of corporate finance, issues of interest of stakeholders and agency problems.</li> <li>❖ Tools and techniques for interpretation of business information and application of financial theory in financing related decisions.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization.</li> <li>2. Understand the concept of risk and return and calculate future and annuity values.</li> <li>3. Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts.</li> <li>4. Understand and calculate Cost of Equity of companies</li> <li>5. Understand how specific techniques and decision rules can be used to develop best capital structure for any organization.</li> <li>6. Reconcile the leverage effect of capital mix and impact of leverage.</li> <li>7. Understand the relevance of Dividend decision.</li> <li>8. Understand the concept and importance of Working Capital Management and the use of derivatives.</li> </ol>		
<b>Module I : Introduction to Advanced Financial Management and Advanced Financial Appraisal</b>  Management's role and responsibility towards stakeholders, Conflicting stakeholder interests, The role and responsibility of senior financial executive/advisor.		<b>15</b>	<b>1</b>

Financial strategy formulation: Financial Forecasting & its Techniques, Financial Planning Process.  Advanced investment appraisal: Discount Cash Flows Techniques, Net Present Value with Inflation and taxation, Capital Rationing, Risk and Uncertainty Monte Carlo Simulation, Value at Risk (VAR), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR)		
<b>Module II : Capital Decision and Enterprise Performance Appraisal</b>  Modes of Capital: Fundamentals of Equity Shares; and Issue Procedures, Term Loans, Debentures / Bonds, Seed capital, Angel Investment, Venture Capital and Private Equity.  Hybrid Financing Instruments: Preference Share Capital; Convertible Debentures Bonds; Warrants; and Options.  Enterprise performance measurement systems like Balanced Score Card, EVA & V.A.R analysis.	<b>15</b>	<b>1</b>
<b>Module III : Treasury and Designing Capital Structure</b> Corporate Tax and Treasury Management, Integrating Tax Planning and Treasury Management Designing Capital Structure: Profitability Aspect; Liquidity Aspect; Control; Leverage Ratios for other Firms in the Industry; Consultation and Investment Bankers and Lenders; Maintaining Maneuverability for Commercial Strategy; Tax Planning; and Capital Structure Practices in India.	<b>15</b>	<b>1</b>
<b>Module IV : Financial Management of Public Sector Undertakings (PSUs):</b> Peculiarities of PSUs with Focus on Accounting and Finance; Financial Decisions in PSUs; Memorandum of Understanding (MoU) in PSUs; and Disinvestment in Public Sector Enterprises.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b>  1. Stern, Joel, M., and Chew, Donald, H., (2003) -The Revolution in Corporate Finance, 4e, Blackwell Publishing ISBN 1-40510-781-2.  2. Buckley, Adrian, Multinational Finance, 5e, - F T Prentice Hall ISBN 0-27368209-1.		

3. Chisholm, Andrew, M., An Introduction to Capital Markets – products, strategies and participants, Wiley Finance ISBN 0-471-49866-1.
4. Koller, Tim, Goedhardt, Marc, and Weasels, David, (2005) -Valuation measuring and managing the value of companies, Wiley. ISBN 0-471-70221-8.
5. I Demirang and S Goddard, Financial Management for International Business, - McGraw Hill, ISBN 0077078691.
6. Ryan, Bob (2006), Corporate Finance and Valuation, - Thompson Press, ISBN 978-1-84480-271-5.
7. IM PANDEY – Financial Management – VIKAS PUBLISHING.
8. Van Horne financial management - Prentice Hall.
9. Wider and regular reading of articles in the Student Accountant and finance journals are encouraged.

**Course Title: Working Capital Management****Course Code: MBAFM407****Course Credit:4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ An over view of financing the short-term projects.</li> <li>❖ Working Capital principles and practices that help in estimating capital requirements in short run.</li> <li>❖ Day to day requirement, appraisal and the various means of financing the short-term projects.</li> <li>❖ The Working Capital Cycles to know how the cash converted into cash.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Construct on current understanding of the fundamentals of day to day requirement of funds.</li> <li>2. Reconcile techniques for designing and using Working Capital financing.</li> <li>3. Interpret how leading permanent and temporary requirement of funds for short-term projects.</li> <li>4. Evaluate Cash Management and its requirement in a Business Firm.</li> <li>5. Interpret how to design project finance models for Aggregative &amp; Conservatism Working Capital.</li> <li>6. Evaluate how to apply receivable management for Effective Working Capital Management</li> <li>7. Apply and learn the live short-run projects and demonstrate to manage the Inventory and Cash Management.</li> </ol>		

<b>Module I :Introduction to Working Capital:</b> Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management	<b>15</b>	<b>1</b>
<b>Module II: Management of Cash and Marketable Securities</b> Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.	<b>15</b>	<b>1</b>
<b>Module III: Management of Receivables &amp; Inventory</b> Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India. Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.	<b>15</b>	<b>1</b>

<b>Module IV: Working Capital Financing</b> Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> 1. Rangrajan and Mishra - Working Capital Management (Excel) 2. Periasamy, P - Working Capital Management –Theory & Practice (Himalaya, 2007) 3. Pandey, I.M. - Financial Management (Vikas, 9th Ed.) 4. V.K. Bhalla - Working Capital Management (Anmol) 5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005) 6. Ravi M. Kishore - Financial Management (Taxmann, 6th Ed.) 7. Khan & Jain - Financial Management (TMH, 5th Ed.)		



**Course Title: International Financial and Forex Management****Course Code: MBAFM408****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The ways by which corporations manage cash flows generated in their international trading operations while addressing the various forms of risk related with international businesses.</li> <li>❖ The application of economic theory to real-world economic problems in international economics that are relevant to economics, international relations, and business administration students, as well as others.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Analyze financial decisions of globally operated businesses on the basis of critical reflection on conceptual and practical knowledge regarding the functioning of the foreign exchange market and international financial markets and instruments.</li> <li>2. Understand balance-of-payments, price, and income adjustments under fixed, flexible, and gold standard exchange rate regimes.</li> <li>3. Understand today's current monetary system, which developed after the Bretton Woods Agreement collapse.</li> <li>4. Analyze the history of international monetary systems, including its recent developments.</li> <li>5. Evaluate and apply technical knowledge to appraise the distinctive nature of international financial management decisions and emphasize the significance of managing foreign exchange exposure.</li> <li>6. Recommend the tools to analyze international monetary and exchange rate policies for developed and developing economies.</li> </ol>		

<b>Module I : Introduction to IFM</b> International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM.	<b>15</b>	<b>1</b>
<b>Module II: International Monetary System</b> Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows, Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, IMF Objectives & function. SDR allocation and SDRs of India	<b>15</b>	<b>1</b>
<b>Module III : Forex market</b> Function and Structure of the Forex markets, Determination of Foreign exchange, Gustav's Theory of Exchange rate Mechanism, Spot & Forward rates of Exchange, Foreign exchange quotations, Process of arbitrage, Factors influencing exchange rates. Managing Foreign exchange Risk: Interest rate parity, Purchasing Power Parity, International Foreign Risk exposure: Transactions & Translation. Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, Measuring exchange rate movements, RBI as the Exchange Controller, Exchange rate systems in India,	<b>15</b>	<b>1</b>
<b>Module IV : Hedging Techniques and International Financing</b> Netting: Bilateral & Multi-Lateral, Swaps: Interest Rate Swap & Currency Swap. Hedging in Derivative Markets International Financing: Equity, Bond financing, parallel loans, International Cash management, Accounts receivable management, Inventory management, Payment methods of international trade, Trade finance methods, Export – Import bank of India, Recent amendments in EXIM policy, regulations and guidelines.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> 1. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012. 2. Sharan.V: International Financial Management 5Th Ed.PHI2012.		

3. MadhuVij: International Financial Management, Excel, 2012.
4. Ephraim Clark: International Finance, , Second Edition, Thomson.
5. P.G.Apte: International Financial Management, TMH 2012.
6. S.EunChoel and Risnick Bruce: International Financial Management, TMH, 2012.

**Course Title: Corporate Restructuring & Business Valuation****Course Code: MBAFM404****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ An insight to fundamental concepts in Corporate restructuring through mergers &amp; acquisitions and its business valuation.</li> <li>❖ Relevant business strategies for growth, funding and valuation</li> <li>❖ Accounting, legal and taxation aspects and applications to the scope of business expansion in a global corporate world.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Apply the concepts of corporate mergers and acquisitions for business growth.</li> <li>2. Illustrate the integrative models and process involved in mergers &amp; defensive measures against acquisitions.</li> <li>3. Develop ability to identify and illustrate the aspects for corporate valuation.</li> <li>4. Conceptualize the accountability involved in mergers and acquisitions</li> <li>5. Explain the various legislative and valuation measures on Joint Ventures as a business strategy.</li> <li>6. Describe the basic concepts and characteristics of corporate restructuring &amp; PSUs.</li> <li>7. Evaluate the relationship between capital structure and the cost of capital and the value of the firm.</li> <li>8. Analyze and prepare application of Capital Budgeting to various phases of business.</li> </ol>		
<b>Module I: Business Expansion Strategies &amp; Corporate Restructuring</b>		<b>15</b>	<b>1</b>

<p>Business Expansion strategies: Organic vs. Inorganic, Green Ocean vs. Blue Ocean, Greenfield vs. acquisitions, History of merger and acquisition,</p> <p>Forms of Corporate Restructuring: Expansion, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split-ups, Divestitures, Equity Carve outs, Corporate Control, Premium Buybacks, Standstill Agreements, Amendments, Proxy Contests, Changes in Ownership Structures, Share Repurchases, Exchange Offers, Leveraged Buyout and Going Private.</p> <p>Anti-takeover strategies: Golden Handcuffs, Golden Parachute, Poison Pill, White Knight, Golden Handshake etc</p>		
<p><b>Module II : M&amp;A and FDI</b></p> <p>Merger &amp; Acquisition Concept: Types of Merger, Factors affecting Mergers &amp; Acquisitions. Theory of Merger's like Efficiency Theories (Differential efficiency, Inefficient Management), Synergy Theory (Operating Synergy, Financial Synergy, Pure Diversification,</p> <p>International M&amp;As: Reasons having International Mergers &amp; Acquisitions, Recent cases related to International M&amp;As. Government Policy for international M&amp;A related to Exchange Rates, Political and Economic Stability, Differential Labor Costs, Productivity of Labor.</p> <p>FDI policy and norms in India, Allowable FDI in various sectors in India, Licensing requirements etc.</p>	15	1
<p><b>Module III : Sell-Offs and Divestitures &amp; Divestment of PSU and Leveraged Buyouts</b></p> <p>Sell-Offs and divestitures: Definition and examples, Background on divestitures, Financial effects of divestitures, Analysis of divestitures, Motives for divestitures, Case Illustrations of Spinoffs and Divestitures, Voluntary liquidations and takeovers,</p> <p>Joint Ventures: Joint Ventures as a business strategy, Joint Ventures and Complex Learning, Tax Aspects of Joint Ventures, International JVs, Rationale for JV, Reasons for Failure of Joint Ventures, Antitrust Policy.</p>	15	1

Divestment of PSU and Leveraged Buyouts: General Economic and Financial Factor, Illustration of an LBO: Element of a typical LBO operation, The Nature of cash, Share Repurchases, Cash Tender Offers to Repurchase, The Theories behind Share Repurchase, Tax Aspects of Exchange Offers, Empirical Evidence on Exchange Offers.		
<p><b>Module IV : Capital Budgeting, Valuation Tools and Techniques</b></p> <p>Definitions for valuation Analysis, Application of Capital Budgeting to various phases of business: No Growth Case, Constant Growth, Supernormal Growth</p> <p>Increasing the Value of the Organization, Alternative measures of investment rate, Total Capitalization EBIT Measure, Operating Assets NOI Measure, Calculation of the Cost of Capital, Cost of Equity, Cost of Debt, and Cost of Preference. Capital Asset Pricing Model, Bond Yield, Plus Equity Risk Premium, Average Investor's Realized Yield, Dividend Growth Model,</p> <p>Valuation tools and techniques: Discounted Cash Flows, Leverage Buy Out, Comparative valuation, Operating and financial metric based valuation, Trading and transaction comparable, Dividend discounting</p>	<b>15</b>	<b>1</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Mergers &amp; Acquisitions Weston, Fred. McGraw Hill 2001</li> <li>2. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&amp;A Integration at Every Level, 2 nd Galpin, Timothy J. / Herndon, Mark. JosseyBass 2007</li> <li>3. Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st e Feldman, Mark L / Spratt, Michael Frederick. New York: Harper Business 1999</li> <li>4. Harvard business review on mergers and acquisitions Boston: Harvard Business School Press 2001</li> <li>5. Barbarians at The Gate: The Fall of RJR Nabisco, 1 ste Burrough, Bryan / Helyar, John. New York: Harper &amp; Row; 1990. xvi, 528 p., 32 p of plates ISBN: 0060161728.</li> </ol>		

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| <ol style="list-style-type: none"><li>6. Collins Business 2008 Mergers What Can Go Wrong and How to Prevent it, 1<sup>st</sup> e Gaughan, Patrick A. Wiley Finance 2005</li><li>7. Damodaran on Valuation, 2<sup>nd</sup> e Damodaran, Ashwath. John Wiley 2006M&amp;A and Corporate Restructuring, 4<sup>th</sup> e Gaughan, Patrick A. Wiley 2007</li></ol> |
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**Course Title: Securities Analysis & Portfolio Management****Course Code: MBAFM405****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ Stock markets of India, its terminology, types of securities, the determinants of the price Behavior of securities, evaluation of fair price, and a conceptual insight to the valuation of securities.</li> <li>❖ Investment decisions related to financial assets, the risks and the returns involved.</li> <li>❖ The functioning of securities market alongside the theories and concepts involved in portfolio management.</li> </ul>		
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the concept of Security, derivatives and mutual funds.</li> <li>2. Evaluate role of SEBI with regard to Secondary Markets &amp; Credit rating services</li> <li>3. Analyze the advantages and disadvantages of investing in security markets.</li> <li>4. Measure risk and return and analyze RBI guidelines for credit &amp; market risk.</li> <li>5. Apply valuation models to estimate the value of stocks and bonds.</li> <li>6. Calculate how financial derivatives like futures and options are valued.</li> <li>7. Prepare a portfolio that meets an investor's risk and return objectives and satisfies investment constraints.</li> </ol>	<b>No. of Hours</b>	<b>No. of Credits</b>
<p><b>Module I: Introduction and Regulatory Framework</b>            Introduction and regulatory framework, Securities: Investor Vs Speculator, Types of Investors, Aim &amp; Approaches of Security Analysis. Trading Securities; Equity and Bonds/Debentures.</p> <p>Stock Exchanges: Listing of securities, Trading and operational mechanism of stock exchanges, types of order, margin trading, Settlement and clearing</p>		<b>15</b>	<b>1</b>



<b>Module II : Risk and Return</b>  Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision,  Fundamental Analysis: Approach to Equity valuation – economy, industry and company analysis,  Technical analysis: technical analysis charts: candlestick, bar, and line charts, Price trends, Gap Wave theory and Dow theory, Technical vs fundamental analysis.	<b>15</b>	<b>1</b>
<b>Module III : Valuation</b>  Valuation concepts: different approaches to valuation, Valuation of Convertibles & Warrants, Valuation of Future & option, Estimation of Net asset value of mutual funds.  Valuation of Equity: Nature of equity instruments, Equity Valuation Models, Technical Approach to Equity valuation – overview of concept & tools used,  Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Yield to Maturity.	<b>15</b>	<b>1</b>
<b>Module IV : Portfolio Management</b>  Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, Building Fixed Income Security Portfolio, Performance evaluation of existing portfolio, Sharpe, Jensen and Treynor measures of Performance Evaluation, Finding alternatives and revision of portfolio, Portfolio Management, Mutual Fund Industry.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b>  1. Kevin – Security Analysis and Portfolio Management – PHI 2. Jack Clark Francis - Management of Invest, McGraw Hill 3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey		

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| <ol style="list-style-type: none"><li>4. Shape Alexander Ballen - Investment, Eastern Economy Ed</li><li>5. Donald E. Fisher and Ronald J. Jordan, "Securities Analysis and Portfolio Management", Prentice Hall, New Delhi</li><li>6. Sourain, Harry. "Investment Mangement", Prentice Hall of India</li></ol> |
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**Course Title: Derivatives****Course Code: MBAFM406****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The analysis of derivatives in financial markets.</li> <li>❖ Main features of the most commonly used financial derivatives and how to use them for the management of risk.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand and explain the nature of derivatives and describe the trading mechanisms and the key variables that determine their market values.</li> <li>2. Classify and compare the different types of derivative instruments.</li> <li>3. Describe the main features and mechanisms of commodity markets.</li> <li>4. Identify the price derivative securities using mathematical models and numerical methods.</li> <li>5. Identify and critically evaluate the nature and extent of a company's exposure to stock price risk, commodity price risk, currency risk, interest rate risk and credit risk.</li> <li>6. Evaluate the techniques that can be used to hedge the foreign exchange risk.</li> <li>7. Apply futures strategies for long and short hedge funds.</li> </ol>		
<b>Module I : Introduction to Derivatives</b>  Introduction to derivatives, Brief History of Derivatives, Definition of Derivative Securities, Meaning and purpose of derivatives, Structure of Derivative Markets, Forward contracts, future contracts, options, swaps and Warrants and convertibles, Difference between Forward & Future Derivatives. Type of traders, Trading future contracts, Specification of the future contracts, Operation of margins, Settlement and regulations.		<b>15</b>	<b>1</b>

Relationship of future price and expected spot price. Derivatives Market in India: Present position in India - regulation, working and trading activity, Credit derivatives & options on debt instruments exotic options, Free-range, Path-dependent, Shouts & ladders.		
<b>Module II: Commodities Derivatives</b> Commodities derivatives, Regulatory structure of Commodities Derivatives Markets in India, Participant in commodity derivative markets. Commodity Market indices. Commodity Futures, Commodity Options, Uses of Commodity Derivatives, Hedging, Speculation and Arbitrage. Regulator Role of intermediaries in Commodities Markets, Basis Risk and its importance in pricing, International commodity indices and as an investment tool for investors, Internationally traded Commodities based ETFs, Commodities as a New Asset Class, Essential Commodities Act and role of state governments, Warehousing Act Bill and its implications.	15	1
<b>Module III: Pricing of Derivatives</b> Options' pricing, Types of options, Option trading, Margins, Valuation of options, Binomial Option Pricing Model, Black-Scholes model for Call Options, Valuation of put options, Index options, Option markets-exchange traded options (NSE & BSE), over-the-counter options, quotes, trading, margins, clearing, regulation and taxation, Currency, Stocks and Explaining Cash Market Micro structure and Derivative Markets, Reasons for Trading, Risk Management, Speculation and Arbitrage. Derivation and Models for Option prices: Definitions and Terminology, Continuous-Time Models- Intrinsic and Extrinsic Value, Pricing by Arbitrage, Pricing restrictions on calls, Put –Call parity, Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Futures on Dividend-paying Assets.	15	1
<b>Module IV : Hedging the Risk</b> Hedging the risk, Risk Analysis and Management, Risk Measurement and Management Framework, Option's Delta, Gamma, Vega, Theta, Rho, Hedging with Future. Derivatives	15	1

Disclosure: T - Bill, Bond Note futures contract Euro dollar cash future markets short, long hedge, Hedge ratio choosing between strip and stack hedge interest rate swaps plain vanilla fixed for floating interest rate swap currency swap, Equity index ,credit risk in swap, Using swap to manage risk		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.</li><li>2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey</li><li>3. Das, Satyajit: Swap &amp; Derivative financing, Probus.</li><li>4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi</li><li>5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi</li></ol>		

**Course Title: Financial Credit Risk Analytics****Course Code: MBAFM409****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with</p> <ul style="list-style-type: none"> <li>❖ Risk management techniques in Financial Appraisal and brief details about various products and investment in Long-term project.</li> <li>❖ Current and potential risk management strategies and the different options for alternative methods of risk transfer with the evaluating tools for corporate risk management</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand about various types of financial credit.</li> <li>2. Understand the credit risk and its rating.</li> <li>3. Understanding of credit commitments and its application</li> <li>4. Understanding of risk management and corporate governance.</li> <li>5. Measure riskiness of a stock or a portfolio position.</li> </ol>		
<b>Module I: Introduction Financial Credit:</b> Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery		<b>15</b>	<b>1</b>
<b>Module II: Trade Credit Risk</b> Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. <b>Letter of Credit and Loan Commitments:</b> Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees,		<b>15</b>	<b>1</b>

Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.		
<b>Module III: Operational Risk:</b> Overview Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.	<b>15</b>	<b>1</b>
<b>Module IV: Credit Analysis &amp; Rating:</b> Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk. <b>Credit Rating:</b> Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.	<b>15</b>	<b>1</b>
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor)</li> <li>2. Credit Appraisal Risk Analysis &amp; Decision Making by V.Rajaraman (Author)</li> <li>3. Financial Engineering, Risk Management &amp; Financial Institutions (English, Paperback, Rao S.S. Prasada)</li> <li>4. The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author)</li> <li>5. Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author)</li> <li>6. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author)</li> <li>7. Credit Risk Modeling Theory And Applications by David Lando, New Age International (P) Ltd., Publishers</li> </ol>		

**Course Title: Behavioral Finance****Course Code: MBAFM410****Course Credit: 4**

<b>COURSE OBJECTIVE:</b>	<p>To familiarize students with:</p> <ul style="list-style-type: none"> <li>❖ The theories of finance and investment focused on financial tools to characterize and quantify wealth creation and its associated risks.</li> <li>❖ Tools that assist investors to compute asset price and make investment decisions.</li> <li>❖ Psychological influence of investor behaviors and the behavioral biases that people have when making purchasing or investing decisions.</li> </ul>	<b>No. of Hours</b>	<b>No. of Credits</b>
<b>LEARNING OUTCOMES:</b>	<p>The students should be able to:</p> <ol style="list-style-type: none"> <li>1. Analyze the new field of behavioral finance with the major implications of human psychology for financial decision-makers and for financial markets.</li> <li>2. Discuss the major concepts and topics of behavioral finance and to be able to apply these concepts.</li> <li>3. Gain insight into some of the underlying reasons and biases that cause some people to behave irrationally (and often against their best interests).</li> <li>4. Understand the theory based on notion that investors behave in a rational, predictable and an unbiased manner.</li> <li>5. Understand the basic theories and strategies that make us aware of behavioral finance and investing.</li> <li>6. Know how to become more aware of the influences on investment decisions from investor's and speculator's perspectives to meet financial objectives.</li> <li>7. Interpret systematic approach of using Behavioral factors in corporate decision-making.</li> </ol>		



	8. Analyze neurophysiology of risk-taking, Personality traits and risk attitudes in different domains.		
<b>Module I: Introduction to Behavioral Finance</b> Behavioral Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor Behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.		15	1
<b>Module II: Building Blocks of Behavioral Finance</b> Building block of Behavioral Finance, Cognitive Psychology and limits to arbitrage, Demand by arbitrageurs, Definition of arbitrageur, Long-short trades, Risk vs. Horizon, Transaction costs and short-selling costs, Fundamental risk, Noise-trader risk, Professional arbitrage, Destabilizing informed trading (positive feedback, predation), Expected utility as a basis for decision-making, The evolution of theories based on expected utility concept.		15	1
<b>Module III: Rationality and Demand by Average Investors</b> Elsberg's paradoxes, Rationality from an economics and evolutionary prospective, Different ways to define rationality: dependence on time horizon, individual or group rationality, Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor, Belief biases, Limited attention and categorization. Non-traditional preferences: prospect theory and loss aversion, Bubbles and systematic investor sentiment.		15	1
<b>Module IV: External Factors and Investor Behavior &amp; Behavioral Corporate Finance</b> External factors and investor Behavior, Fear & Greed in Financial Market, Emotions and financial markets, Geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral corporate finance, Empirical data on dividend presence or absence, Ex-dividend day behavior, Timing of good and bad		15	1

corporate news announcement, Systematic approach of using Behavioral factors in corporate decision-making, Neurophysiology of risk-taking, Personality traits and risk attitudes in different domains.		
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)</li><li>2. Bisen, Pandey-Learning Behavioral Finance(Excel Books)</li><li>3. A History of Financial Speculation: Edward Chancellor</li><li>4. Forbes- Behavioral Finance (Wiley India)</li><li>5. The Little Book of Behavioral Investing (Montier)</li><li>6. The Psychology of Persuasion (Collins Business Essentials)</li></ol>		