CENTRAL UNIVERSITY OF KASHMIR

DEPARTMENT OF MANAGEMENT STUDIES

SYLLABUS

FOR

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME

(Effective from July-2023 session)

The Master of Business Administration (MBA) Programme

The MBA programme is designed to develop highly competent professional managers, capable of working in diverse sectors, striving for excellence in performance, while propagating thought leadership and contributing to the welfare of society at large. The continuously evolving full-time MBA programme nurtures and develops world-class business leaders with personalised care and attention, focussing on providing a strong analytical foundation in key functional areas and enabling a high degree of academic flexibility, thereby allowing students to customise their MBA experience in an application-oriented environment. Candidates for this programme are selected based on their performance in CMAT or any other test approved by AICTE, followed by one of the most rigorous Group Discussion and Personal Interview processes. The Programme Educational Objectives (POEs), Graduate Attributes (GAs), Programme Outcomes (POs) and Course Outcomes (COs) of the MBA programme, as envisaged under NEP 2020, are as follows:

Programme Educational Objectives (POEs)

The MBA programme aims to prepare the students to:

PEO1: Integrate core, cross-functional and inter-disciplinary aspects of management theories, and frameworks with the real-world practices to solve real-world business issues in a dynamic and complex world.

PEO2: Possess excellent communication skills, excel in cross-functional, multidisciplinary, and multi-cultural teams, and appreciate local, domestic and global contexts.

PEO3: Appreciate the significance of Indian ethos and values in managerial decision-making and exhibit value-centered leadership.

PEO4: Engage in successful career pursuits in corporate, non-profit organisations, public policy, and entrepreneurial ventures and engage in lifelong learning.

PEO5: Be recognised for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues and earn the trust & respect of others as inspiring, effective and ethical leaders.

Graduate Attributes (GAs)

At the end of the MBA programme the candidates shall exhibit:

GA1: Managerial competence
GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
GA3: Competence in Creativity & Innovation
GA4: Research Aptitude, Scholarship & Enquiry
GA5: Global Orientation
GA6: Proficiency in ICT & Digital Literacy
GA7: Entrepreneurship & Intrapreneurship Orientation
GA8: Cross-functional & Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
GA11: Life-Long Learning Orientation

Programme Outcomes (POs)

On successful completion of the MBA programme the candidates shall be able to:

PO1: Generic and Domain Knowledge - Articulate, illustrate, analyse, synthesise and apply the knowledge of principles and frameworks of management and allied domains to solve real-world complex business issues.

PO2: Problem Solving & Innovation - Provide innovative solution frameworks to real-world business and social problems by systematically applying modern problem-solving tools and techniques.

PO3: Critical Thinking - Conduct investigation of multidimensional business problems using research-based knowledge and methods to arrive at data-driven decisions

PO4: Effective Communication - Communicate in cross-cultural settings, in technology-mediated business and social environments

PO5: Leadership and Team Work -Collaborate across organisational boundaries and lead in the achievement of organisational goals and optimise outcomes for all stakeholders

PO6: Global Orientation and Cross-Cultural Appreciation- Approach business issues from a global perspective and appreciate cross-cultural aspects of business and management.

PO7: Entrepreneurship - Identify entrepreneurial opportunities and leverage managerial skills to manage start-ups, professionalise, and grow family businesses.

PO8: Environment and Sustainability - Demonstrate knowledge of sustainable development and assess the impact of managerial decisions on the societal, economic and environmental aspects.

PO9: Social Responsiveness and Ethics - Exhibit a broad appreciation of the ethical implications of managerial decisions in a cross-cultural, globalised, digitised, socio-economic environment and distinguish between ethical and unethical behaviours

PO10: Life Long Learning – Operate independently in a new environment, acquire new knowledge and skills and assimilate them into the internalised knowledge and skills.

Course Outcomes (COs)

Course Outcomes (COs) leading to Programme Outcomes (POs) describe what a student should be capable of as a result of learning experiences from a course. Revised Bloom's Taxonomy (Anderson & Krathwohl) has been used to determine the levels of knowledge, skills and abilities each course aims to accomplish and have been provided along with each course.

Modular Approach (Multiple Entry and Exit Options)

In conformity with the National Education Policy (NEP) requirements, the MBA programme has been restructured into a one-year Master's degree for four-year honours bachelor degree holders and two years' Master's degree for three-year basic bachelor degree holders. Accordingly, there shall be two admission paths for the MBA programme, as envisaged under NEP:

- Students with a three-year Bachelor's programme shall be admitted to Semester I of the two-year/four-semester MBA programme
- Students with a four-year Bachelor's programme with Honours shall be admitted to a one-year/two-semester MBA programme (comprising Semesters II and IV)

Students of two two-year MBA programme will have the option to exit after one year with the PG Diploma in Management award, provided they complete courses equal to a minimum of 46 credits. Successful completion of the two-year programme will lead to the award of an MBA. Students will be eligible to rejoin the programme at the exit level to complete the MBA programme within the maximum permissible period. A student will be allowed to enter/re-enter only at the Odd Semester and can only exit after the Even Semester. Re-entry at various levels as lateral entrants should be subject to the University policy and based on the earned credits.

The MBA programme (effective from 2023) would, therefore, follow the following modular approach:

Level	Entry Degree	Entry option	Exit Option	Degree to be awarded	Duration	Credits
9	Three Year Bachelor Degree (Basic)	MBA 1st Semester	No Exit Option	MBA	2 years(4 semesters)	80
9	Four Year Bachelor Degree (honours)	MBA 3rd Semester	No Exit Option	MBA	1 year(2 semesters)	40
8	Three Year Bachelor Degree (Basic)	MBA 1st Semester	After MBA 1st year(Semester I&II)	Post Graduate Diploma in Management	One year (2 semesters)	40

The option would also facilitate credit accumulation through the facility created by the ABC scheme in the "Academic Bank Account (ABC)" opened for students across the country to transfer and consolidate the credits earned by them by undergoing courses in any of the eligible HEIs. The rules regarding earning, depositing and redemption of credits would be as per UGC (Establishment and Operationalization of ABC scheme in Higher Education) Regulations, 2021, as modified from time to time.

Programme Structure

Following Choice Based Credit System(CBCS), the MBA programme offers a bouquet of Core Courses, Discipline Centric Elective Courses, Multidisciplinary Skill Enhancement Courses, Value Added Courses, Ability Enhancement Courses, Vocational Courses, Open or Generic Elective Courses, Project work, Internship etc., with the following course cum credit structure. The detailed list of courses of the MBA Programme, along with its discipline centric elective courses, is provided in Appendix I, with the course syllabus along with course objectives and course outcomes in Appendix II.

MBA Credit Structure

Semester	**Core Courses**	**Discipline centric Elective Courses/ MOOCS/ Multidisciplinary Courses (Skill-based)**	**Value Added Courses**	**Ability Enhancement**	**Internship/ Project/Dissertation**	**Total Credits**
	Credits	Credits	Credits	Credits	Credits	
I	16	-	2	2	**-**	**20**
II	12	04	2	2	**-**	**20**
III	12	04	4		-	**20**
IV	8				12	**20**
Total	**48**	**08**	**08**	**04**	**12**	**80**

Discipline Centric Elective Courses

Based on industry needs, student demands, employability potential, etc., the University follows dual specialisation in the MBA Programme in the following four functional areas:

Specialisation Area 1: Marketing Management

Specialisation Area 2: Financial Management

Specialisation Area 3: Human Resources Management

Specialisation Area 4: Operations Management.

The Department may NOT offer an area of specialisation if a minimum of 20% of students are not registered for that specialisation. During Semester 3 of the program, in addition to the two compulsory courses, a student must choose two functional elective courses, each from two specialisation baskets from the list of elective courses (Annexure III) announced at the beginning of Semester 3. Again during Semester 4 of the program, a student must choose two elective courses each from the same specialisation baskets selected in Semester 3 out of the list of elective courses announced at the beginning of Semester 4. Once a specialisation area has been selected, no change in the selected group will be allowed later in the fourth semester.

Multidisciplinary Courses/ Skill Enhancement Course

In addition to the core and discipline-centric elective courses, one multidisciplinary skill-based course each offered by other Departments in the University shall be selected by a student at the commencement of II and III Semesters from the list of courses announced at the beginning of these Semesters, depending upon the availability of faculty and the demand for these courses. However, the student cannot opt for multidisciplinary courses offered by any Department under the School of Business Studies.

The University Grants Commission (UGC) in India often recommends various skill enhancement courses to ensure the holistic development of students. Courses may vary across disciplines, so choosing one that aligns with your field of study is essential. The students may opt for skill-based courses each offered by the Departments which shall be selected by a student at the commencement of II and III Semesters from the list of courses announced at the beginning of these Semesters, depending upon the availability of faculty and the demand for these courses. However, the student can opt for courses offered by any Department under the School of Business Studies.

Value-Added and Ability-Enhancing Courses

Along with core, elective and multidisciplinary courses, a student must select one value-added course each in the I, II and III semesters, carrying 02 credits each and 04 credits for the third semester, out of the basket of courses offered at the commencement of Semesters I, II and III. The student can opt for the value-added offered by the Department of Management Studies, provided these are not part of the course structure of the MBA programme.

A student must select one ability enhancement course each in the I and II semesters, carrying 02 credits each, out of the basket of courses offered at the commencement of Semester I and II. The primary goal of this is to enhance students' linguistic capabilities by introducing them to new languages and discouraging the repetition of courses already completed at the graduate level.

Massive Open Online Courses (MOOCs)

A student has the option to earn a credit of up to 40 per cent of the total credits of the MBA programme through the online learning courses (MOOCs) offered through the SWAYAM platform of the Government of India or any other online educational platform approved by the UGC/regulatory body from time to time in accordance with UGC (Credit Framework for Online Learning Courses through SWAYAM) Regulations, 2021 (www.swayam.gov.in). Students desirous of opting for MOOCs courses shall apply to the Head of the Department /other designated competent academic authority of the University in advance, and seek permission for pursuing and seeking credit transfer for the proposed MOOCs, he/she wishes to pursue. On successful completion of the MOOCs course, students can apply for credit transfer. The credit transfer would, however, be subject to the policy as approved and notified by the University from time to time.

Industrial Study Tour

The University offers experiential learning opportunities as a part of its outreach programme for the MBA by organising industrial/ organisational study tours for the students after the completion of Semester I. The tour consists of various student activities to facilitate a unique understanding of the work environment, help the students have first-hand practical exposure, and allow them to relate the conceptual and analytical skills acquired in the classroom to actual managerial practices. It enables them to gain a deeper experience and exposure to the real-life corporate / business world

Internship Programme

On completion of the first two semesters and before the commencement of the third semester, each student is required to undergo summer training in an organisation for a period of 6 to 8 weeks to acquire practical knowledge by working in any organisation related to the functional area of his/her interest. The internship programme mainly aims to enable students to develop work habits and attitudes necessary for job success, integrate theory and practice, develop communication, interpersonal and other critical skills, and explore career alternatives prior to graduation. Students may work in any business or service organisation. On completion of the internship, a report based on the internship shall be submitted within four weeks from the commencement of the third semester. Students are also encouraged to take online short-term projects on various plate forms, including *Internshala* Platform, without disturbing the day-to-day academic activities.

Project Work

The Project work, based on the experiential learning involving fieldwork, carrying 4 credits, shall be submitted towards the end of the fourth semester. Each student is required to undertake a Research Project (RP) under the guidance of a faculty supervisor on a topic that necessitates the use of primary or secondary data, empirical analysis, qualitative interviews and use of contemporary tools and software. The written part of the Project Report shall account for 50 marks, and the viva voce to be conducted by a duly constituted examination board for 50 marks. The soft copy of the report should be submitted to the Department for an ANTI-PLAGIARISM check, and the plagiarism report should be included in the final report. Three hard copies of the finalised project report (well documented and comprehensive spiral bound, with appropriate referencing) certified by the supervisor and HOD, shall be submitted for evaluation.

The report shall be adjudicated by one external examiner appointed by the University out of a panel of 6 eminent experts in the field (not below the rank of a professor) to be submitted to the HOD, through the Dean. If the report of the examiner is not favourable, the candidate shall be required to revise and resubmit the project report within three months. If the report of the examiner is unfavourable again, the report shall be summarily rejected. If the report of the examiner is favourable, the Project Viva-Voce examination of the candidate shall be conducted by a board consisting of the Supervisor, the Head of the Department and the external examiner who adjudicates the report. If the candidate fails in viva voce, he/she must re-appear for the viva voce examination only after three months. If he/she fails the reappeared viva voce examination, he/she will not be eligible for the degree award.

Modification to the Regulations

All the rules regarding admissions, attendance, teaching, award of degree, promotion, Course Registration, re-registration, examination and assessment, etc., approved by the Academic Council of the university from time to time shall be applicable to MBA students admitted from the Academic Year 2022 onwards. Notwithstanding the foregoing, any amendments/modifications issued or notified by the University Grants Commission OR the Central University of Kashmir, from time to time, shall be deemed to have been incorporated into these Regulations and shall constitute an integral part of these Regulations.

MBA PROGRAMME STRUCTURE

S.NO	Course Code	Title of the Course	Course Type	Credit	Max. Marks CIA	External
SEMESTER I						
1	MBA-C101	Management Process & Organizational Behavior	CC	3	50	50
2	MBA-C102	Quantitative Methods	CC	3	50	50
3	MBA-C103	Managerial Economics	CC	3	50	50
4	MBA-C104	Business Communication	CC	3	50	50
5	MBA-C105	Accounting for Managers	CC	4	50	50
6	VAC	Value Added Course	VAC	2	50	50
7	AEC	Ability Enhancement Course	AEC	2	50	50
SEMESTER II						
8	MBA-C201	Marketing Management	CC	3	50	50
9	MBA-C202	Human Resource Management	CC	3	50	50
10	MBA-C203	Financial Management	CC	3	50	50
11	MBA-C204	Operations Management	CC	3	50	50
12	VAC	Value Added Course	VAC	2	50	50
13	AEC	Ability Enhancement Course	AEC	2	50	50
14	MDC/ SEC	Multi-Disciplinary Course)/Skill Enhancement Course	MDC/ SEC	4	50	50
SEMESTER III						
15	MBA-C301	Strategic Management	CC	4	50	50
16	Elective	Functional Elective 1	EC	2	50	50
17	Elective	Functional Elective 2	EC	2	50	50
18	Elective	Functional Elective 3	EC	2	50	50
19	Elective	Functional Elective 4	EC	2	50	50
20	VAC	Value Added Course	VAC	4	50	50
21	MDC/SEC	Multi-Disciplinary Course /Skill Enhancement Course	MDC/ SEC	4	50	50
SEMESTER IV						
22	MBA C401	Research Methods in Business	CC	3	50	50
23	MBA C402	Internship	CC	3		100
24	MBA C403	Research Project	CC	6		100
25	Elective	Functional Elective 5	EC	2	50	50
26	Elective	Functional Elective 6	EC	2	50	50
27	Elective	Functional Elective 7	EC	2	50	50
28	Elective	Functional Elective 8	EC	2	50	50

FUNCTIONAL ELECTIVES

S.NO	Course Code	Title of the course	Course Type	Credit	Max. Marks CIA	External
FINANCIAL MANAGEMENT						
1	MBA- FM01	Security Analysis and Portfolio Management	EC	2	50	50
2	MBA- FM02	Financial Derivatives	EC	2	50	50
3	MBA- FM03	Financial Econometrics	EC	2	50	50
4	MBA- FM04	International Finance	EC	2	50	50
5	MBA- FM05	Introduction to FinTech	EC	2	50	50
6	MBA- FM06	Financial Technical Analysis	EC	2	50	50
7	MBA- FM07	Indian Financial System	EC	2	50	50
8	MBA- FM08	Alternative Investments	EC	2	50	50
9	*	MOOCS Courses available on Swayam	EC	2		100
10	*	MOOCS Courses available on Swayam	EC	2		100
MARKETING MANAGEMENT						
1	MBA -MM01	Services Marketing	EC	2	50	50
2	MBA- MM02	Consumer Behaviour	EC	2	50	50
3	MBA- MM03	Brand Management	EC	2	50	50
4	MBA -MM04	Social Media Marketing	EC	2	50	50
5	MBA -MM05	Advertising and Sales Promotion Management	EC	2	50	50
6	MBA- MM06	Retail Marketing	EC	2	50	50
7	MBA- MM07	Marketing Analytics	EC	2	50	50
8	MBA- MM08	E-Marketing	EC	2	50	50
9	*	MOOCS Courses available on Swayam	EC	2		100
10	*	MOOCS Courses available on Swayam	EC	2		100
HUMAN RESOURCE MANAGEMENT						
1	MBA- HR01	Training and Development	EC	2	50	50
2	MBA -HR02	Strategic Human Resource Management	EC	2	50	50
3	MBA- HR03	Cross-Cultural Management	EC	2	50	50
4	MBA -HR04	Performance and Compensation Management	EC	2	50	50
5	MBA- HR05	Human Resource Information System	EC	2	50	50
6	MBA- HR06	Human Resources Development	EC	2	50	50
7	MBA- HR07	Labour Legislation	EC	2	50	50
8	MBA -HR08	Management of Industrial Relations	EC	2	50	50
9	*	MOOCS Courses available on Swayam	EC	2		100
10	*	MOOCS Courses available on Swayam	EC	2		100
OPERATIONS MANAGEMENT						
1	MBA- OM01	Quality Management	EC	2	50	50
2	MBA- OM02	Supply Chain Management	EC	2	50	50
3	MBA- OM03	Project Management	EC	2	50	50
4	MBA- OM04	Innovation and Entrepreneurship	EC	2	50	50
5	MBA- OM05	Production Planning And Control	EC	2	50	50
6	MBA- OM06	Environment and Safety Management	EC	2	50	50
7	MBA- OM07	Analytics for Operations	EC	2	50	50
8	MBA- OM08	Applied Operations Research	EC	2	50	50
9	*	MOOCS Courses available on Swayam	EC	2		100
10	*	MOOCS Courses available on Swayam	EC	2		100

* Evaluation scheme of the offering institution to be adopted as per the University/ UGC policy

DETAILED SYLLABUS
CORE COURSES
SEMESTER-I
MBA-C101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Objectives:

To familiarize the students with the basic concepts of management and help them comprehend, perceive and understand group dynamics & behavioral aspects in an organization.

Course Outcomes:

On successful completion of this course shall enable the student:

CO. NO.	Abilities	Course Outcomes
CO C101.1	Remembering	To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up.
CO C101.2.	Understanding	To understand key functions in management as applied in practice.
CO C101.3	Applying	Use different techniques to understand the human behavior
CO C101.4.	Analyzing	To analyze and compare different models used to explain individual behavior related to motivation and rewards
CO C101.5	Evaluating	To critically evaluate and analyze various theories and models that contribute in the overall understanding of the discipline.
CO C101.6.	Creating	To develop creative and innovative ideas that could positively shape the organizations.

Course Contents:

Unit-I

Management process and functions; Managerial skills; Principles of Management; Approaches to Management,

Understanding and managing individual behavior, Individual differences and work behavior, Personality: Concept and theories, Johari Window, Transactional Analysis; Perception: process, factors influencing perception, perceptual defects

Unit-II

Learning- concept, components, principles and theories of learning and behavioral implications of learning process; Components and functions of attitude, Formation and attitude change. Motivation in organizations: The Motivational framework. Content and Process Theories of Motivation

Unit-III

Stress Management: Symptoms, Sources, Consequences, Coping Strategies. Group Dynamics: Foundations of Group Behavior: Group decision-making process; Stages of Group Development. Team building: types of teams, techniques of building effective teams, contemporary issues in team management, Leadership: Traits, Styles, Theories of Leadership. Conflict Management

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO C101.1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO C101.2.	Case Studies/	Individual Assignments
CO C101.3	Case Studies/undertake online and offline tests	ESE/ Tests
CO C101.4.	Case Studies/ Group Discussion/activity based	ESE/ Tests
CO C101.5	Presentations/ Case Studies/	ESE/Tests/PPT
CO C101.6.	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. Robbins, Stephen P., Organizational behavior, Prentice-Hall of India., New Delhi
2. Fred Luthans, Organizational Behavior, Tata McGraw-Hill, New Delhi
3. Stoner, James, A.F. and Freeman, R.E., Management, Prentice Hall of India. New Delhi
4. Koontz, H. and Donnel C., Essentials of Management, McGraw Hill, New Delhi

Reference Books (Latest Editions)

1. Tripathi P.C, Principles of Management, Tata McGraw Hill, New Delhi
2. Singh, Kavita, Organisational Behaviour, Text and Cases: Pearson Education, New Delhi
3. Shah. F. A, Stress and Coping: The Indian Scenario, Jajdamba Publishing Co, New Delhi
4. Greenberg, Jerald and Baron, Robert A., Behavior in Organizations, Prentice-Hall, New Delhi

Journals

1. Harvard Business Review, HBS, UK,
2. Research in Organizational Behavior, UK
3. Journal of Organizational Behavior, USA

MBA- C102: QUANTITATIVE METHODS

Course Objective:

To familiarize the students with quantitative aspects of managerial decision-making, covering various applications from statistics and decision sciences.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO C102.1	Remembering	Remember various concepts of quantitative techniques and various mathematical models used in managerial decision-making.
CO C102.2	Understanding	Understand the concepts and tools of quantitative methods and link them to different business problems.
CO C102.3	Applying	Apply the knowledge in the formulation of the objectives, identification of different alternative solutions and selection of optimal solutions to business problems.
CO C102.4	Analyzing	Analyze different statistical techniques, mathematical models, benefits & constraints in the implementation of these models in finding the solutions.
CO C102.5	Evaluating	Evaluate the mathematical models implemented in finding the solutions.
CO C102.6	Creating	Create objectives, formulate mathematical models and provide solutions to their respective organizations/ industries while taking constraints in consideration.

Course Contents:

Unit-I

Basic concepts of Probability-Experiment, Trail, Outcomes, Sample Space. Probability-Classical, Objective and Subjective. Laws of probability. Probability rules: Compound events; Mutually exclusive events; Non-mutually exclusive events; Independent and dependent events. Combinations and Permutations. Expected values. Bayes Theorem. Probability distributions: Random variables. Use of expected values in decision making. Binomial distribution. Poisson distribution. Normal distribution.

Unit-II

Quantitative approach to decision making. Linear programming: Formulation of linear programming problems (LPP). Assumptions underlying LPP. Solution to LPP-Graphical method and Simplex method. Transportation and Assignment problems.

Unit-III

Decision theory: One-stage decision making problems. Multi-stage decision making problems. Theory of Games: Game models. Two-person zero sum games. Formulation and solution to m× n games.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO.NO.	Teaching/Learning Ability	Mode of Assessment
COC102.1	Lectures, Discussion of short cases	Exercises, written tests and quizzes
COC102.2	Presentation & discussion	Tests, assignments, presentations, Software-based exercises, Written tests
COC102.3	Videos, Group exercises	ESE, written & software based evaluation
COC102.4	Case studies, group discussion	Cases, ESE, Mini projects
COC102.5	Case studies, group assignment	OBE, project, team papers, ESE
COC102.6	Experiential exercise	ESE, Field assignment, presentations

Text Books (Latest Editions)

1. Levin, R. I., & Rubin, D. S., Statistics for Management, Prentice HalI of India, New Delhi
2. Gupta, S. P., & Gupta, M. P., Business statistics, Sultan Chand & Sons, Delhi
3. Dewhurst,F., Quantitative Methods for Business and Management, Tata McGrawHill, New Delhi
4. Vohra, N.D., Quantitative Techniques in Management, Tata McGrawHill, New Delhi

Reference Books (Latest Editions)

1. Özdemir, D., Applied statistics for economics and business. Springer India
2. Webster, A., Applied statistics for business and economics, McGraw Hill, New Delhi

Journal

1. International Journal of Operations Research and Management Science

MBA-C103: MANAGERIAL ECONOMICS

Course Objectives:

To acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision-making with emphasis on changes in the nature of business firms in the context of globalization.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO C103.1	Remembering	Explain elasticity, demand, supply, consumption, production, and market forms.
CO C103.2	Understanding	Discuss the market equilibrium, utility, indifference curves analysis, and other concepts of managerial economics.
CO C103.3	Applying	Interpret various equilibriums in managerial economics and their application in decision-making.
CO C103.4	Analyzing	Analyse, elasticity, input-output relationship, consumption, perfectly competitive, and other market forms.
CO C103.5	Evaluating	Evaluate various business problems by employing various tools and techniques of managerial economics
CO C103.6	Creating	Develop various managerial economics models and use them in business decision-making.

Course Contents:

Unit-I

Introduction to Managerial Economics, Microeconomics and Macroeconomics, Demand and Supply Analysis: individual and market demand, income and substitution effect, market mechanism, changes in market equilibrium, elasticity of supply and demand; marginal utility. Indifference curve: concept and features, consumer surplus, consumer choice with budget constraints.

Unit-II

Firms and their production decisions, production function, isoquants, Production with one variable input, production with two variable inputs, returns to scale, economies of scale. Cost analysis: classification of costs, average-marginal relationships, long-run and short-run cost curves and relationships among them.

Unit-III

Revenue curves and profit maximization; perfect competition: equilibrium under perfect competition, efficiency of the competitive markets. Monopoly: sources of monopoly power, equilibrium under monopoly, pricing under monopoly including price discrimination; equilibriums under monopolistic competition. Oligopoly: equilibriums under oligopoly.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO C103.1	Lectures	Exercises/Tests/MCQs
CO C103.2	Case Studies/Assignments	Written tests/Assignments
CO C103.3	Discussion/Assignments	ESE/Presentations
CO C103.4	Group Discussion/Case Studies	Cases/ESE
CO C103.5	Presentations/ Case Studies	Term papers/ESE
CO C103.6	Practical Problem Solving/Experiential exercise	ESE/Mini Projects

Textbooks (Latest Editions)

1. John Sloman, Dean Garratt, John Guest, Elizabeth Jones. Economics for Business, Pearson.
2. Michael Parkin, Economics, Pearson.
3. H. L Ahuja, Managerial Economics, S. Chand.

References (Latest Editions)

1. Paul G. Keats, Managerial Economics, Prentice Hall of India New Delhi
2. U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata Mc Graw Hill, Mumbai

Journals

1. The Indian Economic Journal
2. Indian Economic Review

MBA-C104: BUSINESS COMMUNICATION

Course Objective:

The course aims to develop communication skills and competencies of the learners to be able to communicate effectively through verbal and non-verbal medium so as to make them fit for the real business world.

Course Outcomes:

On successful completion of the course the learner will be able to:

CO. NO.	Abilities	Course Outcomes
CO C104.1	Remembering	Describe various elements and theoretical framework of effective communication, channels of communication and barriers to effective communication.
CO C104.2	Understanding	Communicate their ideas and thoughts effectively in routine and real business world interactions.
CO C104.3	Applying	Exhibit their learning by delivering effective business presentations and exude confidence through their body language, intonation and speech besides writing effective business messages.
CO C104.4	Analysing	Analyze the importance of communication by appreciating the psycho-social and cultural issues involved in the reception of communication in various professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO C104.5	Evaluating	Assess the pros and cons of verbal and non-verbal communications in a business context.
CO C104.6	Creating	Develop and deliver new ideas for making business presentations effective and exciting making right choice of medium for different business situations.

Course Contents:

Unit-I

Concept and Importance of Business Communication for Managers, Means and Modes of Communication, 7Cs of effective communication, Barriers to effective communication and measures to overcome barriers. Styles of communication, Ethics in communication.

Unit-II

Oral Communication and its principles, Speaking Skills, Listening Skills, Presentation Skills, Written Communication and its principles, Routine messages, Persuasive messages, AIDA Model, Good and Bad news, Proposals and Business Reports, Essentials of a good report, Executive summary.

Unit-III

Drafting of Business letters and advertisements, Essentials of an effective business letter, Drafting of Positive and Negative messages, Memo writing, Circulars, Writing of Reports. Convening, conducting and holding of Business meetings, Drafting of Notice, Agenda and Minutes of Business Meetings

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session:

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning	Mode of Assessment
CO C104.1	Lectures, Discussion, Presentations	Exercises, tests and quizzes
CO C104.2	Presentation & Demonstration	Tests, assignments, presentations
CO C104.3	Videos, Group exercises, Internships	ESE, Extempore, group discussion, Speaking and writing in different situations
CO C104.4	Case studies, Drafting of business messages	Cases, ESE, Mini projects
CO C104.5	Evaluating individual and group assignment, mini projects	Project report assessment, team papers, ESE
CO C104.6	Experiential exercise	ESE, Field assignment, presentations

Text Books (Latest Editions)

1. Taylor Shirley & Chandra V, Communication for Business, Dorling Kindersley India
2. Courtland B.L and Thill J.V, Business Communication Today‟ Pearson Education
3. Lochar, K.O. and Maczmarch,S.K., Business communication: Building Critical Skills, Tata McGraw Hill
4. Murphy, H.A. and Hilderlrand,W. and Thomas,P.J., Effective business communication,Tata McGrawHill

Reference Books (Latest Editions)

1. O‟Rourke, J.S., Management Communication: A case analysis approach, Pearson Education New Delhi.
2. Rao, S.S., Handbook for Writers and Editors, Vikas Publishing House, New Delhi
3. Raymond, L. and Flately, M., Basic communication: Skills for Empowering the Internet Generation, Tata McGraw
4. Stewart D.M. Handbook of Management Skills, Billing & Sons Ltd. Worcester

Journals

1. Journal of Business and Technical Communication
2. International Journal of Marketing & Business Communication

MBA-C105: ACCOUNTING FOR MANAGERS

Course Objective:

To enable the students to understand and apply principles and procedures for the collection, analysis and utilization of accounting information for effective business decision-making.

Course Outcome (CO):

On successful completion of the course, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO C105.1	Remembering	Understand the GAAP, concepts and conventions and the role of the various financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity
CO C105.2	Understanding	Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
CO C105.3	Applying	Ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company
CO C105.4	Analysing	Analyse the complexities associated with the management of costs in organizations.
CO C105.5	Evaluating	Synthesize information and evaluate options for the most logical and optimal solution such that they would be able to predict and control cost incurrence and improve results.
CO C105.6	Creating	Preparing and managing decisions and introducing the latest trends of accounting in organizations

Course Contents:

Unit-I

Financial Accounting–Need and Functions; Generally Accepted Accounting Principles (GAAP); Accounting Concepts & Conventions; Branches of Accounting; Distinction between Financial Accounting, Cost Accounting and Management Accounting.

Unit-II

Accounting Equation: Journalizing Transactions using Accounting Equation (Modern Method). Trial Balance; Financial Statements- An Overview. Company Final Accounts; Preparation.

Unit-III

Management Accounting- Importance, Functions and Role of Management Accounting in Decision Making and Strategy Formulation. Managerial Decision-Making Techniques- Analysis of Financial Statements via Comparative Statements, Common Size Statements, and Trend Analysis.

Unit-IV

Ratio Analysis: Liquidity Ratios, Solvency Ratios, Activity Ratios and Profitability Ratios. Marginal Costing, Standard Costing and Variance Analysis.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO C105.1	Presentation	Exercises, tests and quizzes
CO C105.2	Presentation & discussion	Tests, assignments, presentations
CO C105.3	Videos, Group exercises, Internships	ESE, Extempore, group discussion, writing assessment
CO C105.4	Case studies, group discussion	Cases, ESE, Mini projects

CO C105.5	Case studies, group assignment, mini projects	Project report assessment, team papers, ESE
CO C105.6	Experiential exercise	ESE, Field assignment, presentations

Text Books (Latest Editions)

1. T. Horngren Charles, L. Sundern Gary, A. Elliott John, R. Philbrick Danna, Introduction to Financial Accounting, Pearson Education
2. Mohamed Hanif, Amitabha Mukherjee, Financial Accounting, Tata McGraw Hill
3. Shah F A and Malla M A: Advanced Accounting; Kitab Mahal, New Delhi
4. Bhattacharyya D: Management Accounting; Pearson Education. New Delhi
5. Horngren, C.T., Sundem, G. L., Schatzberg, J. O., Burgstahler, D., Introduction to Management Accounting; Pearson India, New Delhi
6. Sahaf**,** M.A., Management Accounting: Principles & Practice; Vikas Publishing, New Delhi.

SEMESTER-II
MBA-C201: MARKETING MANAGEMENT

Course Objective:
To develop an understanding among students of the underlying concepts, strategies and issues involved in marketing products and services.

Course outcomes:
Upon successful completion of the course, the student will be able to:

CO. NO	Abilities	Course Outcomes
CO C201.1	Remembering	To be able to define basic marketing terms and concepts and orientations.
CO C201.2	Understanding	To understand the importance of marketing concepts vis-à-vis building customer relationships.
CO C201.3	Applying	To recognise the concepts' role in developing an organization's marketing plan.
CO C201.4	Analyzing	To help the business organizations in using the marketing tools in real-world business-setting
CO C201.5	Evaluating	The students will be able to evaluate the performance of marketing applications like digital advertising, pricing, and channel performance
CO C201.6	Creating	The student should be able to come up with new approaches to marketing implementation strategies.

Course Contents:

Unit-I
Marketing: Marketing concepts and types. Marketing management, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts. Product: Classification, product line concepts and decisions, differentiation, standardization vs adaptation, New product development process, Product Life Cycle, Packaging, New trends in Packaging, labeling, tags, and quality standards.

Unit-II
Price and Place: Pricing objectives, Process, Methods, price adaptation (geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing), Physical distribution: Functions & Levels of distribution channels, Channel-management decisions, Vertical, Horizontal and Multi-channel marketing systems, Impact of technology and internet on distribution.

Unit-III
Promotion: promotion mix concept, Advertising: Meaning, advertising objectives, 5-M model, Sales promotion: Meaning, tools and techniques, Public relations: Definition, techniques and methods of PR, Direct marketing: Concept, channels (face to face selling, Direct mail), catalog marketing, telemarketing, e-marketing, m-commerce, Personal selling: Meaning, process.

List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO C201.1	Presentation	Exercises, tests and quizzes
CO C201.2	Presentation & discussion	Tests, assignments, presentations
CO C201.3	Videos, Group exercises, Internships	ESE, Extempore, group discussion, writing assessment

CO C201.4	Case studies, group discussion	Cases, ESE, Mini projects
CO C201.5	Case studies, group assignments, mini projects	Project report assessment, team papers, ESE
CO C201.6	Experiential exercise	ESE, Field assignment, presentations

Textbooks (Latest Editions)

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management-A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13th ed.
2. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi.
3. Enis, B. M., Marketing Classics: A Selection of Influential Articles, McGraw Hill, New York.
4. Neelamegham, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi

Reference Books (Latest Editions)

1. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore.
2. N. Ramaswamy & K Ramaswamy, Principles of Marketing Management-Global outlook Indian perspective.

Journals

1. International Journal of Research in Marketing, Elsevier.
2. Journal of Marketing, Sage

MBA-C202: HUMAN RESOURCE MANAGEMENT

Course Objectives:

To sensitize students to various facts of managing people and to create an understanding of various policies and practices of human resource management

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO C202.1	Remembering	Describe the role and importance of Human Resource Function in an Organization.
CO C202.2.	Understanding	Demonstrate the basic understanding of the foundations of managing HR in organizations in terms of systems, strategies and practices.
CO C202.3	Applying	Use different methods of HR acquisition, development, compensation and maintenance in real business situations.
CO C202.4	Analyzing	Demonstrate the use of different HR practices in an Organization.
CO C202.5.	Evaluating	Assess the effectiveness of major functions and processes of HRM
CO C202.6	Creating	Develop HR policies, practices and systems for evolving organizations

Course Contents:

Unit-I: Introduction and Acquisition of Human Resources

Understanding HRM as a system and as an integrated business process, emerging strategic HR roles and new challenges for HR and line managers, Human Resource Planning: Understanding concepts, critical role, process of HR Planning. Job Analysis-Job Specification, Job Description. Recruitment & Selection processes, Induction and Placement

Unit-II: Development of Human Resources

Training and Development: Steps in designing training programmes; Training need Assessment, Training methods & training evaluation. Performance Management: Performance Appraisal, Performance Counseling and Potential Appraisal; Concepts, Objectives and methods of Performance Appraisal

Unit-III: Compensation and Maintenance of Human Resources

Job Evaluation methods, Compensation Strategies, Performance-based Rewards;

Industrial Relations: Trade Unions, importance and functions of trade unions. Industrial Disputes, Causes, machinery for settlement of industrial disputes.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO C202.1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO C202.2.	Case Studies/Role Plays	Individual Assignments/ESE
CO C202.3	Case Studies/ Group Discussion	ESE/ Tests
CO C202.4.	Case Studies/ Analyse HR Practices/Group Discussion	ESE/ Tests
CO C202.5	Presentations/ evaluate HR Practices of organisations/Case Studies	ESE/Tests
CO C202.6.	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. DeCenzo, David A. and Robbins, Stephen P., Personnel/Human Resource Management, Prentice- Hall, New Delhi,
2. Monappa, Arun and Saiyadain, Mirza S., Personnel Management, Tata McGraw-Hill
3. Rao, P. Subba, Essentials of Human Resource Management and Industrial Relations: Text Cases and Games, Himalaya Publishing House, Mumbai

Reference Books (Latest Editions)

1. Gary Dessler & Biju Varkkey, Human Resource Management, Prentice Hall, New Delhi
2. Seema Sanghi, Human Resource Management, Vikas Publishing House, New Delhi
3. Aswathappa, K., Human Resource and Personnel Management, Tata McGraw-Hill
4. Ivancevich, John M., Human Resource Management, Tata McGraw-Hill New Delhi
5. Bohlander George W, Snell Scott A, Veena Vohra, Human Resource Management, Cengage Learning.

Journals

1. International Journal of Human Resources Management, UK
2. Indian Journal of Industrial Relations, New Delhi
3. Indian Journal of Training and Development, New Delhi

MBA-C203: FINANCIAL MANAGEMENT

Course Objectives: To acquaint students about the fundamental concepts and policy of managerial finance to enable them to apply the rich body of financial theory in corporate decision making and in creating value for shareholders.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO C203.1	Remembering	Describe the basic concepts related to Financial Management
COC203.2	Understanding	Explain in detail all theoretical concepts related to capital budgeting, payout policy, working capital Management etc
COC203.3	Applying	Perform all the required calculations and take critical financial decisions.
COC203.4	Analyzing	Analyze various financial situations and opportunities
COC203.5	Evaluating	Assess the performance outcome of the activities & projects adopted by the organization.
COC203.6	Creating	Formulate financial strategies to ensure the profitability of the organization and the maximization of shareholders' wealth.

Course Contents:

Unit-I

Introduction to Financial Management, Financial goal of the corporation; time value of money, Discounting and Compounding techniques; Capital Budgeting: Nature of investment decisions; investment criteria: net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; capital rationing. Cost of capital: Company & project cost of capital, measuring cost of equity & debt.

Unit-II

Corporate financing: common stock, debt; Payout policy: dividends vs. repurchases, payout policy & lifecycle of the firm. Debt policy: effects of financial leverage, financial risk & expected returns, financial leverage & weighted average cost of capital, corporate taxes, personal taxes, cost of financial distress, pecking order theory.

Unit-III

Working capital management: Concepts and determination of working capital: operating cycle, determination of working capital, theories and approaches. Management of current assets: management of receivables, management of cash, management of marketable securities, management of inventory. Financing of working capital needs: bank credit and other sources of short-term finance.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO C203.1	Lectures	Exercises, tests and quizzes
CO C203.2	Discussion & Solving numerical questions	Written tests, assignments, presentations
CO C203.3	Studying firm financial reports, Group exercises, Internships	ESE, presentations

CO C203.4	Case studies, group discussion	Cases, ESE, Mini projects
CO C203.5	Case studies, group assignment, mini projects	Project report assessment, team papers, ESE
CO C203.6	Experiential exercise	ESE, Field assignment, presentations

Textbooks (Latest Editions)

1 Brealey, Richard, Stewart Myers, and Franklin Allen. Principles of Corporate Finance. New York, NY: McGraw Hill,

2. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi

3. Bodie, Zvi, Alex Kane, and Alan Marcus. Investments. New York, NY: McGraw-Hill/Irwin

References (Latest Editions)

1. Hampton, John, Financial Decision Making, Prentice hall, New Delhi

2. Van Horne, J.C. and J.M. Wachowicz Jr. Fundamentals of Financial Management, Prentice Hall, New Delhi.

3. Block, Stanley B, Geoffery A Hilt, Foundations of Financial Management, Richard D., Irwin, Homewood

Journals

1. Journal of Emerging Market Finance
2. Journal of Banking and Finance
3. Financial Analyst Journal

MBA-C204: OPERATIONS MANAGEMENT

Course Objective:

The course will enable the students to understand the linkages between process and operations design and business strategy as well as make use of different tools and techniques applicable in the context of operations in global dynamic organizations.

Course Outcome (CO):

On the successful completion of the course, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO C204.1	Remembering	Understand the concepts of operations strategy, forecasting, location and facility layout, basics of quality management, and materials/ inventory management
CO C204.2	Understanding	Grasp different elements of operations and how to analyze an operating environment in terms of these elements
CO C204.3	Applying	Conduct and design forecast, capacity, and facility layout, choose appropriate locations, prepare maintenance schedules in manufacturing units, identify and propose material handling equipment and implement quality tools
CO C204.4	Analyzing	Establish the ability to analyze the concepts in manufacturing and service organizations
CO C204.5	Evaluating	Demonstrate the ability to apply the concepts of purchase, stores and inventory management and analyze and evaluate material requirement decisions
CO C204.6	Creating	Plan and prepare production and service-related decisions

Course Contents:

Unit-I

Operations management: Evolution, Operations strategy. Manufacturing and service systems., Introduction to Forecasting, Methods of forecasting*. Capacity planning: Short, Intermediate, Long-range capacity planning, determinants of effective capacity, capacity planning decisions.

Unit-II

Facility location*: location selection procedure, factors affecting selection of location, Location models*. Facility layout: Concept and influencing factors, principles, types of layout. Materials Management: Function and importance of materials management, Introduction to Inventory Management: Costs, objectives and techniques*

Unit-III

Evolution of Quality Management. Total Quality Management (TQM), Statistical concepts in quality control*, 5S-Kaizen, Quality function deployment, 7QC tools. Quality issues in Services. Maintenance Management: Total productive maintenance.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

***To be taught Using MS-Excel.**

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO C204.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO C204.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)

CO C204.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies
CO C204.4	Group Discussion, local tours to manufacturing and service organizations	Writing report based on observations, Presentation
CO C204.5	Discussion, Local internships for a few days	Term Paper, ESE
CO C204.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Stevenson, W. J., Operations Management, Tata McGraw Hill, New Delhi
2. Heizer, J. & Render, B., Operations Management, Prentice Hall, New Jersey
3. Gaither, N., & Frazier, G., Operations Management, Thomson South –Western, USA
4. L. Winston Wayne, Microsoft Excel 2019: Data Analysis & Business Model, PHI Learning, India

Reference Books (Latest Editions)

1. Schroeder, Roger, Operations Management, Tata McGraw-Hill., New Delhi
2. Adam, Everette and Ebert, Production and Operations Management Concepts, Models and Behavior, Prentice-
3. Datta, A.K., Materials Management Procedures, Text and Cases, Prentice-Hall of India Pvt. Ltd., New Delhi

Journals

1. International Journal of Operations and Production Management
2. Journal of Operations Management

SEMESTER-III

MBA-C301: STRATEGIC MANAGEMENT

Course Objective:

To develop in students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.

Course outcomes:

Upon successful completion of the course, the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO C301.1	Remembering	Describe the strategic management process
CO C301.2	Understanding	Need for strategic formulation, implementation and evaluation process.
CO C301.3	Applying	Compare and contrast different types of strategic tools and their application, and determine the particular strategies that are most appropriate to pursue.
CO C301.4	Analyzing	Developing customized strategies based on the organization’s arenas and external challenges using the tools like IE, EFE, and Hambrick’s Diamond.
CO C301.5	Evaluating	Develop a practical framework for evaluating the performance of the strategies.
CO C301.6	Creating	Recommend procedures for strategic review and evaluation

Course Contents:

Unit-I

Business Policy, Different Types of policies: Strategies, programmes, procedures and rules; M.B.O. / M.B.E., Development of Business Policy, Strategic Decision Making, Mintzberg’s modes of strategic decision making, Mintzberg’s 5ps of Strategy.

Unit-II

Formulation of strategy, Environmental Scanning, Tools of analysis: SWOT, Michael Porter’s Five Forces Competitive Model, Hambrick’s diamond. Identification of Strategic Internal Factors; Approaches in Evaluating Strategic Internal Factors, Strategic Alternatives and Strategic Choice, Factors Influencing Strategic Choice.

Unit-III

Forms of Strategies: Corporate Level Strategies; Growth, Stability and Retrenchment strategies: Business Level Strategies; Porters generic Business strategies: Cost leadership, Differentiation and Focus strategies, Functional strategies: Marketing, Operations, R & D, and their Purpose.

Unit-IV

Blue ocean strategy, Concept of three prepositions; value, profit and people, Red ocean strategy, Bottom of the pyramid strategy, Strategies to avoid. Strategic Intent, Stretch and Strategic Fit, Implementation and Controlling of Strategy.

List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO C301.1	Lectures	Exercises, tests and quizzes
CO C301.2	Discussion and solving numerical questions	Written tests, assignments, presentations

CO C301.3	Studying firm financial reports, Group exercises, Internships	ESE, presentations
CO C301.4	Case studies, group discussion	Cases, ESE, Mini projects
CO C301.5	Case studies, group assignment, mini projects	Project report assessment, team papers, ESE
CO C301.6	Experiential exercise	ESE, Field assignment, presentations

Text Books (Latest Editions)

1. Christensen CR, Business Policy: Text and cases, Illinois, Richard Irwin
2. Thomes L. Wheelen, J. David Hunger, Strategic Management & Business Policy, Pearson Edu
3. Alex Miller, Strategic Management, Irwin McGraw Hill
4. Azhar Kazmi, Strategic Management, Tata McGraw Hill
5. Francis Cherumillan, Strategic Management, Himalaya Publishing House, Mumbai

Reference Books (Latest Editions)

1. Fred David, Concepts of Strategic Management, Prentice Hall, New Jersy, USA
2. Dress, Georgy and Alex Miller, Strategic Management, McGraw Hill, New York, USA.

Journals

1. Global Business and Management Research: An International Journal, Universal Publishers.
2. Asia Pacific Journal of Management, Springer.

SEMESTER-IV

MBA-C401: RESEARCH METHODS FOR BUSINESS

Course Objective:

To equip the students with a basic understanding of business research tools to conduct research, analyze and interpret data for effective decision making

Course Outcome (CO):

On the successful completion of the course, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO C401.1	Remembering	Understand the business research framework, conceptualize the research process and tools for effective decision-making
CO C401.2	Understanding	Identify problems and write a business research proposal, define the meaning of a variable, be able to identify independent, and dependent variables, design questionnaires, and frame the sampling designs
CO C401.3	Applying	Demonstrate the ability to apply a range of quantitative research techniques to business and management problems
CO C401.4	Analyzing	Exhibit the ability to use SPSS software for handling data and inferencing results therein
CO C401.5	Evaluating	Assessand check the validity and reliability of the data, evaluate the research and sampling designs
CO C401.6	Creating	Ability to write and present novel research problems and ideas

Course Contents:

Unit-I

Nature and Scope of Research Methodology, types and process of research, principles of effective research, Problem formulation, Research Proposal-Elements of a research proposal, drafting a research proposal. Ethical principles and considerations for conducting research. Research Design: features of a good design, types of research design; framing Null and Alternative hypotheses.

Unit-II

Measurement- Levels of measurement- Attitude Scaling techniques-, Likert-scales, Concept of variables, Validity and Reliability. Data Sources, methods of data collection, questionnaires and schedules, Questionnaire Design. Pilot testing. Sampling-Probability and non-probability sampling; Determining size of the sample – issues of Precision and confidence in determining sample size.

Unit-III

Data Analysis: Editing, Coding, tabulation of data. Basics of SPSS: open/close SPSS; Input Data into SPSS; Handling the data; examine the basic statistics such as averages, frequency, percentage, variance; Create Chart, Table, and Graph. Conducting various inferential statistics- Univariate and Bi-variate Analysis; Hypothesis testing, Test of significance – Chi–Square Test, z-Test, t-Test, ANNOVA. Research Report – Structure of research report, Report writing and presentation

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session. It is desirable to use SPSS for delivery of unit 4 and 5.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO C401.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO C401.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)

CO C401.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies
CO C401.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO C401.5	Discussion, Local internships for a few days	Term Paper, ESE
CO C401.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Cooper Schindler, Business Research Methods, TATA McGraw Hills, New Delhi
2. Williams G. Zikmund, Business Research Methods, CENGAGE Learning New Delhi
3. V.P Michael, Research Methodology in Management, HPH. New Delhi
4. R Panneerselvam, Research Methodology, PHI Learning, New Delhi
5. Andy Field, Discovering Statistics using IBM SPSS Statistic, SAGE Publications India

Reference Books (Latest Editions)

1. Velde, Mandy van der, Jansen, Paul and Anderson, Neil, Guide to Management Research Methods, Blackwell
2. Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Approaches to Social Research, Oxford University
3. S. Ajai Gaur, Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS, Sage

Journals

1. Jindal Journal of Business Research
2. Journal of Statistical Software

MBA-C402: INTERNSHIP

Objective: The primary objective of the winter training is to gain through practical experience in organizations, a sound appreciation and understanding of the theoretical principles studied in different courses of the programme. Training is primarily oriented towards developing skills, knowledge and attitudes needed to make an effective start as a member of the management profession.

Contents

On completion of the first two semesters and before the commencement of the third semester, each student is required to undergo summer training in an organisation for a period of 8 to 10 weeks to acquire practical knowledge by working in any organisation related to the functional area of his/her interest. The internship programme mainly aims to enable students to develop work habits and attitudes necessary for job success, integrate theory and practice, develop communication, interpersonal and other critical skills, and explore career alternatives prior to graduation. Students may work in any business or service organisation.

On completion of the internship, a report based on the internship shall be submitted within four weeks from the commencement of the third semester. Students are also encouraged to take online short-term projects on various plate forms, including *Internshala* Platform, without disturbing the day-to-day academic activities.

The conditions of successfully completing the MBA Programme shall not be deemed to have been satisfied unless a student undergoes summer training, submits the Internship Report for evaluation and successfully qualifies it. The Internship Report

1. **Journal/Day Diary:**
   - Regular entries detailing your activities, challenges, and reflections.
2. **Project Deliverables:**
   - Any tangible outcomes or reports related to the students ' project.
3. **Supervisor Feedback:**
   - Regular check-ins with the students’ supervisor to discuss their progress.
4. **Presentation/Report:**
   - Summarize the internship experience, highlighting achievements and lessons learned.

Evaluation

The above report will be evaluated jointly by two examiners (internal supervisor from the organization where internship is carried out and the external examiner) for a maximum of 50 Marks, followed by Viva-voce to be conducted jointly by the internal supervisor and the external examiner for a maximum of 50 Marks. The Vice Chancellor would appoint the external examiner out of the panel to be submitted by the Department.

MBA-C403: PROJECT REPORT

Objective: The primary objective of the project report is to enable students to contribute new insights, knowledge, or perspectives to the existing body of academic literature in their field through a comprehensive and in-depth exploration of a specific topic within the field of study of students.

Contents

The project study shall ordinarily be in the area of the student's specialisation and be prepared and submitted under the supervision of a guide (a faculty member of the Department) allotted in the Department. The project report should demonstrate the capability of the student for creative potential and original approach to solving the practical problems in business and industry.

The conditions of successfully completing the MBA Programme shall not be deemed to have been satisfied unless a student submits a Project Report for evaluation and successfully qualifies it.

Evaluation

The Project work, based on the experiential learning involving fieldwork, carrying 4 credits, shall be submitted towards the end of the fourth semester. Each student is required to undertake a Research Project (RP) under the guidance of a faculty supervisor on a topic that necessitates the use of primary or secondary data, empirical analysis, qualitative interviews and use of contemporary tools and software. The written part of the Project Report shall account for 50 marks, and the viva voce to be conducted by a duly constituted examination board for 50 marks. The soft copy of the report should be submitted to the Department for an ANTI-PLAGIARISM check, and the plagiarism report should be included in the final report. Three hard copies of the finalised project report (well documented and comprehensive spiral bound, with appropriate referencing) certified by the supervisor and HOD, shall be submitted for evaluation.

The report shall be adjudicated by one external examiner appointed by the University out of a panel of 6 eminent experts in the field (not below the rank of a professor) to be submitted to the HOD, through the Dean. If the report of the examiner is not favourable, the candidate shall be required to revise and resubmit the project report within three months. If the report of the examiner is unfavourable again, the report shall be summarily rejected. If the report of the examiner is favourable, the Project Viva-Voce examination of the candidate shall be conducted by a board consisting of the Supervisor, the Head of the Department and the external examiner who adjudicates the report. If the candidate fails in viva voce, he/she must re-appear for the viva voce examination only after three months. If he/she fails the reappeared viva voce examination, he/she will not be eligible for the degree award.

Suggested Text

1. Fred Pyrczak, Writing Empirical Research reports: A Basic Guide for Students of Social and Behavioral Sciences, Pyrczak Publishing
2. Martin Skitmore, Writing Research Reports, Anmol Publications

Additional Readings

1. Ranjit Kumar, Research Methodology A Step-By-Step Guide For Beginners, Sage.
2. Creswell, Dr. John W., Research design: Qualitative, Quantitative and Mixed Methods, Sage.
3. Nicholas Walliman, Research Methods: The Basics, Routledge.
4. Jim D. Lester Jr., James D. Lester, Writing Research Papers: A Complete Guide, Pearson.

FUNCTIONAL ELECTIVES
FINANCIAL MANAGEMENT
MBA-FM01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives:
To train students in conducting qualitative and quantitative analysis of a company, valuing financial securities, and analysing investment attractiveness of various types of securities.
Course Outcomes:
On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO FM01.1	Remembering	Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
CO FM01.2	Understanding	Identify, common securities. Implement and review security valuation.
CO FM01.3	Applying	Assess and draw reasoned conclusions in selecting and presenting information on securities
CO FM01.4	Analysing	Analyse portfolio performance and investment opportunities in stock markets
CO FM01.5	Evaluating	Evaluate, formulate, and solve investment problems.
CO FM01.6	Creating	Develop a reasoned argument for the solution of familiar and unfamiliar problems relevant to securities analysis and portfolio management. Formulate and exercise appropriate judgment in selecting and presenting information using various methods relevant to securities analysis and portfolio management.

Course Contents:
Unit I
Investment fundamentals; risk/return analysis: required rate of return, determinants of required rate of return, factors affecting required rate of return. Measures of risk, relationship between risk and return-- security market line (SML), efficient frontier, capital assets pricing model (CAPM) and required rate of return. Efficient market hypothesis, alternative market hypotheses, forms of markets, implications of efficient markets. Stock market indices; top--down model, valuation process: economic, industry, and company analysis. Approaches to equity valuation: discounting cash flow and relative valuation techniques.
Unit II
Portfolio management: portfolio theory, risk and risk aversion, Markowitz portfolio theory. Measures of portfolio risk- expected return of a portfolio variance and standard deviation of a two-asset portfolio, correlation and risk-return trade off of a two--asset portfolio. Efficient frontier and investor utility, combining risk-free and risky assets, market portfolio as the optimal risky portfolio. Evaluation of portfolio performance: composite portfolio performance measures: Treynor measure, Sharpe measure, Jensen measure, information ratio measure, time-weighted and rupee-weighted returns.
List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM01.1	Lectures	Exercises/Tests/MCQs
CO FM01.2	Case Studies/Assignments	Written tests/Assignments
CO FM01.3	Discussion/Assignments	ESE/Presentations
CO FM01.4	Group Discussion/Case Studies	Cases/ESE

CO FM01.5	Presentations/ Case Studies	Term papers/ESE
CO FM01.6	Practical Problem Solving/Experiential exercise	ESE/Mini Projects

Textbooks (Latest Editions)

1. Reilly, Frank K. and Brown, Keith C., Investment Analysis & Portfolio Management, OH, USA: Thomson
2. Bodie, Z., Kane A. Marcus, A., and Mohanty, P, Investments, New Delhi, Tata McGraw--Hill

References (Latest Editions)

1. Financial Markets: A Beginners' Module Work Book, National Stock Exchange of India, Mumbai.
2. National Stock Exchange Modules, National Stock Exchange of India, Mumbai.
3. Sharpe W. & Gordon J.A, Investments, Phi publications, New Delhi.

Journals

1. Journal of Emerging Market Finance
2. Journal of Banking and Finance
3. Financial Analyst Journal

MBA-FM02: FINANCIAL DERIVATIVES

Course Objective:

To develop students' comprehensive understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO FM02.1	Remembering	Describe the basic concepts related to Derivatives, Types of Derivative products and Risk Management and EXPLAIN in detail the terminology used in the Futures and Options segment of finance domain
CO FM02.2	Understanding	Understand and differentiate between Swaps, Swaptions, Options and Futures
CO FM02.3	Applying	Apply the concepts in pricing Swaps, Swaptions, Options and Futures and APPLY the understanding in the simulated virtual trading platform
CO FM02.4	Analysing	Analyze and offer optimum solutions in the cases of risk management through hedging with futures and options.
CO FM02.5	Evaluating	Evaluate the various derivative strategies for their application in different situations.
CO FM02.6	Creating	Develop a portfolio of different derivative products to maximize the profits.

Course Contents:

Unit-I

Introduction to Derivatives. Forward Contracts: nature, structure and role of forward contracts, delivery and settlement of contracts. Types of forwards contracts; pricing and valuation of equity contracts. Futures contracts: role of clearing house, daily settlement, margins, price limits, delivery and settlement; types of futures. Pricing and Valuation of equity futures. Options: characteristics of options, types of options, option payoffs.

Unit-II

Option Pricing: Put-call parity and synthetics, Binomial Model of Option Pricing, the Black-Scholes-Merton model. Option Strategies: Covered calls, protective puts, bull and bear spreads, butterfly spread & straddle. Swaps: characteristics of swap contracts; features of the currency, interest rate, and equity swap. Pricing of Swaps. Swaptions: basic characteristics and uses of swaptions, swaptions payoffs.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM02.1	Lectures	Exercises, tests and quizzes
CO FM02.2	Discussion & Solving numerical questions	Written tests, assignments, presentations
CO FM02.3	Studying using virtual trading platforms, Group exercises, Internships	Written tests, group discussion, quizzes

CO FM02.4	Case studies, Anayzing working of derivatives using virtual trading platforms, Discussions	Cases, ESE, reports of virtual trading platforms
CO FM02.5	Case studies, group assignment, mini projects, examination of existing derivatives	Project report assessment, team papers, ESE, presentations
CO FM02.6	Experiential exercise	ESE, Field assignment, presentations

Textbooks (Latest Editions)

1. John C.Hull, Options, Futures and other Derivatives, Pearson Education, New Delhi.
2. Chance, Introduction to derivatives and Risk Management, Thomson Learning, New Delhi.
3. Franklin R.Edwards, Futures and Options, Tata Mc Graw Hill. New Delhi

References (Latest Editions)

1. Robert W.Kolb, Understanding Futures Markets, Prentice Hall India. New Delhi
2. Kevin, S, Commodity and Financial Derivatives, Prentice Hall India. New Delhi.

Journals

1. Journal of Emerging Market Finance
2. Journal of Banking and Finance
3. Financial Analyst Journal

MBA FM03: FINANCIAL ECONOMETRICS

Course Objective:

The course will cover several key models as well as identification and estimation methods used in modern econometrics and equip the students with basic theory of econometrics. After successful completion of the course, students would be able to formulate econometric model to analyse data and then would be able to establish cause-effect relationship in finance.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO FM03.1	Remembering	Explain various assumptions, concepts, principles, and methodologies underlying econometrics and time series models for financial data.
CO FM03.2	Understanding	Understand the fundamental concepts in statistics and present certain applied tools for decision-making.
CO FM03.3	Applying	Apply financial econometric tools to modeling, estimation, inference, and forecasting of financial data
CO FM03.4	Analysing	Advance the understanding and skill set in data-driven quantitative modeling.
CO FM03.5	Evaluating	Evaluate different Econometric and time series methodologies
CO FM03.6	Creating	Critically evaluate empirical econometric work and use learned statistical techniques and skills to analyze, interpret and present relevant financial data.

Course Contents:

Unit-I

Introduction to Classical Linear Regression Model- Two variable classical linear regression model, Assumptions of Classical Linear Regression Model. Classical Linear Regression Model assumptions, Estimation of the regression model, Properties of Ordinary Least Square estimators. Regression analysis: Objective, Statistical Analysis and Interpretation of results, Hypothesis Testing-Types of Hypothesis, Test statistic, Critical Region. Goodness of Fit(R^2): Concepts of Explained Sum of Squares (ESS)-Residual Sum of Squares -Total Sum of Squares. Multiple Linear Regression Model: Interpretation of the model. Model misspecification: R^2 vs Adjusted R^2 ;

Unit-II

F-statistics-Application of F statistics-Overall significance of the model-Equality between two regression coefficients-Testing the validity of linear restricted and Unrestricted models. Application of F statistics: Testing structural break in Time Series data- Chow test, Limitations of chow test; Dummy Variable models: Introduction, Different types- ANOVA, ANCOVA. Dummy variable models; Dummy variable model for testing seasonal fluctuation: Introduction, Analysis, Dummy variable trap; Relaxing the assumptions of Classical Linear Regression Model: Multicollinearity-Introduction-Consequences-Detection-Remedial measures; Autocorrelation-Introduction-Consequences-Detection-Remedial measures. Heteroskedasticity: Introduction- Consequences-Detection-Remedial measures;

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM03.1	Lectures	Exercises/Tests/MCQs
CO FM03.2	Case Studies/Assignments	Written tests/Assignments

CO FM03.3	Discussion/Assignments	ESE/Presentations
CO FM03.4	Group Discussion/Case Studies	Cases/ESE
CO FM03.5	Presentations/ Case Studies	Term papers/ESE
CO FM03.6	Practical Problem Solving/Experiential exercise	ESE/Mini Projects

Textbooks (Latest Editions)

1. Gujarati, D.N., Basic Econometrics, McGraw Hill, New Delhi.
2. Wooldridge, Introductory econometrics: A modern approach, Cengage Learning, India.

References (Latest Editions)

1. Baltagi, B.H., Econometrics, Springer, New York.
2. Chow, G.C., Econometrics, McGraw Hill, New York.
3. Goldberger, A.S., Introductory Econometrics, Harvard University Press, Cambridge, Mass.
4. Green, W., Econometrics, Prentice Hall of India, New Delhi.
5. Ross, Sheldon, A First Course in Probability, Pearson Prentice Hall.

Journals

1. Journal of Emerging Market Finance
2. Journal of Banking and Finance
3. Financial Analyst Journal

MBA-FM04: INTERNATIONAL FINANCE

Course Objectives:

To provide an overview of the financial environment in which multinational firms operate and acquaint the students with the key decision areas in international finance.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO FM04.1	Remembering	Identify and appraise the foreign exchange markets in the international economic environment.
CO FM04.2	Understanding	Understand international capital and the foreign exchange market.
CO FM04.3	Applying	Identify risks relating to exchange rate fluctuations and develop strategies to deal with them.
CO FM04 .4	Analysing	Express well-considered opinions on issues relating to international financial management.
CO FM04.5	Evaluating	Evaluate foreign exchange rate theories and exchange rate systems.
CO FM04.6	Creating	Develop strategies to deal with various types of risks associated with foreign exchange.

Course Contents:

Unit-I

The Foreign Exchange Market: Characteristics, Participants and Arbitrage in Foreign Exchange Market; Spot & Forward Exchange Rates; Nominal, Real & Effective Exchange Rates; Balance of Payment Accounts: Deficit & Surplus in BOP, Elasticity & Absorption Approach to BOP. Macroeconomic Policy in Open Economy: The Problem of Internal & External Balance, Mundell-Fleming Model, IS-LM-BP schedule to Open Economy, Equilibrium of IS-LM-BP Model, Factors Shifting the IS-LM-BP schedules.

Unit-II

Internal and External Balance in Fixed & Floating Exchange Rate Regimes, Monetary Approach to BOP. Purchasing Power Parity: Importance & Limitations; Balassa-Samuelson Model; Uncovered Interest Rate Parity. Monetary Model of Exchange Rate Determination; Flexible Price Monetary Model; Dornbusch Sticky-Price Monetarist Model, Frankel Real Interest Rate Differential Model. **:** Portfolio Balance Model: Equilibrium of the Model, Dynamic of the Model, Fixed, Floating & Managed Exchange Rates.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM04.1	Lectures	Exercises/Tests/MCQs
CO FM04.2	Case Studies/Assignments	Written tests/Assignments
CO FM04.3	Discussion/Assignments	ESE/Presentations
CO FM04.4	Group Discussion/Case Studies	Cases/ESE
CO FM04.5	Presentations/ Case Studies	Term papers/ESE
CO FM04.6	Practical Problem Solving/Experiential exercise	ESE/Mini Projects

Textbooks (Latest Editions)

1. Keith Pilbeam, International Finance, Palgrave Macmillan
2. Butler, K. C., Multinational finance, John Wiley, New York:
3. Levi, M. D., International finance, Rutledge Publications. New York
4. Madura, J., International financial management, Cengage Learning. New Delhi
6. Buckley, A., Multinational finance, Pearson Education. New Delhi

References (Latest Editions)

1. Eun, C. S., & Resnick, B. G. International financial management, McGraw Hill, New Delhi
2. Kim, S. H., & Kim, S. H., Global corporate finance: Text & cases, Blackwell Publications, USA
3. Bekaert, G. and R.J. Hodrick, International Financial Management, Prentice Hall.
4. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., Multinational Business Finance, Pearson Education.

Journals

1. Journal of Emerging Market Finance
2. Journal of Banking and Finance
3. Financial Analyst Journal

MBA-FM05: INTRODUCTION TO FINTECH

Course Objectives:

In this course students will learn to identify emerging trends in FinTech and understand the insights, tools, and technologies driving the FinTech revolution. Students will also gain an understanding of the key technologies, market structure, participants, regulation and the dynamics of change being brought about by FinTech.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO FM05.1	Remembering	Identify the factors and strategies that predict successful fintech innovation and implementation
CO FM05.2	Understanding	Gain insight into the current fintech ecosystem, including notable fintech organizations, new business models, and the investing community
CO FM05.3	Applying	Examine how artificial intelligence, machine learning, and blockchain are disrupting traditional banking and financial services.
CO FM05.4	Analysing	Analyse the tools, emerging trends, and innovations driving the fintech revolution
CO FM05.5	Evaluating	Apply frameworks to identify and evaluate fintech investment opportunities for your organization or domain
CO FM05.6	Creating	Develop students' critical and analytical thinking in the context of the financial services market

Course Contents:

Unit-I

Introduction and key technological trends affecting financial services; Economic forces driving fintech adoption across countries; FinTech and market structure in financial services;Artificial intelligence, machine learning, and deep learning in financial services;The Growing Impact of AI in Financial Services'; Application of artificial intelligence in finance. Open APIs & marketing channels, 'RPA in Banking—Use-cases, Benefits and Steps; Pros and cons of RPA platforms vs. APIs; Blockchain technology & cryptocurrency; Types of cryptocurrency; Big tech payment innovations;

Unit-II

Digitization of payments and currency; Key payments innovations in fintech. Big tech firms' credit cards and lending; Peer-to-peer lending; Fintech Companies and Credit Card Innovation' Challenger banks: impact of challenger banks, challenger banks in Indian and world. Trading & capital markets:Robinhood and its impact on financial service industry; Robo-advisors and their impact, robo-advisors in the world. Fintech trends and applications affecting trading, asset management & capital market infrastructure; Insurance and fintech: fintech development and opportunities in insurance industry; Impact of coronavirus crisis financial services and fintech; challenges for fintech in coronavirus; Future of fintech.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM05.1	Lectures	Exercises/Tests/MCQs
CO FM05.2	Case Studies/Assignments	Written tests/Assignments
CO FM05.3	Discussion/Assignments	ESE/Presentations
CO FM05.4	Group Discussion/Case Studies	Cases/ESE

CO FM05.5	Presentations/ Case Studies	Term papers/ESE
CO FM05.6	Practical Problem Solving/Experiential exercise	ESE/Mini Projects

Textbooks (Latest Editions)

1. Paul Vigna and Michael J. Casey, The Age of Crypto-currency: How Bit-coin and Digital Money are Challenging the Global Economic Order, New York: St. Martin’s Press.
2. Susanne Chishti, Janos Barberis, The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries,Wiley.

References (Latest Editions)

1. Brett King, Breaking Banks: The Innovators, Rogues, and Strategists Rebooting Banking, Wiley.
2. Ron Shevlin, Brett King, Smarter Bank: Why Money Management is More Important Than Money Movement to Banks and Credit Unions, Searching Finance Ltd.
3. Chris Skinner, Digital Bank: Strategies to Launch or Become a Digital Bank, Marshall Cavendish International, Singapore.

Journals

1. Journal of Banking and Financial Technology
2. Research-Technology Management
3. Financial Analyst Journal

MBA-FM06: FINANCIAL TECHNICAL ANALYSIS

Course Objective:

The objective of the course is to introduce the students to technical and pair trading. After completing the course, the students would analyse various financial markets such as equities, bonds, commodities and currencies.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO FM06.1	Remembering	Explain the key principles of Technical Analysis.
CO FM06.2	Understanding	Understand the tools, charts, and indicators of technical analysis.
CO FM06.3	Applying	Apply the common indicators used in technical analysis to add value to basic chart analysis.
CO FM06.4	Analysing	Examine non-price data indicators of investor participation and attitude to trend strength and price movements.
CO FM06.5	Evaluating	Evaluate the chart patterns, trading volumes, and price objectives within price trends.
CO FM06.6	Creating Develop	Develop the important tools of technical analysis, formulate trading strategies, and implement them for technical trading.

Course Contents:

Unit-I

Technical Analysis: Introduction, assumptions in technical analysis; Chart types: Line chart and Bar Chart; One candlestick pattern: Doji, Hammer, Inverted Hammer, Spinning Top, Marubozu; Double candlestick pattern: Bullish /Bearish Engulf, Piercing pattern /Dark cloud cover, Tweezer Top & Bottom; Triple candlestick pattern: Morning star /Evening star, Three white shoulders / Three black crows, Abandoned body (Bullish & Bearish), Tasuki Gap (Bullish & Bearish).The Support and Resistance; Volumes; Moving Averages: simple and exponential and moving average crossover. Gaps & Gaps Analysis**:** Types of Gaps: Common gap, Breakaway gap, Runaway gap, Exhaustion gap, Island cluster; Indicators: leading and lagging indicators, Relative strength index,

Unit-II

Moving Average Convergence and Divergence (MACD); On Balance Volume**,** William %R, Bollinger bands, Money Flow Index**;** Fibonacci retracements and extensions. Dow Theory: principles, Double bottom & Double top formation, Triple Bottom & Triple Top, Range formation, and Flag formation, trading range. Elliott Wave Theory. Pair trading: spreads, differentials, convergence, divergence and use of correlation, normal distribution and density curve; Linear regression in pair trading; Calendar spreads and momentum portfolio.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM06.1	Lectures	Exercises/Tests/MCQs
CO FM06.2	Case Studies/Assignments	Written tests/Assignments
CO FM06.3	Discussion/Assignments	ESE/Presentations
CO FM06.4	Group Discussion/Case Studies	Cases/ESE

CO FM06.5	Presentations/ Case Studies	Term papers/ESE
CO FM06.6	Practical Problem Solving/Experiential exercise	ESE/Mini Projects

Textbooks (Latest Editions)

1. Martin J Pring, Technical Analysis Explained, McGraw Hill.
2. Jack D Schwager, Technical Analysis, John Wiley & Sons.
3. Darell R Jobman, Handbook of Technical Analysis, Probus.

References (Latest Editions)

1. Robert D Edwards, Technical Analysis of Stock Trend, Vision Book.
2. William Eng, Technical Analysis of Stocks, options, Probus.

Journals

1. Journal of Emerging Market Finance
2. Journal of Banking and Finance
3. Financial Analyst Journal

MBA-FM07: INDIAN FINANCIAL SYSTEM

Course Objective:

To make students conversant with various components of Indian Financial System viz. financial markets, institutions and instruments in an analytical and critical manner.

Course Outcomes:

On successful completion of the course the student will be able to:

CO.NO.	Abilities	Course Outcomes
CO FM07.1	Remembering	Recall the structure and components of the Indian financial system through banking operations & Financial Markets
CO FM07.2	Understanding	Understand the concepts of financial markets & financial institutions, their working and importance.
CO FM07.3	Applying	Demonstrate the working and contribution of Banks and NBFCs to the Indian Economy.
CO FM07.4	Analysing	Analyze the linkages in the Financial Markets, working of banks & NBFC's
CO FM07.5	Evaluating	Explain various banking and accounting transactions.
CO FM07.6	Creating	Develop necessary competencies expected of a finance professional.

Course Contents:

Unit-I

Introduction to financial system: Evolution, structure and role of financial system, objectives of financial system; Money Market call market, T-Bill market, Inter-bank market, certificate of deposit market, ready forward contract market, commercial paper market, inter corporate deposit market, commercial bill market; Capital market scams in India. Concept of Primary Market, public offer, underwriting, book building process for capital issues, on-line IPO"s, Rights issues: Procedure of Rights Issues, Public issue management. Listing of securities, types of transactions in stock exchange, mechanics of share trading, transaction costs, trading arrangements, trading and settlement, categories of securities, inter-net trading.

Unit-II

Stock exchanges: Bombay Stock Exchange, The National Stock Exchange of India. Depositories and Custodians Depository system: Process of Dematerialisation and Rematerialisation, NSDL, CDSL; Development financial institutions- Role of these institutions, IFCI, IDBI, SIDBI, EXIM bank of India, NABARD. Banking Introduction. Systems of Banking: branch banking, unit banking, correspondence banking. Central Banking: RBI origin and growth, functions of RBI. Banking system and structure in India: evolution of indian banks, types of banks: public sector, regional banks, private sector banks. Commercial banking: structure, functions - role of commercial banks in socio economic development, services rendered.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM07.1	Lectures	Exercises, tests and quizzes
CO FM07.2	Discussion & Solving numerical questions	Written tests, assignments, presentations
CO FM07.3	Studying using virtual banking platforms, Group exercises, Internships	Written tests, group discussion, quizzes

CO FM07.4	Case studies, Anayzing working of banks & financial institutions using virtual banking platforms, Discussions	Cases, ESE, reports of virtual banking platforms
CO FM07.5	Case studies, group assignment, mini projects, examination of existing financial systems	Project report assessment, team papers, ESE, presentations
CO FM07.6	Experiential exercise	ESE, Field assignment, presentations

Textbooks (Latest Editions)

1. Donald, E. Fisher & Ronald J. Jordon, Security Analysis & Portfolio Management, Pearson Education, New Delhi.
2. Gupta, L. C, Stock Exchange Trading in India, Society for Capital Market Research and Development, New Delhi.
3. Bhalla, V.K, (1998), Indian financial system, Anmol publisher pvt.ltd. Delhi.

References (Latest Editions)

1. Sharpe, William F, Gordon J Alexander and J. V Bailly, Investments, Prentice Hall of India, New Delhi.
2. Financial Markets: A Beginners‟ Module Work Book, National Stock Exchange of India, Mumbai.
3. Securities Market (Basic) Module Work Book, National Stock Exchange of India, Mumbai.

Journals

1. Journal of Emerging Market Finance
2. Journal of Banking and Finance
3. Financial Analyst Journal

MBA FM08 ALTERNATIVE INVESTMENTS

Course Objectives:

This course provides an overview of alternative investments to students for managing portfolio containing alternative assets.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO FM08.1	Remembering	Explain the characteristics of alternative investments such as real estate, hedge funds, private equity, and other alternative investments.
CO FM08.2	Understanding	Understand the return-risk characteristics of different alternative investments
CO FM08.3	Applying	Apply the course theory to measure the risks attached to different investment portfolios and calculate the alphas of hedge fund strategies
CO FM08.4	Analyzing	Analyze and compare alternative investments with traditional investments
CO FM08.5	Evaluating	Evaluate real estate deals, hedge fund strategies, and private equity.
CO FM08.6	Creating Develop	Measure the risks and return in different alternative investments and use them in investment portfolios.

Course Contents:

Unit-I

Alternative Investments: Introduction, role of alternative investment in strategic asset allocation, trends in alternative investments, alternative investments & due diligence. Private Equity: History; Types- Angel, Venture, Private, Crowd, Different Funding Series, Equity, Debt; Investment Methods: Mezzanine capital, Distressed and special situations, LBO. Performance of Private Equity. Private Equity: Risk & Return Profile. Real Estate: real estate as an investment asset, real estate investment trusts, commercial real estate, mortgage backed securities, mortgage debt and preferred equity in real estate. Real Estate Appraisal & Valuation. Performance of Real Estate Portfolios. Commodities & Managed Futures: investing in commodities, performance of commodities, investing in commodity futures, strategic asset allocation. Managed Futures: role of managed futures in a portfolio.

Unit-II

Hedge Funds: introduction to hedge funds, investing in hedge funds, performance of hedge funds, due diligence, risk management, hedge fund benchmark & asset allocation. Structured Products: Introduction, Issuers' and investors' appetite for structured products, identify underlying assets used for SPV's, Define special purpose vehicle, Identify mechanics of popular structured products using different assets classes as base, Implied correlations, base correlations, term structure effects, CDO risk measures, Recent product innovations, Future for structured products. Credit Derivatives: introduction to credit derivatives, collateralized debt obligations. Other Alternate Investment Asset classes: liquid alternatives, currency, art funds, film funds, carbon credits. Alternative Investment in India: Alternative Investments Sector in India, alternative investments and Securities & Exchange Board of India (SEBI), Genesis of Alternative Investments Market Regulation, Alternative Investment Funds (AIFs) Regulations.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO FM08.1	Lectures	Exercises/Tests/MCQs
CO FM08.2	Case Studies/Assignments	Written tests/Assignments

CO FM08.3	Discussion/Assignments	ESE/Presentations
CO FM08.4	Group Discussion/Case Studies	Cases/ESE
CO FM08.5	Presentations/ Case Studies	Term papers/ESE
CO FM08.6	Practical Problem Solving/Experiential exercise	ESE/Mini Projects

Textbooks (Latest Editions)

1. Mark J. P. Anson, Handbook of Alternative Assets, by John Wiley & Sons.
2. Mark J. P. Anson, Frank J. Fabozzi, Frank J. Jones, The Handbook of Traditional and Alternative Investment Vehicles: Investment Characteristics and Strategies, John Wiley & Sons.
3. Certified Alternative Investment Manager (AIM)(AIWMI),Taxmann Publications Pvt. Ltd.

References (Latest Editions)

1. Stuart R. Veale, The Investor's Guidebook to Alternative Investments: The Role of Alternative Investments in Portfolio Design, Penguin USA.
2. Donald R. Chambers, Keith H. Black, Nelson J. Lacey, Alternative Investments: A Primer for Investment Professionals, CFA Institute Research Foundation.

Journal

1. Journal of Alternative Investments

FUNCTIONAL ELECTIVES
MARKETING MANAGEMENT
MBA-MM01: SERVICES MARKETING

Course Objective:
To augment students with knowledge and skill for effective marketing of services.
Course outcomes:
Upon successful completion of the course, the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO MM01.1	Remembering	To be able to define and distinguish among various types of services.
CO MM01.2	Understanding	To understand the importance of services' characteristics, features and service-delivery challenges.
CO MM01.3	Applying	Development of comprehensive service delivery networks for organization
CO MM01.4	Analyzing	Put in action different service delivery modes, manage service encounters and develop service standards.
CO MM01.5	Evaluating	Evaluating service performance using measures like SERVQUAL, SERVPERF, and Customer effort score
CO MM01.6	Creating	Provide new performance measurement standards for service performance, and develop service quality metrics.

Course Contents:
Unit-I
Introduction to Services: Characteristics of Services, Classification of Services; The service system, Global and Indian Scenario in the services sector. Marketing Mix In Service Marketing; Product-Service Continuum; Service Life Cycle.Promotion: Role of Relationship Marketing in promoting services. Price: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing.People: Role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment.
Unit-II
Physical evidence: Tangibilizing through physical evidence. Service as a process & as a system - Strategies for managing inconsistency – Customer's role in services - Customers as 'co-producers'; Self Service Technologies, – Customer Service in Service Marketing; e-services
Place – Distribution Strategies for Services; Challenges in distributing Services; Role of Internet in distributing of Services. Monitoring and Measuring customer satisfaction, Defects, Failures and Recovery. Concept and Importance of quality in Services; Service Quality Models SERVQUAL, and SERVPERF – Gronroos model
List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO MM01.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM01.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO MM01.3	Case Study, Videos	Solving case studies

CO MM01.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO MM01.5	Discussion	Term Paper, ESE
CO MM01.6	Paper presentation	Final assignment, Presentation

Textbooks (Latest Editions)

1. Christopherher lovelock, Services Marketing, Pearson Education Asia, New Delhi.
2. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, Thomson, New Delhi.
3. Helen Woodroffe – Services Marketing, Mcmillan India Ltd. New Delhi.
4. Mudie, P., & Pirrie, A, Services Marketing Management, Butterworth Heinemann, USA.
5. Valarie Zeithmal & Mary Jo Bitner, Services Marketing, Tata McGraw Hill, New Delhi.

Reference books (Latest Editions)

1. Kellog, Complete MBA Companion in Marketing, Financial Times/Prentice Hall, New Delhi
2. Peggy Hadden, The Artist's Guide to New Markets: Opportunities to Show and Sell Art Beyond Galleries, Allworth Press, New York
3. Verma, H. V. Services marketing: text and cases. Pearson Education, New Delhi.
4. Shanker, R. Services marketing: The Indian perspective, Excel Books, New Delhi.

Journals

1. Journal of Services Marketing, Academy of Marketing Science
2. Journal of Services Marketing, Emerald Insight

MBA-MM02: CONSUMER BEHAVIOUR

Course Objective:
To equip students with competencies to apply knowledge about the consumers' psychological factors as well as the environment for making effective decisions in marketing.
Course Outcome (CO):
On successful completion of the course, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO MM02.1	Remembering	Understanding consumer behavior and marketing strategy and the overall consumer decision-making process
CO MM02.2	Understanding	Elaborate on consumer behavior concepts both observed and experienced in realistic and actual consumer environments
CO MM02.3	Applying	Establish the relevance of consumer behavior theories and concepts to marketing decisions
CO MM02.4	Analysing	Recognise and analyse social and ethical implications of marketing actions on consumer behavior
CO MM02.5	Evaluating	Designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior
CO MM02.6	Creating	Prepare a research report on consumer behaviour issues within a specific context

Course Contents:
Unit I
Introduction to Consumer Behaviour; Individual and organizational, Consumer Behaviour and marketing strategy: Use of STP in consumer behavior. Consumer needs, motives:Consumer Decision-making process and decision-making roles, Models of consumer decision making - Engel-Kollatt-Blackwell model, Howard-Sheth Model, Bettman's Model.
Unit II
Consumer satisfaction concept. Cognitive dissonance, Consumer delight, consumer complaint behavior.
Attitude Formation, Consumers' value: AIO classification of lifestyle. Concept of Multiple Selves. Development of the self-image**.** Consumer relevant reference groups - opinion leaders - family decisions making - family life cycle - social class - influence of culture on consumer behavior. Diffusion of innovations: the diffusion process - the adoption process.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO MM02.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM02.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO MM02.3	Case Study, Videos	Solving case studies
CO MM02.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation

CO MM02.5	Discussion	Term Paper, ESE
CO MM02.6	Paper presentation	Final assignment, Presentation

Text books (Latest Editions)

1.Leon G. Schiffman& Leslie Lazar Kanuk, Consumer Behaviour, Pearson Education Asia, New Delhi
2.Howard, John A, Consumer Behaviour in marketing, Englewood Cliffs, Prentice Hall Inc,
3.John C. Mower & Michael Minor, Consumer Behaviour, Prentice Hall. New Delhi
4.Peter, Olson, Consumer Behaviour and Marketing Strategy, University, McGraw Hill, New Delhi.

Reference Books (Latest Editions)

1. Mowen, John C. Consumer Behaviour, MacMillan, New York.
2. Loudon, D.L. (1988), Consumer Behavior: Concepts and Applications, McGraw Hill, London

Journals

1. Journal of Marketing Behavior
2. Journal of Consumer Behavior

MBA-MM03: BRAND MANAGEMENT

Course Objective:
To make students understand the process of brand building and their management.
Course outcomes:
Upon successful completion of the course, the student will be able to:

CO. NO.	**Abilities**	**Course Outcomes**
CO MM03.1	Remembering	Introduce branding concepts and provide the details of those concepts
CO MM03.2	Understanding	Discuss the concepts through case studies
CO MM03.3	Applying	Summarise and apply the branding concepts in various contexts
CO MM03.4	Analyzing	Examine the significant ways to build, measure and maintain customer-based brand equity
CO MM03.5	Evaluating	Evaluating potential outcomes of brand equity in terms of the significar benefits a firm accrues from these sources of brand equity.
CO MM03.6	Creating	Develop frameworks for addressing specific brand management issues for different types of organizations.

Course Contents:
Unit-I
Introduction to Brand Management: Brands and Branding, Brand and Product, the significance of brands, Brands and value addition. Strategic Brand Management Process, legal and ethical aspects of branding. Brand Equity: Customer-based brand equity; the concept of brand equity, Sources of brand equity, brand building blocks, and Benefits of brand equity. Choosing brand elements to build equity, brand element choice criteria, brand element tactics
Unit-II
Leveraging and Managing Equity**:** Naming New Brands and Extensions; New products and brand extensions, consumer evaluation of brand extensions. Managing brands over time: reinforcing brands, revitalising brands, adjustments to brand portfolio

List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	**Teaching /Learning Activity**	**Mode of Assessment**
CO MM03.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM03.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO MM03.3	Case Study, Videos	Solving case studies
CO MM03.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO MM03.5	Discussion	Term Paper, ESE
CO MM03.6	Paper presentation	Final assignment, Presentation

Textbooks (Latest Editions)

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Upper Saddle River, Prentice Hall, New Jersy
2. Joel Kapfferrer; Strategic Brand Management, Kogan Page, India
3. Merle C. Crawford: New Product Management, Richard D. Irwin, Homewood, Illinois.
4. Aaker, David A: Building Strong Brands, New York: Free Press
5. Richard Elliot & Larry Percy: Strategic Brand Management, Oxford University Press

Reference Books (Latest Editions)

1. Douglas Atkin, The Culting of Brands, Penguin Group (USA) Incorporated
2. Debbie Millman, Brand Bible: The Complete Guide to Building, Designing and Sustaining Brands, Rockport Publishers, Beverly, USA

Journals

1. Journal of Brand Management, Palgrave McMillan
2. Journal of Consumer Behaviour, Wiley

MBA-MM04: SOCIAL MEDIA MARKETING

Course Objective:

This course looks at how you can integrate social media into your overall marketing strategy as well as how to improve your overall results by developing a holistic social media marketing campaign for your businesses

Course Outcomes:

Upon successful completion of the course, the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO MM04.1	Remembering	Awareness of the basics of social media marketing, digital marketing and mobile marketing.
CO MM04.2	Understanding	Understand the landscape of traditional, digital, and social media marketing and its role in selling products and services.
CO MM04.3	Applying	Able to handle social media marketing campaigns and design content marketing pages.
CO MM04.4	Analyzing	Able to use the analytical tools and make decisions based on marketing analytics and customer data sets
CO MM04.5	Evaluating	Able to assess the success of social media campaigns by measuring desired outcomes and putting in place the control measures
CO MM04.6	Creating	Offering better ways of running social media marketing, designing marketing benchmarks, and developing creative digital engagement campaigns.

Course Contents:

Unit-I

Introduction to digital media, social media, social media marketing strategy, social listening, the importance of social listening, and social listening tools. Social media platforms, the functionality of social media platforms, content and its power, content marketing, types of content, appeals in social media content, influencer marketing, understanding and reaching your influencers.

Unit-II

Social media advertising, free ads, paid ads, digital advertising formats, social media advertising copy, social media ads and targeting, measuring social media advertising effectiveness. Next-gen marketing, internet of things, artificial intelligence and social media, rinse of virtual media, tracking and measuring social media ROI, social integration, Social media marketing ethics.

List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO MM04.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM04.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO MM04.3	Case Study, Videos	Solving case studies

CO MM04.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO MM04.5	Discussion	Term Paper, ESE
CO MM04.6	Paper presentation	Final assignment, Presentation

Text Books (Latest Editions)

1. David J. Bradley, Digital Marketing for MBA, Independently Published
2. Ankit Srivastava, Social Media Marketing and Branding, BPP Publishing
3. Puneet S. Bhatia, Social Media and Mobile Marketing, Wiley
4. Sameer A. Kulkarni, A Textbook of Virtual Marketing, Excel Books
5. Steven Murphy, Facebook Marketing, Speedy Publishing LLC

Reference Books (Latest Editions)

1. Seema Gupta, Digital Marketing, McGraw Hill Publishing
2. Ian Dodson, The Art of Digital Marketing, Pearson
3. Melissa S. Barker, Donald I. Barker, Nicholas F.Bormann, Debra Zahay, Mary Lou, Roberts, Social Media Marketing- A Digital Approach, Cengage

Journals

1. Journal of Internet Commerce, Taylor and Francis
2. Journal of Social Marketing, Emerald

MBA-MM05: ADVERTISING AND SALES PROMOTION MANAGEMENT

Course Objective:
To acquaint students with the significance and dynamics of marketing communication.
Course Outcomes:
Upon successful completion of the course, the student will be able to:

CO. NO.	**Abilities**	**Course Outcomes**
CO MM05.1	Remembering	Give an overview of the basics of advertising, sales promotion and publicity.
CO MM05.2	Understanding	Understanding marketing communications, advertising, and branding, their value, and the different ways companies can use them to promote their offerings to consumers.
CO MM05.3	Applying	Write advertising copy, employ appeals and formulate the advertisement
CO MM05.4	Analysing	Analyse advertisements to determine their message, appeals, and other characteristics
CO MM05.5	Evaluating	Measure the success of the advertisements in terms of acceptance, ROI and brand-image building
CO MM05.6	Creating	Able to introduce creative features in advertisements, generate new appeals and create advertising benchmarks

Course Contents:
Unit-I
Advertising: Advertising, objectives, advertising as a corporate communication process, market segmentation and target audience – Message and copy development, advertising appeals and executions.
Advertising agencies, Organization and types of advertising agencies, the role of advertising agencies. Advertising budgeting: approaches and methods.
Unit-II
Sales Promotion: Why and When Sales promotion activities, consumer and trade-oriented sales promotion techniques. Emerging trends in sales promotion. Advertising control: Measurement of effectiveness, methods of testing. Ethical, Economic and Social issues in advertising.

List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	**Teaching /Learning Activity**	**Mode of Assessment**
CO MM05.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM05.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO MM05.3	Case Study, Videos	Solving case studies
CO MM05.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO MM05.5	Discussion	Term Paper, ESE

CO MM05.6	Paper presentation	Final assignment, Presentation

Text Books (Latest Editions)

1. Batra, Myers & Aaker, Advertising Management, Prentice Hall, New Delhi.
2. Belch, Advertising and Promotion, Tata McGraw Hill, New Delhi.
3. Frank Jefkins, Advertising, Macmillan India Ltd. New Delhi.
4. Kueglar Jr., Web Advertising and Marketing, Prentice, New Delhi.
5. Semenik, Promotion and Integrated Marketing Communication, Thomson Learning

Reference Books (Latest Editions)

1. Clow and Baack, Integrated Advertising - Promotions and Marketing Communication, Prentice Hall of India, New Delhi.
2. Kleppner Otto, Advertising Procedure, Englewood Cliffs, Prentice Hall Inc., New Jersey

Journals

1. Journal of Advertising Research, Cambridge Publishing
2. The Journal of Interactive Advertising, Routledge

MBA-MM06: RETAIL MARKETING

Course Objective:

To provide students with an extensive understanding of retail marketing and its applicability in business environments.

Course Outcomes:

Upon successful completion of the course, the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO MM06.1	Remembering	Introduction and concepts to retail management, retailing trends, pricing and merchandising, segmentation, relationship marketing and information technology in retailing
CO MM06.2	Understanding	Discuss the principles of buying, financing, merchandising, inventory control, marketing, personnel, and operations
CO MM06.3	Applying	Role-playing (Retail Manager and customer interactions) and simulations in the class to impart skills in the profession
CO MM06.4	Analysing	Managing the merchandise, stocks/inventory management.
CO MM06.5	Evaluating	Operationalising the layouts, Managing the demand and supply of the stock, Determining the safety stock levels, ordering and maintaining EOQ.
CO MM06.6	Creating	Developing new retail formats, creating value through new channels of distribution and setting standards in supply chain management.

Course Contents:

Unit-I

Strategy and Environment of Retailing:

Retailing, Product retailing vs. Service retailing, non-store retailing retail strategy, achieving competitive advantage and positioning, organized retailing, Government policy relating to Retailers; trends in the Indian retailing industry. Retail store location and layout – Country/Region analysis – trade area analysis – Site evaluation and selection Store design and layout – Comprehensive store planning exterior design and layout – Interior store design and layout – Interior design elements.

Unit-II

Planning merchandise needs and budgets – Methods for determining inventory evaluation – assortment planning, buying and vendor relations Merchandise pricing – Price strategies – psychological pricing, mark-up and markdown strategies.

Retailing Communication and Selling Process:

Communicating with the retail customer – Retail promotion mix-advertising – sales promotion – Publicity, retail selling process – retail database – In-store customer service.

List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO MM06.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM06.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)

CO MM06.3	Case Study, Videos	Solving case studies
CO MM06.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO MM06.5	Discussion	Term Paper, ESE
CO MM06.6	Paper presentation	Final assignment, Presentation

Text Books (Latest Editions)

1. Andrew J. Navman and Peter Cullen, Retailing Environment, Thomson Press, New Delhi.
2. Berman & Frans A Strategic Approach, Retail Management, Prentice Hall of India, New Delhi.
3. Ronald W. Hasty & James Reardon, Retail Management, Tata McGraw Hill, New Delhi.
4. David Gilbreath, Retail Marketing Management, Prentice Hall, New Delhi.
5. William H. Bolan, Contemporary Retailing, Prentice Hall International, New Delhi.

Reference Books (Latest Editions)

1. Berman and Evans, Retail Management- A Strategic Approach, Prentice Hall of India, New Delhi.
2. Dunne and Gable, Retail Management, South Western Publishing, USA

Journals

1. Journal of Retailing, Elsevier
2. International Journal of Retail and Distribution Management, Emerald

MBA-MM07: MARKETING ANALYTICS

Course Objective:
To provide the students with an understanding of creating a marketing story out of statistical and machine learning tools.
Course Outcomes:
On successful completion of the course, the student will be able to

CO. NO	Abilities	Course Outcomes
CO MM07.1	Remembering	Understanding the marketing information systems and decision supports making and their role in marketing research
CO MM07.2	Understanding	Cognizing regression-based segmentation and conjoint and discriminant analysis
CO MM07.3	Applying	Apply appropriate software in developing marketing analytics solutions
CO MM07.4	Analyzing	Investigate and analyze marketing-related questions and hypotheses
CO MM07.5	Evaluating	Recognize and evaluate potential biases in marketing data analytics
CO MM07.6	Creating	Writing effectively and using appropriate tables, graphics, and other summarizing tools in written documents

Course Contents:
Unit I
Introduction to Marketing research. Decision making in marketing and the role of marketing research. Marketing Information Systems and Decision Support Systems. The marketing research process, Customer wants, Customer value, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, Discriminant Analysis Approach,Advertising Models, Recommender System,
Unit II
Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multidimensional Scaling (MDS) and Factor Analysis.
Market Basket Analysis and RFM Analysis; Customer Churn and Customer Lifetime Value; Text mining and sentiment Analytics; Product Innovation Management. Social Network Analysis for Marketing.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

It is desirable to use Excel and R for delivery of the above content.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO MM07.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM07.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO MM07.3	Case Study, Videos	Solving case studies
CO MM07.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO MM07.5	Discussion	Term Paper, ESE

CO MM07.6	Paper presentation	Final assignment, Presentation

Text Books (Latest Editions)

1. Tull, Donald S, Hawkins Del I, Marketing Research –Measurement and Methods, Prentice Hall India, New Delhi
2. Wayne L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley
3. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, Amazon Digital Services
4. Paul Farris, RajkumarVenkatesan, and Ronald T. Wilcox, Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands-on Learning, Pearson Education;

Reference Books (Latest Editions)

1. Malhothra, Naresh, Marketing Research, Prentice Hall India, New Delhi
2. Nargondkar, Marketing Research, Tata McGraw Hill, New Delhi
3. Luck & Rubin, Marketing Research, Prentice Hall India, New Delhi
4. Everything You Need to Know About Customer Lifetime Value (CLV) – DEMAC Media
5. Amy Porterfield, Phyllis Khare, Andrea Vahl, Facebook Marketing for Dummies, John Wiley& Sons
6. Dave Evans with Jake Mckee, Social Media Marketing, John Wiley& Sons

Journals

1. International Journal of Research in Marketing, Elsevier

MBA MM08: E-MARKETING

Course Objective:
To expose the students to the strategic framework that keeps organizations relevant and effective in the technologically competitive markets.
Course Outcomes:
Upon successful completion of the course, the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO MM08.1	Remembering	Awareness about the basics of the internet, the internet of things and e-marketing
CO MM08.2	Understanding	Discussing the online marketing, user behaviour, demand forecasting and e-selling
CO MM08.3	Applying	Designing webpages, blogs and business apps using freeware
CO MM08.4	Analyzing	Creating content and executing campaigns, including Google Analytics, WordPress, Ad Manager, and many more
CO MM08.5	Evaluating	Search engine optimisation, mobile optimisation, interactive and web navigation.
CO MM08.6	Creating	Creating user-oriented web designs, Syndicate feed, cross web convergence, responsive website, chatbots and AI-driven solutions

Course Contents:
Unit-I
Planning the internet strategy – stages of internet marketing – segmenting the internet market, niche marketing strategies, Online positioning and competitive analysis – Internet marketing scenarios – pure- play, bricks-and-clicks, bricks-and-mortar. Internet demographics: On-line user behaviour and characteristics – navigation behaviour (click-o-graphics)– Market research on the internet, web tracking audits and demand forecasting trends in internet marketing – acquiring customers on the web – contextual marketing.
Unit-II
The design of the customer experience (Web design issues relevant to marketing) – managing e-service encounters internet communities and marketing: the creation and transfer of value within communities‟ legal, security and ethical issues in internet marketing Privacy and Security concerns- electronic payment systems-different payment modes, e-cash, e-check, e-money, e-security- firewalls, emerging payment practices- cash on delivery, bitcoins etc.

List of cases, website links and specific references, including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO MM08.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO MM08.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO MM08.3	Case Study, Videos	Solving case studies

CO MM08.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO MM08.5	Discussion	Term Paper, ESE
CO MM08.6	Paper presentation	Final assignment, Presentation

Textbooks (Latest Editions)

1. Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building advantage in a networked economy, Tata McGraw-Hill, New Delhi.
2. Strauss and Frost: E-Marketing Prentice-Hall, New Delhi.
3. Vassos, Strategic Internet Marketing – Practical e-commerce and branding tactics, Que Books, Indiana, USA.
4. Chaffey, Meyer, Johnston and Ellis, Internet Marketing, Prentice-Hall, New Delhi
5. Dave Chaffy, Internet Marketing; Strategy, Implementation & Practice, Prentice Hall, New Delhi.

Reference Books (Latest Editions)

1. Bajaj, Kamlesh k & Nag, Debjani, E-commerce: The Cutting Edge of Business, Tata McGraw Hill
2. C. S. Murthy, E-commerce Concepts, Models & Strategies, Himalaya Publishing House

Journals

1. International Journal of Electronic Marketing and Retailing, Inderscience
2. International Journal of electronic commerce, Taylor and Francis

FUNCTIONAL ELECTIVES
HUMAN RESOURCE MANAGEMENT

MBA-HR01: TRAINING AND DEVELOPMENT

Course Objectives:

To familiarize the students with the concept and practice of training and development in organizational settings

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR01.1	Remembering	Describe the key concepts associated with Training & Development.
CO HR01.2.	Understanding	Explain how training helps to improve the employee performance and which processes and methods are used for training employees. .
CO HR01.3	Applying	Identify training needs of employees and apply available training methods for solutions to real time performance problems.
CO HR01.4	Analyzing	Examine the impact of training on various organizational and HR aspects.
CO HR01.5.	Evaluating	Evaluate the effectiveness of training interventions in improvement in individual, team and organizational performance.
CO HR01.6	Creating	Plan and design training programmes for various categories of employees in different organizational contexts and develop tools for tracking and measuring training outcomes.

Course Contents:

Unit-I

a) Conceptualization of Training, Learning and Development, Training vision & plans, Training policy; Emerging Training Needs. Roles and Responsibilities of HRD and Training Specialists

b) Planning and organizing training and development programmes. Training Need Analysis and Assessment. Designing training Modules, Supervisory Development Programmes (SDP), Techniques of SDP, Training and Development of Operative Personnel, Computer Based Training (CBT), Online Training, Multimedia Training, Audio- Visual Aids in Training.

Unit-II

a) Management Development (MD) and Organizational Development (OD), Methods of MD, OD interventions, Succession Planning and Career Development, Role of Professional bodies in Management Education and Training. Training of Trainers (TOT)

b) Training Evaluation: Concept & Principles of Evaluating Training Effectiveness, Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training, Budgeting of Training

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR01.1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR01.2	Case Studies/Role Plays	Individual Assignments
CO HR01.3	Case Studies/ Group Discussion	ESE/ Tests
CO HR01.4	Case Studies/ Group Discussion	ESE/ Tests
CO HR01.5	Presentations/ Case Studies	ESE/Tests/PPT
CO HR01.6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. Lynton Rolf & Pareek Udai. Training & Development. New Delhi: Prentice Hall.
2. Bhatia S.K. Training & Development. New Delhi: Deep & Deep Publishers
3. B. Janikaraman. Training and Development, Vikas.Pub. New Delhi

Reference Books (Latest Editions)

1. Blanchard P.Nick & Thacker James, W. Effective Training, Systems, Strategies and Practices. New Delhi: Pearson Publishers.
2. French Wendell, Bell Cecil and Vohra Veena. Organisation Development, Behavioral Science Interventions for Organization Improvement. Person New Delhi
3. French, W.L. and Bell, Jr. C.H.: Organizational Development, PHI, N. Delhi.
4. D.R. Brown and D. Harvey: An Experiential Approach to Organization Development, Pearson-Education, N. Delhi.

Journals

1. International Journal of Human Resources Management, UK
2. Indian Journal of Industrial Relations, New Delhi
3. Indian Journal of Training and Development, New Delhi

MBA-HR02: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objectives:

To make the students to think strategically and integrate the activities of HR with the organizations goals and strategies

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR02.1	Remembering	Describe the role of HR strategies in meeting the challenges faced by organization in a competitive business environment.
CO HR02.2.	Understanding	Understand and articulate the concept, process and approaches to SHRM
CO HR02.3	Applying	Integrate HR strategies with organizational business strategies and strategic goals.
CO HR02.4	Analyzing	Analyze HR as strategic asset and an investment to an organization
CO HR02.5.	Evaluating	Evaluate the performance outcome of HR strategies.
CO HR02.6	Creating	Formulate HR strategies to provide real time solutions to the industry for sustainability of competitive advantage.

Course Contents:

Unit-I

a) Conceptual Framework of Strategic HRM; Significance and evolution of SHRM, Models of SHRM, Impact of strategic HRM, SHRM for competitive advantage, SHRM Context, External and internal contextual factors; Emerging issues and concerns in SHRM.

b) Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration; Strategic HR planning typologies; Outsourcing & its HR implications; Human Side of Mergers and Acquisitions.

Unit-II

a) Workforce Utilization; Strategic staffing, Training & development; Performance Management; Compensation and reward strategies, Strategic Knowledge Management; HR dimension to Knowledge Management, Employee engagement strategies

b) The performance impact of HR practices; Evaluating strategic contributions of HR practices; Approaches and methods of evaluation.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR 02.1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR02.2	Case Studies/Role Plays	Individual Assignments
CO HR02.3	Case Studies/ Group Discussion	ESE/ Tests
CO HR02.4	Case Studies/ Group Discussion	ESE/ Tests
CO HR02.5	Presentations/ Case Studies	ESE/Tests/PPT
CO HR02.6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. Greer, C. R., Strategic Human Resource Management, Pearson Education: New Delhi
2. Chanda, A. and Kabra, S., HR Strategy, Response Books: New Delhi
3. Armstrong, Michael & Baron Angela, Handbook of Strategic HRM, New Delhi: Jaico Publishing House.New Delhi
4. Mello, Jeffrey A., Strategic Human Resource Management, Thomson South Western. New Delhi

Reference Books (Latest Editions)

1. Regis, Richard. Strategic Human Resource Management & Development. Excel Books, New Delhi
2. Agarwala, T. Strategic Human Resource Management. New Delhi: Oxford University Press
3. Dhar, Rajib Lochan. Strategic Human Resource Management. New Delhi: Excel Books
4. Tyson, S., HR Strategy, Pitman Publishing: London

Journals

1. International Journal of Human Resources Management
2. International Journal of Manpower
3. Journal of Strategic Human Resource Management
4. Human Resource Management Journal

MBA-HR03: CROSS-CULTURAL MANAGEMENT

Course Objective:
To provide students an opportunity to learn new ways of thinking about the management of people and processes in organizations across a range of national and international business and management contexts.
Course Outcomes:
On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR03.1	Remembering	Understanding of the changing global business environment, emerging business and cross-cultural issues, and implications for management.
CO HR03.2	Understanding	Demonstrate an integrative understanding of the ethical and social issues in cross-cultural management.
CO HR03.3	Applying	Apply analytical and theoretical frameworks to cross-cultural management.
CO HR03.4	Analysing	Identify and analyse the key issues raised by international business cases in cross-cultural management.
CO HR03.5	Evaluating	Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations
CO HR03.6	Creating	Develop problem solving strategies to cross cultural issues in culturally sensitive and socially responsible environments

Course Contents:
Unit-I
Culture and International Management; Factors that Influence Management Decision-Making; Significance of Culture in Strategic Decision-Making, Comparing Cross-Cultural and International Management, Comparing Cultures: Identifying and Responding to Differences in Culture- Hofstede Model, Kluckhohn-Strodtbeck Model; Hall's Model of High and Low Context Cultures; Comparing National Cultures:
Unit-II
Organizational Culture: Influence of National Cultures on Organizational Cultures: cross cultural communication: Successful Communication across Cultures; Appropriate' Communication Within and Across Cultures? Interpreting Contexts for Management Communications within and Across Cultures; Cross-Cultural Significance of Non-Verbal Communication (NVC); Cross-Cultural Management Communications: Practical Implications
List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR 03.1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR03.2	Case Studies/Role Plays	Individual Assignments
CO HR03.3	Case Studies/ Apply various models of Culture/Group Discussion	ESE/ Tests
CO HR03.4	Case Studies/ Group Discussion/ analyse national and company cultures	ESE/ Tests
CO HR03.5	Presentations/ Case Studies/evaluate cultural dimensions	ESE/Tests/PPT
CO HR03.6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. Jackson T, International HRM: A Cross-Cultural Approach, Sage, London.
2. Richard Mead and Tim G Andrews, International Management: Culture and Beyond, John Wiley & Sons, Chichester UK.
3. Mead, R., International Management-Cross Cultural Dimensions, Blackwell

Reference Books (Latest Editions)

1. Shobhana Madhavan, Cross Cultural Management, Oxford University Press.
2. Dowling, P. J.,International Dimensions of Human Resource Management, Wadsworth.
3. Hofstede, G.,Cultures Consequence: International Differences in Work Related Values, Sage.
4. Adler, N.J., International Dimensions of Organizational Behavior, Boston, Publishing.

Journals

1 International Journal of Cross Cultural Management
2 International Journal of Human Resources Management
3 Harvard Business Review
4 Indian Journal of Training and Development

MBA-HR04: PERFORMANCE AND COMPENSATION MANAGEMENT

Course Objective:
To acquaint students with concepts of performance and compensation management and make them understand their application in the different organisational settings.

Course Outcomes:
On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR04.1	Remembering	Remember the concepts and principles of compensation and performance
CO HR04.2	Understanding	Understand and recognize how pay decisions help the organization achieve a competitive advantage.
CO HR04.3	Applying	Apply the knowledge to solve compensation related problems in organizations
CO HR04.4	Analysing	Analyse various performance and compensation strategies
CO HR04.5	Evaluating	Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues
CO HR04.6	Creating	???

Course Contents:

Unit-I

a) Performance Management: Performance Management System, performance planning, goal sheet, goal alignment, Performance management cycle, Performance measures, web-enabled performance management, Aspects of International PMS. Performance Management Process: Principles of goal setting, types of goals; Feedback: guidelines, Performance Reviews: process of reviewing, self-assessment; process of rating, Coaching and mentoring: process, techniques, skills.
b) Managing Organisational Performance: Performance management and human capital, developing a high performance culture; Team Performance: Performance and Learning: learning opportunities, personal development planning; Performance Management and Reward: Evaluating performance management: criteria and methods.

Unit-II

a) Compensation Management: Wages and components of wages, Pay models, Compensation and non-compensation dimensions, Job pricing, determining the pay structure, determining rates of pay; Types of Incentives, qualified deferred compensation arrangements:
b) Social security, pension plans, profit sharing, stock bonus plan, ESOP. Benefits and Services: Benefit Administration, Employee Benefits and Employee Services, Funding Benefits through VEBA, Costing benefits, Flexible Compensation Benefits, (Cafeteria Plan), Employee welfare and retirement benefits

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR 04.1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR04.2	Case Studies/Role Plays	Individual Assignments
CO HR04. 3	Case Studies/ Group Discussion on various compensation strategies	ESE/ Tests
CO HR04.4	Case Studies/ analyse compensation plans/Group Discussion	ESE/ Tests
CO HR04.5	Presentations/ Case Studies	ESE/Tests/PPT
CO HR04.6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. Dipak Bahtacariya, Performance Management Systems and Strategies, Vikas Pub. New Delhi.
2. Robert Bacal, Performance Management, McGraw-Hill Education, New Delhi.
3. T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, New Delhi, Response Books, New Delhi.
4. Henderson, Richard, Compensation Management in a Knowledge Based Economy, New Delhi: Pearson Education.

Reference Books (Latest Editions)

1. Armstrong, Michael, Performance Management, Kogan page, New Delhi.
2. Martocchio, Joseph J., Strategic Compensation-A HRM Approach, Pearson Education, New Delhi:.
3. Scarpello, Bergman, Compensation Decision Making, Harcourt College Publishers, Fort Worth,TX.
4. Milkovich, Newman & Ratnam, Compensation, McGraw Hill, New Delhi.

Journals

1 Harvard Business Review
2 International Journal of Human Resources Management
3 Indian Journal of Training and Development

MBA-HR05: HUMAN RESOURCE INFORMATION SYSTEM

Course Objective:
To expose students to Learning Fundamentals, Generalizations to Improve Thinking, Problem Solving & Decisions

Course Outcomes:
On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR05.1	Remembering	Thoroughly review and understand the basic concepts and principles of HRIS
CO HR05.2	Understanding	Understand how Human Resource Information Systems support the various HR practices throughout the Talent Management Lifecycle
CO HR05.3	Applying	Effectively engage in the planning, analysis, design, and implementation of an organization's Human Resource Information System.
CO HR05.4	Analysing	Analyse the various technology architectures and HR software applications in conjunction with the data, information, and knowledge needs of an organization in order to selection technology solutions and develop effective HR processes.
CO HR05.5	Evaluating	Identify how the introduction of Human Resources Information Systems has facilitated and supported the ability of HR to provide transformation support of organizations
CO HR05.6	Creating	Develop and apply HR planning, recruitment, and selection practices that conform to commonly accepted professional standards and are legally sustainable.

Course Contents:

Unit-I

a) Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System (SAP, Oracles Financials and Ramco's Marshal)
b) Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS-An Investment;

Unit-II

a) HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control, HR Management Process & HRIS: Organization Structure & Related Management Processes (authority & Responsibility Flows, and Communication Process), Organization Culture and Power-Data for Monitoring & Review; Behavioural Patterns of HR & other Managers
b) Security, Size & Style of Organizations & HRIS: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs-Detailed Analytical Framework; HRIS & Employee Legislation; An Integrated View of HRIS.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR 05. 1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR05. 2	Case Studies/Role Plays	Individual Assignments
CO HR05. 3	Case Studies/ application of various softwares in HR/Group Discussion	ESE/ Tests
CO HR05. 4	Case Studies/ analyse various softwares being used/Group Discussion	ESE/ Tests
CO HR05. 5	Presentations/ Case Studies/ evaluating various HR softwares	ESE/Tests/PPT
CO HR05. 6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. Kavanagh, Gueutal and Tannenbaum, HRIS: Development and Application, PWS Kent,
2. Michael Hammer, Hammer and Company, The Agenda: What Every Business Must Do to Dominate the Decade, One Cambridge Centre, Cambridge, MA.
3. Ashok. K. Gupta, Developing Human Resource Information System, Daya Pub, New Delhi

Reference Books (Latest Editions)

1. Michael Armstrong, A Handbook of Human Resource Management Practice, KoganPage
2. Elizabeth H, Dilum J., Managing and Measuring Employee Performance–Understanding Practice, Kogan Page
3. Walker, HRIS Development: A project team guide to building an effective personnel system, Reinhold
4. Fitz Enz, How to measure HRM, McGraw-Hill, London

Journals

1 International Journal of Human Resources Management
2 Indian Journal of Industrial Relations
3 Indian Journal of Training and Development

MBA-HR06: HUMAN RESOURCES DEVELOPMENT

Course Objective:

To expose students to HRD frameworks that help organizations in identifying and managing their human resource needs.

Course Outcomes:

On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR06.1	Remembering	Understand the key concepts associated with HRD in organisations
CO HR06.2	Understanding	Ability to handle employee issues and evaluate the new trends in HRD
CO HR06.3	Applying	Developing a detailed plan for need and implementation of HRD program in the organization
CO HR06.4	Analysing	
CO HR06.5	Evaluating	Evaluate a learning process starting with training needs analysis to assessment and evaluation process
CO HR06.6	Creating	Develop various programmes to develop modern human resource

Course Contents:

Unit-I

a) Evolution of HRD: Perspective of HRD, HRD at macro and micro levels: Outcomes of HRD in the national and organizational contexts. Qualities and Competencies required in a HRD professional. HRD Movement in India, Theory and Practice of HRD: Subsystems of HRD: Organizational Culture: Role of HRD in promoting a development oriented Culture in the Organizations.

b) Development of Human Capacity: Aptitude, Knowledge, Values, Skills, Responsiveness, Loyalty and Commitment, Transparency, Leadership development. Learning Organization, Organizational Learning, Importance of Experiential Learning, Learning Organization, Knowledge Management,

Unit-II

a) Organizational Effectiveness and Excellence. Evaluating HRD: Human Resource Accounting-approaches, HR Audit and Bench marking, HR balanced scorecard, Impact-assessment of HRD initiatives on Organizations

b) Organizational Development (OD) OD Interventions, OD Programs and Techniques: OD consultants. Organizational Development Process: Phases in OD – Initial Diagnosis–Survey and Feedback, Action Planning, Problem Solving, Team Building, Developing Creativity and Innovation, Managing organizational Change. Training for trainers and HRD professionals. Impacts of developments in the other fields such as Psychology, Business Management, Communication and Information Technology, Career Planning & Succession Planning.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR 06. 1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR06. 2	Case Studies/Role Plays	Individual Assignments
CO HR06. 3	Case Studies/ Group Discussion	ESE/ Tests
CO HR06. 4	Case Studies/ Group Discussion	ESE/ Tests
CO HR06. 5	Presentations/ Case Studies	ESE/Tests/PPT
CO HR06. 6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. T.V. Rai and Udai Parekh, Developing and Managing Human Resource System, Oxford Press New Delhi
2. D.M. Silvera, Human Resource Development: The Indian Experience, New India Publications New Delhi.
3. Rao T. V and D F Parea, Recent Experiences in Human Resources Development, Oxford and IBH New Delhi.

Reference Books (Latest Editions)

1. French W.L. & Bell, Jr, C.H., Organization Development: Behavioural Science Interventions for Organization Development. Prentice Hall of India, New Delhi.
2. Argyrs, Chris, Organizational Learning: A Theory of Action Perspective. Readings, Mass- Addison – Wesley
3. Khardelwal Anil K., Abraham, S.J., Verma K.K., Alternative Approaches and Strategies of HRD, National HRD Network, Rawat Publications, Jaipur,
4. Maheshwari, B.L., Dharni, P. Sinha, Management of Change through HRD, National HRD Network, Hyderbaad, Tata McGraw Hill

Journals

1 Harvard Business Review
2 International Journal of Human Resources Management
3 Indian Journal of Training and Development

MBA-HR07: LABOUR LEGISLATION

Course Objectives:
To acquaint students with the concepts and enforcement of various labour laws in India.
Course Outcomes:
On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR07.1	Remembering	Students will learn various labour laws being implemented in Industries
CO HR07.2	Understanding	Gain understanding about legal provisions of various labour legislations prevailing in India.
CO HR07.3	Applying	To apply various industrial legislations in business.
CO HR07.4	Analysing	To analyse industrial disputes and ways to resolve them
CO HR07.5	Evaluating	Students should be able to outline the important causes & impact of industrial disputes.
CO HR07.6	Creating	students should be able identify aspects of labour legislation relevant to real workplace situations

Course Contents:
Unit-I

a) Payment of Wages Act, 1936-Rules of payment of wages, Minimum Wages Act, 1948- fixing of minimum wages, Concept of living wage, fair wage & minimum wage., Payment of Bonus Act, 1965- applicability of The Act- availability and allocation of surplus bonus.
b) Employee's Provident Funds Miscellaneous Provisions Act, 1952 & employees family pension scheme definition- coverage of the organization & employees under the act- employees provident fund & pension fund scheme- calculation of contribution withdrawal of provident fund amount- penalties for offense. The Employees state insurance Act, 1948: coverage and benefits and contribution of the employer and employee.

Unit-II

a) The Factories Act- 1948- licensing & registration of factories- notice by occupier, health & welfare measures- employment of women & young person- penalties & returns. Industrial Employment (Standing order) Act 1946- scope & coverage of the Act- modification-interpretation & enforcement of standing orders. The Payment of Gratuity Act, 1972- scope & coverage the Act
b) The Trade Union Act 1926- Formation and registration of Trade Unions, recognition of Trade Unions, Principle privileges of a registered trade union, rights of recognised trade unions, types and structure of trade unions. The Industrial Disputes Act, 1947- authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, conciliation & voluntary process for the settlement of industrial disputes

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR 07. 1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR07. 2	Case Studies/Role Plays	Individual Assignments
CO HR07. 3	Case Studies/ Group Discussion	ESE/ Tests
CO HR07. 4	Case Studies/ Group Discussion	ESE/ Tests
CO HR07. 5	Presentations/ Case Studies	ESE/Tests/PPT
CO HR07. 6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. S. C. Srivastava, Industrial Relations and Labour Laws, Vikas, New Delh
2. Mamoria and Mamoria, Dynamics of Industrial Relations. Himalaya Publishing House New Delhi
3. P. L Malik, Industrial Law, Eastern Book Company, Lucknow.
4. P. L Malik, Labour and Industrial Laws, Eastern Book Company Lucknow

Reference Books (Latest Editions)

1. H .L Kumar, Labour Laws, Universal Laws pub, Delhi1.
2. N.D.Kapoor, Industrial Law, Himalaya Publishers, New Delhi
3. GhaiyeB.R, Law and Procedure of Department Enquiry in Private and Public Sector Eastern, Lucknow
4. NM Tripathi, Indian Law Institute Labor law and Labor Relations: Cases and Material, Himalaya, Bombay.

Journals

1. Indian Journal of Labor Economics, ISLE, New Delhi
2. Journal of Industrial Relation, Australia
3. Indian Journal of Industrial Relations, SRC, New Delhi
4. Labour Law Review, Labour Bureau , Shimla

MBA-HR08: MANAGEMENT OF INDUSTRIAL RELATIONS

Course Objectives:
To provide the students with comprehensive knowledge of industrial relations scene in India and prepare them for ground realities of industrial strife and institutionalized mechanisms to resolve conflicts and instill harmony
Course Outcomes:
On successful completion of the course the student will be able to:

CO. NO.	Abilities	Course Outcomes
CO HR08.1	Remembering	Describe the present state of Industrial relations in India
CO HR08.2.	Understanding	Understand the concepts, principles and issues connected with industrial relations in India.
CO HR08.3	Applying	Apply grievance handling procedures, collective barging strategies, negotiation and dispute settlement provisions for maintenance of employment relations.
CO HR08.4	Analysing	Illustrate steps involved in better employee relations, grievance handling and industrial dispute settlement
CO HR08.5.	Evaluating	Evaluate various processes and procedures of handling employee relations.
CO HR08.6	Creating	Develop frameworks for collective bargaining, grievance handling, and dispute resolution.

Course Contents:
Unit-I
a) Industrial Relations: Concept, components of industrial relations system, Brief overview of industrial relations in India, Japan, USA & UK. Grievances Handling: Grievances; causes of grievances; grievances presentation, procedure for redressal of grievances, Model grievance handling procedure Industrial Discipline: causes of indiscipline; discipline enforcement, code of discipline in industry.
b) Trade Unionism: structure and functions of trade unions, overview of Trade Unions Act, 1926, Development of trade unionism in India; leadership issues; problems of multiple unions; white collar unionism; employers' organization in India.

Unit-II
a) Industrial Disputes: Causes and manifestation of disputes; industrial relations machinery-conciliation, arbitration, adjudication, An overview of Industrial Dispute Act, 1947.
b) Collective Bargaining: Principles, features and forms of collective bargaining; negotiation process; implementation of collective bargaining agreements; collective bargaining in India. Workers' participation: Concept and objectives; forms and levels of participation; schemes for workers' participation in India and other countries.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO HR08.1	Presentation/ Individual Assignments	Tests based on Descriptive and MCQs/PPT
CO HR08.2	Case Studies/Role Plays	Individual Assignments
CO HR08.3	Case Studies/ Group Discussion	ESE/ Tests
CO HR08.4	Case Studies/ Group Discussion	ESE/ Tests

CO HR08.5	Presentations/ Case Studies	ESE/Tests/PPT
CO HR08.6	Live Projects/Case Studies	ESE/Tests

Text Books (Latest Editions)

1. S.C. Srivastava, Industrial Relations & labour laws. Vikas Publishing House. New Delhi
2. C. S. VenkataRatnam, Industrial Relations, Oxford University Press. New Delhi
3. R. Dwivedi, Industrial Relations, Galgotia Publications. New Delhi
4. Sivarethinamohan, R., Industrial Relations and Labour Welfare: Text And Cases, PHI learning, New Delhi

Reference Books (Latest Editions)

1. A.M Sarma, Industrial Relations, Conceptual and Legal Framework, HPH, N. Delhi.
2. Mamoria and Mamoria. Dynamics of Industrial Relations. Himalaya Publishing
3. C. Mamoria, S. Mamoria, S. Gankar, Dynamics of Industrial Relations, HPH, N. Delhi.
4. A. Monappa, Industrial Relations, TMH, N. Delhi.
5. Promod Verma, Management of Industrial Relations, TMH, N.Dehi.

Journals

1. Indian Journal of Labor Economics, ISLE, New Delhi
2. Indian Journal of Industrial Relations, SRC, New Delhi
3. International Labour Review, Geneva

FUNCTIONAL ELECTIVES
OPERATIONS MANAGEMENT

MBA-OM01: QUALITY MANAGEMENT

Course Objective:
To facilitate the students in understanding the importance of quality management, get an insight into the key principles and elements of quality and develop quality as a customary habit

Course Outcomes:
On the successful completion of the course, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO OM01.1	Remembering	Understand the conceptual framework of quality and its significance; Describe, distinguish and use quality management techniques and tools
CO OM01.2	Understanding	Recognize the quality measuring process in various industry
CO OM01.3	Applying	Demonstrate the ability to justify whether or not a measuring process fulfills the established quality requirements and calculate the correction and uncertainty parameters
CO OM01.4	Analysing	Exhibit the use of quality concepts in manufacturing organizations
CO OM01.5	Evaluating	Critically evaluate quality concepts and their impact on the organization
CO OM01.6	Creating	Develop quality policies and systems for organizations

Course Contents:

Unit-I
Concept and history of Quality, Quality in Manufacturing and Service Systems–Quality & Competitive Advantage, Perspectives on Leadership for Quality. Principles and Elements of Total Quality Management, Deming Management Philosophy. Juran Philosophy, Juran Quality Trilogy-Crosby Philosophy

Unit-II
Quality Control and Quality Assurance: – Concept of Process Variation – Acceptance Sampling - Attributes and variable sampling plans – OC Curves – Producer and Consumer Risk, Statistical Process Control: Control Charts, Benefits of Control Charts and Application. Quality Management Standards, ISO 9001:2000 Quality Management System Standard- ISO 14001:2004; Auditing Techniques, developing a Check-list -Conducting an Audit – Writing an Audit Report – Auditor Ethics

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO OM01.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO OM01.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)
CO OM01.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies
CO OM01.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation

CO OM01.5	Discussion, Local internships for a few days	Term Paper, ESE
CO OM01.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Besterfield, D, BesterfieldMichna, Besterfield, G. &Besterfield- Sacre, M.:Total Quality Management: Pearson
2. Oakland, J. S. Total Quality Management: Burlington, Butterworth-Heinemann.
3. Poornima M. Charantimath, Total Quality Management, Delhi, Pearson Education
4. James R Evans, Quality Management, New Delhi, Cengage Learning India
5. AmitavaMitra, Fundamentals of Quality Control & Improvement, Wiley, Delhi
6. Dale, B. G. Managing Quality. UK: Blackwell Publishing

Reference Books (Latest Editions)

1. IS/ISO 9001:2000. New Delhi: Bureau of Indian Standards
2. Rath, Strong. Six Sigma leadership Handbook. New Jersey: John Wiley & Sons

Journals

1. Total Quality Management and Business Excellence
2. International Journal of Production Research

MBA-OM02: SUPPLY CHAIN MANAGEMENT

Course Objective:

To acquaint the students with various concepts, models and decision-making tools of supply chain management and address issues relating to strategic alliances from a supply chain perspective.

Course Outcomes:

On the successful completion of the course, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO OM02.1	Remembering	Cognize the conceptual framework of the strategic trading relationships and supply chain strategies
CO OM02.2	Understanding	Identify the bullwhip effect and decisions which are vital for a supply chain.
CO OM02.3	Applying	Use of optimization models in developing network design
CO OM02.4	Analysing	Demonstrate the ability to explore the transportation and delivery aspects of logistics, cross-docking and its implications to business and the decision to buy or make
CO OM02.5	Evaluating	Assess the goals of transportation, inventory, and IT in SCM and gage trends and implementation issues in areas
CO OM02.6	Creating	Develop plans for various uncertainties in a supply chain;Manage the operations and logistics functions as they impact numerous supplier and customer companies

Course Contents:

Unit-I

Concepts and Importance of Supply Chain (SC), Evolution of Supply Chain Management (SCM), Logistics and Supply Chain Management, Competitive and SC Strategies, Push-Pull Based Supply Chain and Cycle View of Supply Chains. Review of Inventory Fundamentals- Basic EOQ Models; Inventory Review Policies; Managing Inventory in SC Environment: Basic and Advanced Inventory Models, Multi-Echelon Inventory Models;

Decisions in SC Network Design; Factors Influencing Network Design; Phases of Network Design; Network Optimization Model for Regional Configuration of Facilities

Unit-II

Distribution Network in SC; Types of Distribution Network; Selection of A Distribution Network; Role of Transportation in SC; Factors Affecting Carriers and Shippers Decisions; Modes of Transportation; Types of Transportation Network; Strategic Outsourcing and Strategic Alliances, Third Party and Fourth Party Logistics

SC Performance Measurement-Dimensions and tools: SCOR model. E-business and its impact on Supply Chain's Responsiveness and Costs; Value of Information, Bullwhip Effect- Causes and Remedial Measures; Use of Information Technology (IT) in Supply Chain Management

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO OM02.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments

CO OM02.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)
CO OM02.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies
CO OM02.4	Group Discussion, local tours to manufacturing organizations	Writing report based on observations, Presentation
CO OM02.5	Discussion, Local internships for a few days	Term Paper, ESE
CO OM02.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Chopra, Meindl, Supply Chain Management: Strategy, Planning, and Operation: Delhi, PHI.
2. Mentzer, J. T., Supply Chain Management: New Delhi, Sage Publications.
3. D. Kaminsky, Simchi, Levi, Designing and Managing the Supply Chain, New Delhi, TMH
4. Sharma, Sunil, Supply Chain Management-New Delhi, Oxford University press
5. Webster, S. T., Principles & Tools for Supply Chain Management: New Delhi, McGraw Hill

Reference Books (Latest Editions)

1. Waller, D. L., Operations Management: A supply chain perspective: New Delhi, Thomson
2. Shapiro, J. F., Modelling the Supply Chain, New Delhi: Cengage Learning
3. International Journal of Logistics and Supply Chain Management
4. International Journal of Logistics and Planning Supply Chain Management

MBA-OM03: PROJECT MANAGEMENT

Course Objective:

To create awareness for systematic management of projects and provide the skills needed for executing various projects.

Course Outcomes:

On successful completion, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO OM03.1	Remembering	Understand the concepts of Project Management from planning to execution of the project
CO OM03.2	Understanding	Conceptual clarity about project organization and feasibility analyses
CO OM03.3	Applying	Apply the feasibility analysis in managing projects and network analysis tools for cost and time estimation
CO OM03.4	Analysing	Demonstrate the ability to apply the risk management plan and analyze the role of stakeholders
CO OM03.5	Evaluating	Accomplish stakeholder expectations and engagement to ensure a successful project outcome
CO OM03.6	Creating	Crafting project management practices in a variety of organizational settings

Course Contents:

Unit-I

Project Management: Evolution, Challenges, Classification. Future of Project Management Project Success Factors, Project Management in Different Environments; Generation and Screening of Project Ideas-Procedure for Idea Generation**.** Project Life Cycle, Strategic Management and Project Selection

Unit-II

Project Selection and Criteria, Nature of Project Selection Models. Project Environment Appraisal, Social Cost Benefit Analysis. Statement of Work (SOW), PERT Analysis: Project Scheduling Under Uncertainty, Gantt Chart ,Need and Importance of Work Break-Down Structure, Earned Value Performance Measurement,

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO OM03.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO OM03.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)
CO OM03.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies

CO OM03.4	Group Discussion, local tours to manufacturing and service organizations	Writing report based on observations, Presentation
CO OM03.5	Discussion, Local internships for a few days	Term Paper, ESE
CO OM03.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Meredith, J. R. and Mantel, S.J. “Project Management: A Managerial Approach”, Wiley, Delhi
2. Prasanna Chandra, Projects Management, Tata McGraw Hill, New Delhi,
3. S Chowdhury, Project Management, Tata McGraw Hill, New Delhi

Reference Books (Latest Editions)

1. Clements, Gido, Effective Project Management, Thompson India, New Delhi
2. Gray, Larson, Project Management- The Managerial Process, MGH, New Delhi

Journals

1. International Journal of Project Management- Elsevier Science
2. Journal of Project Management-Global Research Publication

MBA-OM04: INNOVATION AND ENTREPRENEURSHIP

Course Objective:

To give an in-depth understanding of various aspects of innovation, and entrepreneurship. The pedagogy will include a mix of theory and practice to understand innovation and its applications in different spheres of development and growth

Course Outcomes:

On successful completion of the course, the student will be able

CO. NO.	Abilities	Course Outcomes
CO OM04.1	Remembering	Comprehend the conceptual framework of innovation and entrepreneurship
CO OM04.2	Understanding	Understand experimentation in Innovation management
CO OM04.3	Applying	Abilityto write an effective business plan
CO OM04.4	Analysing	Demonstrate an ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems
CO OM04.5	Evaluating	Evaluate new ideas, methods and ways of thinking
CO OM04.6	Creating	Creating and testing design thinking and business model

Course Contents:

Unit-I

Innovation and Creativity- An Introduction, Innovation in Current Environment, Types of Innovation, School of Innovation. Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship**.** Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Prototyping to Incubation. Business Model, Social Entrepreneurship**,** Sustainability Innovation and Entrepreneurship

Unit-II

Creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Managing Investor for Innovation. Start-up Landscape and Innovation Hubs, Digital India and Make in India. Raising Finance for Start-ups in India. Writing a business plan.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching/Learning Ability	Mode of Assessment
CO OM04.1	Lectures, Group activity, Presentation and discussion on the nature, importance, impact and approaches to entrepreneurship & Innovation	Exercises, tests and quizzes
CO OM04.2	Lecture, Presentation and case discussion to examine the role of creativity & innovation in entrepreneurship.	Tests, assignments, presentations
CO OM04.3	Experiential exercises, case studies and Videos.	Solving case studies, Project report writing & its evaluation.

CO OM04.4	Group Discussion and tours to local entrepreneurs.	Cases, Mini projects, entrepreneur interview
CO OM04.5	Case studies, group assignment	OBE, project, team papers, ESE, entrepreneur interview
CO OM04.6	Experiential exercise	ESE, Field assignment, presentations

Text Books (Latest Editions)

1. Peter F. Drucker, Innovation and Entrepreneurship, Classic Drucker Collection, 2007
2. Perihan Hazel, Joseph A. Schumpeter’s views on entrepreneurship and innovation, Lambert Academic Publishing, 2012
3. Rishikesha T. Krishnan and Vinay Dabholkar, 8 Steps To Innovation : Going From Jugaad To Excellence, Collins India, 2013
4. Pankaj Goyal, Before You Start Up: How to Prepare to Make Your Startup Dream a Reality, Fingerprint! Publishing, 2017
5. Noam Wasserman, The Founder's Dilemmas – Anticipating and Avoiding the Pitfalls That Can Sink a Startup (The Kauffman Foundation Series on Innovation and Entrepreneurship), Princeton University Press, 2013

References

1. MahendraRamsinghani, The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies, Wiley, 2014
2. Andrew Romans, The Entrepreneurial Bible to Venture Capital: Inside Secrets from the Leaders in the Startup Game,McGraw-Hill Education, 2013
3. Oren Klaff, Pitch Anything: An Innovative Method for Presenting, Persuading, And Winning the Deal: An Innovative Methods for Presenting, Persuading and Winning, McGraw Hill Education
4. Harvard Business Review, Harvard Business Review Entrepreneur's Handbook: Everything You Need to Launch and Grow Your New Business, Harvard Business Review Press, 2018

MBA-OM05: PRODUCTION PLANNING AND CONTROL

Course Objective:

To develop an insight into the operational aspects of manufacturing and service organizations and acquaint them with various concepts, tools and applications

Course Outcomes:

On successful completion of the course, the student will be able to

CO. NO.	Abilities	Course Outcomes
CO OM05.1	Remembering	Cognizing the conceptual framework of Production Planning and Control(PPC) and its elements
CO OM05.2	Understanding	Understand the objectives, functions, and applications of (PPC)
CO OM05.3	Applying	Capability to solve routing and scheduling problems
CO OM05.4	Analysing	Demonstrate the ability to encapsulate various aggregate production planning techniques
CO OM05.5	Evaluating	Developing insights into operational aspects (forecasting, aggregate plans etc) of organizations
CO OM05.6	Creating	Creating and describing ways of integrating different departments to execute PPC functions.

Course Contents:

Unit-I

Production Planning and Control: Conceptual framework, Production Planning System, Functions, Production Control and Steps. Forecasting for Production Planning; Qualitative and Quantitative Forecasting Methods. Aggregate Production Planning, Aggregate Planning Strategies and Methods.

Master Scheduling, Job Shop Scheduling, Forward and Backward Scheduling, Sequencing of Jobs through More Than One Workstation, Line Balancing. Theory of Constraints, Bottleneck, Drum, Buffer and Rope.

Unit-II

Just-in-time (JIT) Philosophy, Building Blocks/Organizational Elements of JIT, Framework for Implementation of JIT; Material Requirements Planning (MRP), Manufacturing Resources Planning (MRP II). Resource Planning in services.

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO.NO.	Teaching /Learning Activity	Mode of Assessment
CO OM05.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO OM05.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)
CO OM05.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies
CO OM05.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation

CO OM05.5	Discussion, Local internships for a few days	Term Paper, ESE
CO OM05.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Chapman, S. N. The Fundamentals of Production Planning and Control: New Delhi Pearson
2. Evans, J& Collier, D, Operations Management: An Integrated Goods and Services Approach: New Delhi, Cengage Learning.
3. Wild, R. Essentials of Production and Operations Management: New Delhi, Cengage Learning.
4. Vollmann, T. E. Manufacturing Planning and Control for supply chain management: New Delhi, Tata McGraw Hill

Reference Books (Latest Editions)

1. Stevenson, W. J. Operations Management. New Delhi: Tata McGraw Hill.
2. Russell, R. S., & Taylor III, B. W. Operations Management: New Delhi Pearson Education.

Journals

1. International Journal of Product Development
2. International Journal of Facilities Management

MBA-OM06: ENVIRONMENT AND SAFETY MANAGEMENT

Course Objective:
To enable the students to the role of occupational safety and health at workplaces.
Course Outcomes:
On successful completion of the course, the student will be able to

CO. NO	Abilities	Course Outcomes
CO OM06.1	Remembering	Know the theoretical framework for occupational, health and industrial hygiene
CO OM06.2	Understanding	Understand the conceptual framework of accidental prevention techniques
CO OM06.3	Applying	Apply safety auditing and management systems, pollution prevention techniques
CO OM06.4	Analysing	Analysing Environmental impact assessment (EIA) and reasons for sustainable development
CO OM06.5	Evaluating	Evaluating total safety systems and approaches to prevent accidents
CO OM06.6	Creating	Demonstrate the ability to manage change by advancing OH&S principles within management systems, cultures, practices, and the priorities

Course Contents:
Unit-I

a) Introduction of Ergonomics and Human Factors at workplace;Importance of Safety, Health and environment. Introduction to Global and Indian legal provisions related to Occupational Safety and Health including OSHA and IOSH. Causes of Environmental degradation. Environmental impact assessment (EIA), purpose; procedure and benefits of EIA; Biodiversity and its conservation; Sustainable development.
b) Environmental Management System Standards: ISO 45001 and 14000. Role of Government in environment protection, legal aspects of environment protection, NGO initialization, National Committee on Environmental Planning (NCP), Environmental Appraisal Committee (EAC). Fundamentals of safety, Classification of Accidents, Management's Responsibility, National safety council, Employees State Insurance Act 1948, Approaches to prevent accidents, Total Safety System, ISO-18001, Safety Audits

Unit-II (Practical)

Demonstration and training how to use breathing apparatus, Emergency evacuation drill, Train students how to rescue employees using emergency rescue equipment inside confined space. With the help of gas detectors, train students check the level of oxygen and other, Gases in industries, Train students how to use personal protective equipment, First Aid training and demonstration

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO OM06.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments

CO OM06.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)
CO OM06.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies
CO OM06.4	Group Discussion, local tours to manufacturing and service organizations	Writing report based on observations, Presentation
CO OM06.5	Discussion, Local internships for a few days	Term Paper, ESE
CO OM06.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Barrow, C. J. Environmental Management: Principles and Practice: London: Routledge.
2. Bhat, V. N. The Green Corporation: The next competitive advantage. Quorum Books.
3. R.K.Jain and Sunil S.Rao, Industrial Safety, Health and Environment Management Systems, Khanna publishers, New Delhi
4. Slote.L,Handbook of Occupational Safety and Health, John Willey and Sons, New York
5. L.M. Deshmukh, Industrial safety management, Tata McGraw Hill, New Delhi.

Reference Books (Latest Editions)

1. Willing, J. T., Environmental TQM, New Delhi, TQM. McGraw Hill.
2. Stranks, J. A. (1994). Manager's guide to health and safety at work. London: Kogan Page.

Journals

1. Total Quality Management and Business Excellence
2. International Journal of Production Research

MBA-OM07: ANALYTICS FOR OPERATIONS

Course Objective:
To acquaint the students with analytics for managerial decision-making.
Course Outcomes:
On successful completion of the course, the student will be able to

CO. NO	Abilities	Course Outcomes
CO OM07.1	Remembering	Understand effective operations management along with analytical techniques
CO OM07.2	Understanding	Identify business problems with analytical models
CO OM07.3	Applying	Demonstrate proficiency in data analysis methods and in data analytic tools
CO OM07.4	Analysing	Capability to analyse data with Excel (pivot tables), Tableau
CO OM07.5	Evaluating	Evaluating decisions made under uncertainty
CO OM07.6	Creating	Making decisions based on predictive analysis

Course Contents:
Unit- I
Introduction to Business Analytics; Descriptive analytics for operations; Conditioning formatting and important functions; Analyzing data with pivot tables; Dash-boarding
Building an Optimization Model; Optimization with Solver; Network Optimization; Business Analytics with Excel; Data Analysis using statistics; Power of BI; Mathematical computing using NumPy; Tableau: Visualization techniques (Heat Map; Treemap; waterfall; Pareto)
Unit-II
Introduction to Programming; Programming Environment Setup; OOPs Concept; Programming fundamentals of Python; File Handling; Exception Handling and Package Handling.
Predictive Analytics in Operations Management; An Overview of Big Data Security with Hadoop Framework

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.
Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO OM07.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO OM07.2	Lecture, Presentation and Discussion	MCQs using google forms, solving problems, Assignments, End semester examination(ESE)
CO OM07.3	Case Study, Videos	Writing report based on theoretical framework, Solving case studies
CO OM07.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO OM07.5	Discussion, Local internships for a few days	Term Paper, ESE

CO OM07.6	Case development and paper presentation	Final assignment, Presentation and case writing

Text Books (Latest Editions)

1. Powell, S.G. and Baker, K. R., Management Science: The Art of Modeling with Spreadsheets, Wiley, Delhi.
2. Balakrishnan, N., Render, B. and Stair, R.M., Managerial Decision Modeling with Spreadsheets, Pearson Education, New Delhi
3. Ryan Sleeper, Practical Tableau, O'Reilly Media
4. Eric Mattews, Python Crash Course, No Starch Press.

Reference Books (Latest Editions)

1. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Wiley
2. Business Analytics: Data Analysis and Decision Making, Cengage
3. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data, EMC Education Services
4. Shmueli, G., Patel, N. R., & Bruce, P. C. ,Data Mining for Business Intelligence: Concepts,Techniques, and Applications in Microsoft Office Excel with XLMiner

MBA-OM08: APPLIED OPERATIONS RESEARCH

Course Objective:

To introduce the students to the latest principles of operations research techniques and their applications in decision-making.

Course Outcomes:

On successful completion of the course, the student will be able to

CO. NO	Abilities	Course Outcomes
CO OM08.1	Remembering	Understand relevant concepts used in Operations Research
CO OM08.2	Understanding	Recognize linear programming, graphical reading, and statistical application of various techniques based on business application
CO OM08.3	Applying	Demonstrate the ability to formulate mathematical models in daily business operations and interpret the results of the proposed optimization models
CO OM08.4	Analysing	Set up decision models and use some solution methods for nonlinear optimization problems
CO OM08.5	Evaluating	Evaluate Network models for service and manufacturing systems
CO OM08.6	Creating	Propose the best strategy using programming and non-programming problems

Course Contents:

Unit-I: Linear Programming Modelling Approach

Background, Concept, Methodology and Scope of Operations Research. Linear Programming Problems-Graphical Method, Simplex Methods, Duality and Sensitivity analysis. Other Algorithms for Linear Programming-Parametric Linear Programming, Upper Bound Technique and Interior-Point Algorithm

Network Optimization Models

The Terminology of Networks-Shortest-Path Problems, Minimum Spanning Tree Problems, Maximum and Minimum Flow Problems. Network Simplex Method. Network Model for Optimizing a Project's Time-Cost Trade-Off

Unit-II: Dynamic Programming and Integer Programming

Characteristics of Dynamic Programming Problems. Deterministic and Probabilistic Dynamic Programming. Integer Programming-binary integer programming and applications. Uses of Binary Variables in Model Formulation. Solving Integer Programming Problems- Branch-and-Bound Technique to Binary and Mixed Integer Programming. Branch-and-Cut Approach

Nonlinear Programming and Metaheuristics

Types and Graphical Illustration of Nonlinear Programming Problems. One-Variable and Multivariable Unconstrained Optimization. The Karush-Kuhn-Tucker (KKT) Conditions for Constrained Optimization. Quadratic Programming. Separable Programming. Convex and Nonconvex Programming. Nature of Metaheuristics. Tabu Search. Simulated Annealing. Genetic Algorithms

List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.

Assessment of Course Outcomes and Evaluation Criteria

CO. NO.	Teaching /Learning Activity	Mode of Assessment
CO OM08.1	Lecture and Presentation	MCQs using google forms, solving problems, small assignments
CO OM08.2	Lecture, Presentation and Discussion	Solving problems, Assignments, End semester examination(ESE)
CO OM08.3	Case Study, Videos	Solving case studies

CO OM08.4	Group Discussion, local tours to organizations	Writing report based on observations, Presentation
CO OM08.5	Discussion	Term Paper, ESE
CO OM08.6	Paper presentation	Final assignment, Presentation

Text Books (Latest Editions)

1. Hiller and Lieberman,Introduction to Operation Research, Tata McGraw Hill
2. Hamdy A Taha, Operations Research, Pearson Education Asia, New Delhi
3. Barry Render, Ralph M. Stair, Jr, Quantitative Analysis for Management, Prentice Hall, Delhi

Reference Books (Latest Editions)

1. R. Kipp Martin, Dennis J. Sweeney, Thomas A. Williams, David R. Anderson, Quantitative Approaches to Decision making, South Western, Chennai
2. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, Delhi

Journals

1. International Journal of Operations Research and Management Science
2. Journal of Operations Management Research
3. Indian Journal of Advanced Operations Management