

Davangere University
Institute of Management Studies
Learning Outcome based Curriculum Frame work
(LOCF)-MBA
(2020-21 onwards)

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1.0 Introduction

Business Administration is both science and social science-art related multi-disciplinary field of study. The Learning Outcomes-based Curriculum Framework (LOCF) for MBA degree programme has been designed to integrate the application of Business to create a cadre of Managers to improve the quality of life of individuals, Business Enterprises, community and nation. MBA program is predominantly practical & field oriented and therefore helps to develop and polish various skills to empower the cadre required towards innovation, incubation and entrepreneurship along with professional and employable skills. Hands on experience with Project work / internship / fieldwork would help and build capacities for conducting primary research among the students. The curriculum has been structured to prepare the Young budding managers to achieve skills to move forward with the development of the society/community/nation and entrepreneurship.

The Curriculum incorporates multidimensional fundamental, core and applied aspects of various disciplines with Graduate Attributes (GAs) such as disciplinary knowledge, laboratory/field driven practical's, the art of writing & communication, self-learning, critical thinking, analytical & problem solving abilities, use of ICT, application of knowledge, lifelong learning, research-related skills, team spirit, multicultural competencies, leadership qualities, global vision, professional commitment and sensitizing with Sustainable Development Goals (SDGs) of United Nations. It also aims to build future ready professionals who would be socially responsible global citizens contributing to the overall development of the country. The model curriculum presented has a multidisciplinary approach keeping the New Education Policy of 2020 in mind.

2. LEARNING OUTCOMES – BASED APPROACH TO CURRICULUM PLANNING AND DEVELOPMENT: (LOACPD)

2.1 Nature and extent of MBA programme

Higher education encourages technical know-how, utility skills, employability, a sense of responsibility and prosperity among the students of nation besides dealing with personality development and entrepreneurship. The fundamental premise underlying the learning outcomes-based approach to curriculum planning and development is that higher education qualification MBA is awarded on the basis of demonstrated achievement of outcomes based on Bloom's Taxonomy (in terms of knowledge, understanding skills, attitudes, employability and values) and academic qualities expected from a professional programme MBA. The learning outcomes specify what exactly Management students after successfully completing programme of study are expected to know, understand and able to practice at the professional level.

The expected learning outcomes are very important in present day context, as it helps to develop professional curriculum based on outcomes. Therefore, higher education degrees must formulate Graduate Attributes (GAs), qualification descriptors, learning outcomes and course learning outcomes which help in curriculum planning and development in the form of design and delivery. The overall formulation of the curriculum has been developed keeping all these attributes to facilitate the competencies of the learner to match with the expectations of the employer.

The overall objectives of the learning outcomes-based curriculum framework are to:

Help formulate graduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes that are expected to be demonstrated by the holder of a qualification;

Enable prospective students, parents, employers and other understand the nature and level of learning outcomes (knowledge, skills, attitude and values) or attributes a graduate of a programme should be capable of demonstrating on successful completion of the programme of study;

Maintain national standards and international comparability of learning outcomes and academic standards to ensure global competitiveness, and to facilitate student/graduate mobility;

Provide higher education institutions an important point of reference for designing teaching-learning strategies, assessing student learning levels, and periodic review of programmes and academic standards.

2.2 Aims of MBA

Programme Program education

objectives:

Master of Business Administration is an inter disciplinary course encompassing variety of subjects with the result it covers all the branches of Business Administration namely Marketing Management Human Resource Management and Financial Management etc. Keeping the inter & multidisciplinary nature in mind the Program Educational Objectives (PEOs) have been given below

- To impart the fundamental knowledge in all the major domains of Management and related areas of studies.
- To develop competency in application of knowledge in different settings i.e. Society, Business community, workplace, Stakeholders training etc.
- To impart and develop skills for professional life.
- To prepare for progression with specializations, create professionals in different related areas, foster research & development, corporate life, teaching, government and public service and entrepreneurship.

3.0 MBA awardees Attributes:

The graduate attributes reflect the particular quality and feature or characteristics of an individual, including the knowledge, skills, attitudes and values that are expected to be acquired by Management Student through studies at the higher education institution (HEI).

The graduate attributes for the students pursuing MBA Programme include capabilities that help them to strengthen their abilities for widening current knowledge base and skills, gaining new knowledge and skills in the specific areas of Management viz. Marketing , Finance , HR etc. undertaking future studies to bring solutions to the Business, societal, family and personal problems, performing professionally well in careers related to Management discipline and alike and playing a constructive role as responsible member in the family and citizen in the society and nation at large.

The attributes of a graduate student of MBA programme define the characteristics of a student's university degree programme(s), and describe a set of characteristics / competencies that are transferable beyond study of a particular subject area and programme contexts in which they have been developed.

Graduate attributes are fostered through meaningful learning experiences made available through the updated curriculum, the total university experiences, and a process of critical and reflective thinking. The characteristics attributes of Students of MBA Programme include:

1. **Disciplinary knowledge and skills:** Capable in demonstrating basic theoretical and practical knowledge and understanding in functional areas like:

Functional Areas	Core Courses
Business Management(BM)	Managerial (Micro) Economics Indian Economy & Policy Business Communication Legal and Business Environment (Micro & Macro) Indian Ethos and Business Ethics
Financial Management(FM)	Financial Reporting, Statements and Analysis Corporate Finance Indian Financial System & Financial markets
Marketing Management(MM)	Marketing Management Marketing Research
Operations Management(OM)	Operations & Project Management Quality Management
Management Information System(MIS)	Computer Applications for Business
Human Resources Management(HRM)	Human Resources Management Managerial Skills for Effectiveness
Organizational Behavior(OB)	Organizational Behaviour Organization Design
Strategic Management(SM)	Corporate Strategy Corporate Social Responsibility & Sustainability Entrepreneurship
Business Analytics(BA)	Business Statistics and Analytics for Decision making Quantitative Techniques

2. **Effective Communicator:** Ability to communicate precisely, confidently and with clarity among the rural and urban communities using attention seeking media on the various educational topics for creating awareness and making better lives .Competency to express thoughts and ideas through folk

media, Social media, print media, PPT's, role plays, displays and exhibitions along with oral and writing skills.

3. **Critical thinking, Analytical reasoning and Problem solving:** Ability to employ critical thinking in identifying the problem, developing analytical skills and capabilities to resolve the problems efficiently related to all the five specific areas on a tailor made basis for a client, customer, an individual, family and society either independently or with the support of concerned authorities.
4. **Research and Scientific reasoning:** Skills in undertaking small researches by way of Term paper, Case Studies, Market Surveys, Field visits, Laboratory Experiments etc. on the related topics/problems of the discipline and arrive at the results based on the scientific reasoning wherever applicable.
5. **Cooperation/ Team Work:** Capability of working enthusiastically and united with the working teams in organizing events in the Department/ Faculty/ University/ Business Community and accomplishing group work / assignments / tasks by willing cooperation of all and well-coordinated group living through during educational / Industry visits.
6. **Reflective thinking:** Ability to practice empathy and objectivity in dealing with the personal and community interactions and problems.
7. **Digital Literacy:** Competency in accessing relevant and authentic information and data from Electronic media with a motive to learn and synthesize it on the given topics in Management discipline for academic and extension work presentation and to prepare computer aided designs by using the needed software's.
8. **Self-directive learning:** Potential to complete the assigned projects successfully either at Residential / Commercial level or Community level by managing the resources independently and wisely.
9. **Multicultural competence:** Ability to learn about different cultures by way of practicing traditions, traditional cooking, ethnic designing and stitching, developing itineraries, and making traditional arts.
10. **Moral and Ethical awareness/reasoning:** Development of a sense of moral responsibility and values to refrain from unethical practices such as plagiarism, fabrication, falsification, misinterpretation of the data, breaching intellectual property rights, adopting unbiased and truthful actions and motivate to make efforts to save the Mother Earth.
11. **Leadership readiness / qualities:** Persuasion to imbibe leadership skills by providing hands on experience to exercise the leadership skill. Evaluate and guide to practice and acquire the required acumen to lead successfully.
12. **Lifelong Learning:** Motivation to be updated regularly and consistently throughout the life with the content, concepts, theories, upcoming specializations /fields, technologies, books, avenues by self-paced and self-directed learning with a motive to achieve economic, social, cultural and personal development goals.

4. QUALIFICATION DESCRIPTORS

A qualification descriptor of MBA programme indicates the generic outcomes and graduate attributes

expected for the award of the MBA. The qualification descriptors also describe the academic standard for a specific qualification in terms of the levels of knowledge and understanding, skills and competencies and attitudes and values that the holders of the qualification are expected to attain and demonstrate in terms of actual outputs after acquiring MBA. These descriptors also indicate the common academic standards for the qualification and help the degree-awarding bodies in designing, approving, assessing and reviewing academic programmes. The learning experiences and assessment procedures are expected to be designed to provide every student with the opportunity to achieve the intended programme learning outcomes. The qualification descriptors reflect disciplinary knowledge, professional skills and understanding of Management discipline under functional areas as **Business Management (BM)**, **Financial Management (FM)**, **Marketing Management (MM)**, **Human Resources Management (HRM)**, **Operations Management (OM)**, **Management Information System (MIS)**, **Organizational Behavior (OB)**, **Strategic Management (SM)**, **Business Analytics (BA)** including generic skills, and global competencies, that all students in different academic fields of study should acquire/attain and demonstrate.

Some of the expected learning outcomes that a student should be able to demonstrate on completion of MBA programme includes the following:

The qualification descriptors for a MBA programme include the following:

- Demonstrate
 1. A systematic, extensive and coherent knowledge and understanding of an academic field of study as a whole and its applications, and links to related disciplinary areas / subjects of study; including a critical understanding of the established theories, principles and concepts, and of a number of advanced and emerging issues in the field of Management
 2. Procedural knowledge that creates different types of professionals related to the varied subject areas of Management, including research and development, teaching and government and public service;
 3. Professional skills in varied areas related to Management and current developments in the academic field of Management, including a critical understanding of the latest developments in the area of specialization, and an ability to use established techniques of analysis and enquiry within the area of specialization.
- Demonstrate comprehensive knowledge about materials, including current research, scholarly, and/or professional literature, relating to essential and advanced learning areas pertaining to Management field of study, and techniques and skills required for identifying related problems and issues.
- Demonstrate skills in identifying information needs, collection of relevant quantitative and/or qualitative data drawing on a wide range of sources, analysis and interpretation of data using methodologies as appropriate to the subject of Management for formulating evidence-based solutions and arguments.
- Use knowledge, understanding and skills for critical assessment of a wide range of ideas and complex problems and issues relating to the academic field of study Management.
- Communicate the results of studies undertaken in an academic field of Management accurately in a range of different contexts using the main concepts, constructs and techniques of the subject of

Management.

- Address one's own learning needs relating to current and emerging areas of study relating to Management, making use of research, development and professional materials as appropriate, including those related to new frontiers of knowledge in Management.
- Apply one's disciplinary knowledge and understanding relating to Management and transferable skills to new/unfamiliar contexts and to identify and analyze problems and issues and seek solutions to real-life problems.
- Demonstrate subject-related and transferable skills that are relevant to the Management related job and employment opportunities.

5. PROGRAMME LEARNING OUTCOMES (PLO)

MBA is a science-oriented, multidisciplinary subject which encompasses the multifarious activities that occur in Business Enterprises, households, and communities. Over years, the discipline has evolved and expanded to encompass activities and services of relevance, not only to the micro contexts of the family and community, but also to the macro context of the larger society. MBA is both multidisciplinary and interdisciplinary in its context encompassing the major disciplines. **Business Management (BM), Financial Management (FM), Marketing Management (MM), Human Resources Management (HRM), Operations Management (OM), Management Information System (MIS), Organizational Behavior (OB), Strategic Management (SM), Business Analytics (BA)** Each discipline has one or more specific areas of specialization. The term '**programme**' refers to the entire scheme of study followed by learners leading to a qualification which essentially is a combination of these disciplines. Offering the Programme as a value-laden one needs to be reflected in The Programme Outcomes (PO) and the Programme Specific Outcomes (PSO) are for MBA programme.

5.1 Programme Outcome (PO) statements

- Deliver quality tertiary education through learning while doing.
- Reflect universal and domain-specific values in Management.
- Involve, communicate and engage key stakeholders.
- Preach and practice change as a continuum.
- Develop the ability to address the complexities and interface among self, societal and national priorities.
- Generate multi-skilled leaders with a holistic perspective that cuts across disciplines.
- Instill both generic and subject-specific skills to succeed in the employment market.
- Foster a genre of responsible students with a passion for lifelong learning and entrepreneurship.
- Develop sensitivity, resourcefulness and competence to render service to families, communities, and the nation at large.
- Promote research, innovation and design (product) development favoring all the disciplines.

- Enhance digital literacy and apply them to engage in real time problem solving and ideation related to all fields of Management.
- Appreciate and benefit from the symbiotic relationship among the core disciplines of Management.

5.2 Programme Specific Outcomes (PSO): on completion of the specific programme (MBA) following are the outcomes expected from students:

1. ***Business Environment and Domain Knowledge (BEDK)***: Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.
2. ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)***: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3. ***Global Exposure and Cross-Cultural Understanding (GECCU)***: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
4. ***Social Responsiveness and Ethics (SRE)***: Developing responsiveness to contextual social issues / Problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
5. ***Effective Communication (EC)***: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and soon).
6. ***Leadership and Teamwork (LT)***: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

6. STRUCTURE OF MBA PROGRAMME

S.No.	Courses	Number of Papers	Credits per Course			Total credits
			Theory	Practical	Internship / fieldwork	
1	Core Paper	16	4	0	0	64
2	Discipline specific elective	06	4	0	0	24
3	Generic Elective	01	4	0	0	04
4	Skill Enhancement	04	2	2	0	14(3x4+1x2)
5	Ability Enhancement	01	4	0	0	04
6	Open Elective	01	2	0	0	02
7	Mandatory Skill Papers	03	2	0	0	06
Total		30				118

6.1 Proposed Scheme of Choice based credit system (LOCF)

Semester	Core Paper Theory(CP) - (18)	Ability Enhancement Paper (AEP) – (1)	Skill Enhancement Paper (SEP) – (4)	Discipline Elective Paper DEP – (6)	Generic Elective Paper (GEP) -1	Open Elective-1 (OEP)	Credits
I	6*4=24		1*4=4				28
II	6*4=24		1*4=4				28
III	2*4=08		1*2=2 (In-plant)	3*4=12	1*4=4	1*2=2	28
IV	2*4=08	1*4=4	1*4=4(Project)	3*4=12			28
V	3 papers- Mandatory skills Communication/Computer/ Personality Development.			3*2=6			06
Total	16	01	04	06	01	01	118

Each domain (Area / branch) will offer Sixteen Core papers (64credits), Six DEP papers (24 credits) Four Skill Enhancement papers (Theory plus lab 8 credits + In plant 2 credits +Project 4 credits, Total 14 credits), One Ability Enhancement paper (04 credits), One Generic Elective paper (4 credits), One Open Elective Paper (2 credits), 3 mandatory skill papers (06 Credits). Making up a total of 118 credits.

6.2 Semester wise (Instruction Hours/Practical/Marks/Exam duration) structure

I Semester

SL.No.	Paper	Instruction (Theory) Hrs per Week	Instruction (Practical) Hrs per Week	No. of Credits	Duration of the Exam.	Marks			
						Internal Assessment	Semester End Examn.	Practical Examn. (2hrs)	Total Marks
1	1.1. Management Process and Practice. (CPT)	4	0	4	3 Hrs	30	70	0	100
2	1.2. Accounting and Financial Statements. (CPT)	4	0	4	3 Hrs	30	70	0	100
3	1.3. Managerial Decision Analysis. (CPT)	4	0	4	3 Hrs	30	70	0	100
4	1.4. Fundamentals of Business Analytics. (CPT)	4	0	4	3 Hrs	30	70	0	100
5	1.5. Corporate Communications and Skills. (CPT)	4	0	4	3 Hrs	30	70	0	100
6	1.6. Business and Legal Environment(CPT)	4	0	4	3 Hrs	30	70	0	100
7	1.7. Information Technology for Managers (SEP)	2	2	4	2 Hrs	10	40	20/30	100
		26	2	28		190	460	50	700

CPT: CORE PAPER THEORY SEP: SKILL ENHANCEMENT PAPER

Mandatory Activity for 1st Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.

II SEMESTER

Sl.No	Paper	Instruction (Theory) Hrs per Week	Instruction (Practical) Hrs per Week	No. of Credits	Duration of the Exam.	Marks			
						IA	Theory	Practic al Exmn. (2hrs)	Total
1	2.1. Operations and Quality Management. (CPT)	4	0	4	3 Hrs	30	70	0	100
2	2.2. Marketing Management. (CPT)	4	0	4	3 Hrs	30	70	0	100
3	2.3. Financial Management. (CPT)	4	0	4	3 Hrs	30	70	0	100
4	2.4. Human Resource Management. (CPT)	4	0	4	3 Hrs	30	70	0	100
5	2.5. Organization Behavior. (CPT)	4	0	4	3 Hrs	30	70	0	100
6	2.6. Operations Research and Analytics. (CPT)	4	0	4	3 Hrs	30	70	0	100
7	2.7. Research Methods and techniques (SEP)	2	2	4	2 Hrs	10	40	20/30	100
		26	02	28		220	530	50	700

CPT: CORE PAPER THEORY

SEP: SKILL ENHANCEMENT PAPER

Mandatory Activity for 2nd Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.

III Semester

Sl.No	Paper	Instruction (Theory) Hrs per Week	Instruction (Practical) /Field work Hrs per Week	No of Credits	Duration of the Exam.	Marks			
						IA	Theory	Practical Exmn. /Field work	Total
1	3.1: Corporate Governance and Business Ethics (CPT)	4	0	4	3 Hrs	30	70	0	100
2	3.2: Innovations and Knowledge Management (CPT)	4	0	4	3 Hrs	30	70	0	100
3	3.3: (DEP) FM1/MM1/HRM1 /	4	0	4	3 Hrs	30	70	0	100
4	3.4: (DEP) FM2/MM2/HRM2 /	4	0	4	3 Hrs	30	70	0	100
5	3.5 : (DEP) FM3/MM3/HRM3	4	0	4	3 Hrs	30	70	0	100
6	3.6: Startups and incubation Management (GEP)	4	0	4	2Hrs	30	70	0	100
7	3.7. In plant Training Report (SEP)	2	0	2	2 Hrs	0	0	50	50
8	3.8: OEP	2	0	2	2 Hrs	10	40	0	50
		28	0	28		190	460	50	700

CPT: CORE PAPER THEORY SEP: SKILL ENHANCEMENT PAPER

DEP: DISCIPLINE ELECTIVE PAPER AEP: ABILITY ENHANCEMENT PAPER.

Mandatory Activity for 3rd Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.

OEP: OPEN ELECTIVE PAPER	
OEP1:	Management Skills
OEP2:	Leadership and Management
OEP3:	Entrepreneurship
OEP4:	Technology for Managers
OEP5:	Social Media and Digital Marketing

DEP: DISCIPLINE ELECTIVE PAPER		
Financial Management	Marketing Management	Human Resource Management
F1: Investment Analysis and Portfolio Management	MM1: Consumer Behavior and Marketing Research	HRM1: Training and Development
F2: Banking and Insurance Management	MM2: Advertising and Brand Management	HRM2: Performance Management and Competency Mapping
F3: Behavioral Finance and Modeling	MM3: Retail Management and E Commerce	HRM3: Learning Organization and Development

IV SEMESTER

Sl.No	Paper	Instruction (Theory) Hrs per Week	Instruction (Practical) Hrs per Week	No of Credits	Duration of the Exam.	Marks			
						IA/ Viva	Theory/ project	Practical Exmn.	Total
1	4.1: International Business Environment.(CPT)	4	0	4	3 Hrs	30	70	0	100
2	4.2: Sustainable Development for Business. (CPT)	4	0	4	3 Hrs	30	70	0	100
3	4.3: (DEP) FM1/MM1/HRM1 /	4	0	4	3 Hrs	30	70	0	100
4	4.4: (DEP) FM2/MM2/HRM2 /	4	0	4	3 Hrs	30	70	0	100

5	4.5/ : (DEP) FM3/MM3/HRM3	4	0	4	3 Hrs	30	70	0	100
6	4.6: Strategic Management and leadership (AEP)	4	0	4	3 Hrs	30	70	0	100
7	4.7: Project Work (Report and case writing skills). (SEP)	4	0	4		30	70	0	100
		28	0	28		210	490	0	700

CPT: CORE PAPER THEORY SEP: SKILL ENHANCEMENT PAPER

DEP: DISCIPLINE ELECTIVE PAPER GEP: GENERIC ELECTIVE PAPER

DEP: DISCIPLINE ELECTIVE PAPER		
Financial Management	Marketing Management	Human Resource Management
F4: Corporate Finance and Restructuring	MM4: International Marketing	HRM4: Strategic and International HRM
F5: International Financial Management	MM5: Industrial and services Marketing	HRM5: HR analytics
F6: Derivatives and Risk Management	MM6: Rural and Digital Marketing	HRM6: Industrial Relations Management

7.0 Teaching Learning Methodologies

1. **Case Based Learning:** Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is to be harnessed as a critical learning tool.
2. **Experiential / Live Projects:** The learning is driven by the students who take up experiential projects in companies, where senior executives with a stake in teaching guide them.
3. **Global Virtual Teams:** The MBA/ students be equipped to work across time zones, languages, and cultures. To acquire the skills necessary, students can work on a project with member schools from department / institute's Global Network / international linkages. The idea of introducing "Global Virtual Teams," a required course in the core curriculum, helps for

grounding in team dynamics realizing the routine difficulties of working with people stationed in remote parts of the world. The course will help students develop a set of skills that the market is demanding.

4. **Global Classrooms:** Apart from course faculty, using modern ICT technology students learn in class room from people who are located all over the world who bring real-time insights from their industries, their customers, happenings in their local place and environment. This sparks different ways of thinking as well as cover the conventional material.
5. **Second Generation Core Courses:** Expanded core course offerings that include Business Intelligence/Analytic, spread sheet modeling and a Project focused Capstone course.
6. **Leadership Building:** In addition to developing a strong background in the functional areas of business, the revised MBA curriculum focuses on developing essential leadership capabilities in its graduates. Encouraging leadership building through the Leadership Initiative of student council/ clubs/ Business Thought Leadership (BTL) Series and or experiential learning programs. Also fostering entrepreneurship through Innovation Labs.
7. **Emphasis on Indian Business Models:** In the last twenty years several Indian organizations have made remarkable presence in the global business scenario with the innovation of new business models and building world class organizations. The quick examples are Infosys, Dr Reddy Laboratories, Tata group and ITC-E-choupal, National Stock Exchange, few micro finance companies and so on. Faculty should appropriately pickup such examples and motivate the students evolving world class models from India.

It is desirable to have an understanding of the contemporary pedagogical methods practiced all over the world. In order to employ appropriate pedagogical tools in management education, it is important to understand the changing profile of learning. The paradigm shift is from Teaching to learning, Learning things to Learning how to learn, Certification to Demonstration of competence and skills, Disseminators to Guides and mentors, Time-limited to Lifelong learning and Linear to Serendipitous learning. Moderator Supported Learning Approaches (MSLA) such as Case debates, Crossword Play, Computer Simulations and Card games. May be used to engage and involve the students in learning process.

Self-learning Tools (SLT) such as Poster Sessions, Break 'n Build, Free fall learning mechanisms are other innovative teaching methods like Action-Oriented Leadership, Case Study Method, Pedagogy Innovations in Business Education include Experiential Design Thinking Contemplative Practices Usage of Dance, Role play and Drama as pedagogical tools can enhance deeper learning.

8.0 Internal Assessment and Outcome Measurement Methods

S.No.	Assessment Methods	Marks
01	Two Internal tests (One test MCQ/One test Theory)	10
02	Live projects & Assignments	05

03	Industry visit reports	05
04	Presentations/Seminars	05
05	Attendance	05
	Total	30

8.1 In-plant training

Students need to take up in plant training after completion of second semester for six weeks to understand practical implementation of management concepts in the organisations and submit report mandatorily for getting admitted to third semester.

8.2 Project Work: Student must take a discipline specific research project to understand the concepts of subject opted in specialisation, and need to understand emerging trends in the market, practical exposure and finding solutions to the business problem through proper research process. After successful completion of the project a student must submit the report to the department and have to undergo a Viva-Voce before the panel of subject experts to acquire the degree in management.

8.3 Extramural activities

Extramural activity groups shall be formed during the first semester and groups have to participate in extension activities such as

1. Waste Management
2. Plastic free environment
3. Pollution control activities
4. Rural development
5. Digital awareness programmes
6. Entrepreneurial events
7. Social responsibility activities
8. Plantation

Groups need to submit the reports with supporting documents like photographs/certificates etc, Students shall be awarded grades (A/B), and these grades are mandatory and shall be incorporated in the MBA marks card.

8.4 Sports, Management fest and Cultural activities

Students need to participate in any one of Sports, Management fest and Cultural activities during MBA programme and submit supporting participation certificates to the department in order to get Extracurricular grading (A/B/C).

9.0 Courses

9.1 Core papers (CPT)/AEC/GEC

Semester	
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	Subjects
I	1.1. Management process and Practice. (CPT)
	1.2. Accounting and financial statements. (CPT)
	1.3. Managerial Decision Analysis. (CPT)
	1.4. Fundamentals of Business Analytics. (CPT)
	1.5. Corporate communications and skills. (CPT)
	1.6. Business and Legal Environment (CPT)
	1.7. Information Technology for Managers (SEP)
II	2.1. Operations and Quality Management. (CPT)
	2.2. Marketing Management. (CPT)
	2.3. Financial Management. (CPT)
	2.4. Human Resource Management. (CPT)
	2.5. Organization Behavior. (CPT)
	2.6. Operations Research and Analytics. (CPT)
	2.7. Research Methods and techniques (SEP)
III	3.1: Corporate Governance and Business Ethics (CPT)
	3.2: Innovations and Knowledge Management (CPT)
	3.3: (DEP) FM1/MM1/HRM1/
	3.4: (DEP) FM2/MM2/HRM2/
	3.5 : (DEP) FM3/MM3/HRM3
	3.6: Startups and Incubation Management (GEP)
	3.7. In plant Training Report (SEP)
	3.8: OEP ,1/2/3/4/5
IV	4.1: International Business Environment. (CPT)
	4.2: Sustainable Development for Business. (CPT)
	4.3: (DEP) FM1/MM1/HRM1/
	4.4: (DEP) FM2/MM2/HRM2/
	4.5/ : (DEP) FM3/MM3/HRM3
	4.6: Strategic Management and leadership (AEP)
	4.7: Project Work (Report and case writing skills). (SEP)

9.2 Discipline Elective Papers (DEP)

	Finance	HR	Marketing
III	Investment Analysis and Portfolio Management	Training and Development	Consumer behavior and Marketing Research
	Banking and Insurance Management	Performance Management and	Advertising and brand Management

		Competency Mapping	
	Behavioral Finance and Modeling	Learning Organization and Development	Retail Management and E Commerce
IV	Corporate Finance and Restructuring	Strategic and International HRM	International Marketing
	International Financial Management	HR analytics	Industrial and Services Marketing
	Derivatives and Risk Management	Industrial Relations Management	Rural and Digital Marketing

9.6 Open Elective Papers (OEP)

1. Management Skills
 2. Leadership and Management
 3. Entrepreneurship Management
 4. Technology for Managers
 5. Social Media and Digital Marketing
- ❖ This course shall be offered in the third semester to the students of other departments, students shall choose any one from above five electives, department shall finalize any one paper based on higher demand from the students.

1. References

- ❖ **AICTE Model Curriculum**
- ❖ **UGC Model Curriculum**
- ❖ **Learning outcome-based Curriculum framework notifications retrieved from UGC website**
- ❖ **Indian Universities syllabus**
- ❖ **National Education Policy (NEP 2020)**
- ❖ **Tumkur University MBA Syllabus**
- ❖ **Business News papers**
- ❖ **Business Magazines**
- ❖ **Employability reports and surveys.**

MASTER OF BUSINESS ADMINISTRATION**I-SEMESTER****Course Code: MBA Core: 1.1****MANAGEMENT PROCESS & PRACTICE****No of Lecture Hrs / Week: 04****Total No. of Lecture Hrs: 64****IA Marks: 30****Exam Hours: Max 03 Hrs.****Exam Marks: 70**

Course Objective (CO): To help the students gain understanding of the functions and responsibilities of managers, To provide them tools and techniques to be used in the performance of the managerial job, To enable them to analyze and understand the environment of the organization, To help the students to develop cognizance of the importance of management principles.

Course Specific Outcome (CSO): The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Essentials of Management: (15 Hours)

Management: Meaning, Definitions, Characteristics, Scope, the Management Process, Levels of Management, Functions of Management, And Evolution of Management Thought.

Module 02: Planning (12 Hours)

Meaning, Definitions, Nature Of Planning, Steps In Planning, Types Of Planning, Barriers To Effective Planning, Reasons For Failure, Guidelines For Effective Planning [case study to be discussed]

Module 03: Organising of Directing (15Hours)

Meaning, Definitions, Concept of Organisation Theory, Concept of Organisation Structure, Departmentation Span of Management. Fundamentals of directing, [case study to be discussed]

Module 04: Controlling & Decision Making. (10 Hours)

Meaning, Definition Of Control; Scope Of Control, Control Process, Essentials Of Effective Control Systems, Factors Determining Effective Control. Concept of Decision Making, Types, Process, Rationality, Issues and Guidelines of Decision Making. [Case study to be discussed]

Module 05: Special Areas of Management

(12 Hours)

Management of change, Conflict Management, Talent Management, Outsourcing Management, Sustaining Team Work (Case Studies On Leadership And Motivation With Reference To Successful Indian Business Tycoons)

References:

1. Dr. Manmohan Prasad – Management Concepts & Practices, Himalaya publishing house 5th edition 2015.
2. Harold D Koontz, and Cyril J C Donnel, Principles of Management, McGraw Hill Publication.
3. H.R. Appannaiah, G Dinakar, H.A. Bhaskar – Management (Multi-dimension Approach) Himalaya publishing house first edition-2016
4. James A.F Stoner – Management. R. Edward freeman – 6th edition- passion education, Daniel. R. Gibert J.R.
5. K.Shridharabhat – Management of Behavioural process, Himalaya publishing house first edition - 2005.
6. L.M. Prasad – Principles of practice of management seventh edition, sultan chand& sons-2009.
7. Peter F Drucker, The Practice of Management`.
8. Ricky W Griffin, (2005) Management, Eight Edition, Biztantra.
9. Stephen P Robbins et al, Fundamentals of Management, Pearson Publication.
10. V.S.P. Rao – Management text of cases- V. Harikkrishna 1st Edition, Excel Books – 2010.

MASTER OF BUSINESS ADMINISTRATION**I-SEMESTER****Course Code: MBA Core: 1.2****ACCOUNTING AND FINANCIAL STATEMENTS****No of Lecture Hrs / Week: 04****Total No. of Lecture Hrs: 64****IA Marks: 30****Exam Hours: Max 03 Hrs.****Exam Marks: 70**

Course Objectives (CO): To develop conceptual understanding of the fundamentals accounting and financial reporting.

Course Specific Outcome (CSO): Accountancy and financial reporting is a foundation course for accounting and financial reporting requirement perspective. This course provides imperative theoretical and practical insights, knowledge, and abilities required for managers to deal with financial transactions recording and reporting transparency in the business and compliance standpoint.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: (10 HOURS)

Overview of Accounting and purpose of accounting, requirement of accounting for business entities. Accounting Concepts, conventions and accounting principles.

Module 02: (14 HOURS)

Introductions of double entry book keeping (the terms debit and credit) General journal and journal entries, General ledger, posting, Objective of Depreciation, and Methods of Charging Depreciation and Trial balance. **Problems.**

Module 03: (14 HOURS)

Meaning of Financial Statements, Income and Expenditure, Receipts and payments, Profit and Loss account, Balance Sheet and Statements of Cash Flows. **Problems.**

Module 04: (14 HOURS)

Meaning and Scope of financial reporting, objectives and statutory requirements of financial reporting. Meaning of audit & requirement of audit of financial reports.

Module 05: (12HOURS)

Overview of Tally and applications of tally in business transactions. Students should be exposed to reading of Annual reports of the companies. **Lab class,**

References:

1. M.N Arora, Accounting for Management. Himalaya publication house.
2. Dr. Sakshi Vasudeva, Accounting for Business Managers. Himalaya publication house.
3. Ashok Banerjee, Financial Accounting a managerial emphasis. Excel Books, Bangalore
4. J. Madegowda, Accounting for Managers, Himalaya publication house.
5. Dr. JawaharLal, Accounting for Management. Himalaya publication house.
6. B. S. Raman, Financial Management and accounting, United publications
7. R. Narayanaswamy, Financial Accounting a Managerial perspective. Prentice-Hall of India private Ltd.

MASTER OF BUSINESS ADMINISTRATION**I-SEMESTER****Course Code: MBA Core: 1.3****MANAGERIAL DECISION ANALYSIS****No of Lecture Hrs / Week: 04****IA Marks: 30****Total No. of Lecture Hrs: 64****Exam Hours: Max 03 Hrs.****Exam Marks: 70**

Course Objectives (CO): From the subject students learn the concept of managerial economics, micro and macro- economic concepts and ultimately they learn the importance and use of mathematical tools to describe the situations in business and it enhance the decision making ability of learners in business organizations.

Course Specific Outcome (CSO): Subject is designed to make students to understand the basic concepts of economics Micro Economics. Subject gives insight on the use of mathematical models in decision making in the area of business economics.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Model 01: Introduction Economics: (14 Hours)

Meaning, definitions, nature, scope, relation to other branches of knowledge, rolls & responsibility of managerial economist in business decision making.

Module 02: Micro Economics: (14 Hours)

Meaning, nature, scope, importance, law of demand, determinants of demand, Nature Elasticity of demand (Price & Income), methods of forecasting, Production and cost functions [Case study to be discussed]

Model 03: Macro Economics: (16 Hours)

Meaning, Objective of instruments (fiscal policy, monetary policy, exchange rate policy, international trade policy) inflation, Bop, barriers to international trade, concepts of GDP, GNP, NNP, GNP. [Case study to be discussed].

Model 04: Market Structure of price determination: (12 Hours)

Meaning of Market, Types, price, pricing, methods, factors involved in pricing policy, types of market structure.[Case study to be discussed].

Model 05: Mathematics for economics: (08 Hours)

EOQ, statistical methods for forecasting demand (time series, trend projection and moving average method).

Reference:

1. Managerial Economics: Mote V.I Samuel & Gupta G.S. Tata McGraw Hill Publication.
2. Managerial Economics: Varsheny & Maheshwari S. Chand & Sons.
3. Managerial Economics: C.P.Chopra. Tata McGraw Hill Publication.
4. Managerial Economics: Spencer, H.H & L. Siegelmen, Richard D. Irwin.

MASTER OF BUSINESS ADMINISTRATION**I-SEMESTER****Course Code: MBA Core: 1.4****FUNDAMENTALS OF BUSINESS ANALYTICS****No of Lecture Hrs/ Week: 04****Total No. of Lecture Hrs: 64****IA Marks: 30****Exam Hours: Max 03 Hrs.****Exam Marks: 70**

Course Objectives (CO) To emphasize the need for statistics and decision models in solving business problems, to enhance the knowledge on descriptive and inferential statistics, to introduce analytics as a tool for business decision making, to develop analytical skills in students in order to comprehend and practice data analysis at different levels.

Course Specific Outcomes (CSO) To develop skills on analyzing the business data, application of relevant analysis and problem solving, to develop Competencies in quantitative and qualitative techniques. To make students practice and understand usage of statistical software. To inculcate the analytical reasoning skills that facilitates effective decision making.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Descriptive Statistics (16 Hours)

Role of statistics: Implications of statistics in managerial decision-making; Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution. Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation.

Module 02: Correlation and Regression (12 Hours)

Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression.

Module 03: Time Series Analysis (16 Hours)

Introduction - Objectives of Studying Time Series Analysis - Variations in Time Series - Methods of Estimating Trend: Moving Average Method - Semi-Average - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Trend Method - Ratio to Moving Average Method.

Module 04: Concept of Probability (14 Hours)

Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential (No derivation)

(Problems only on Binomial, Poisson and Normal).

Module 05: Foundations of Analytics:

(6 Hours)

Introduction – Evolution – Scope – Data for Analytics Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Master data management (only theory)

(Instruction: Equal weightage is given for both theory and problems in the ratio of 60:40)

Reference Books:

1. Statistical Methods – Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81-8054298-X.
2. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN, 978-81-8318-755-8.
3. Statistical Methods - Dr. S P Gupta, Sulthan Chand and Sons, Educational Publishers, New Delhi 9. Mathematics and Statistics – Raghavachari
4. Complete Business Statistics - Aczel&Sounderpandian, 7/e, Tata- McGraw Hill, 2006.
5. James R. Evans, Business Analytics – Methods, Models and Decisions, Prentice Hall, 1st edition, 2013, ISBN – 978-0-13-295061-9
6. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005, ISBN 981-240-641-7

MASTER OF BUSINESS ADMINISTRATION**I-SEMESTER****Course Code: MBA Core: 1.5****CORPORATE COMMUNICATION AND SKILLS****No of Lecture Hrs / Week: 04****Total No. of Lecture Hrs: 64****IA Marks: 30****Exam Hours: Max 03 Hrs.****Exam Marks: 70**

Course Objectives (CO): To provide general understanding about communication and its importance in corporate world. To inculcate oral and written communication skills required incorporates amongst students. To bring in noticeable change in learners by studying importance of communication skills across the cultures. To imbibe the value system among students by explaining significance of communication in lives of people.

Course Specific Outcomes (CSO): To be familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern & Assignments. To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization, To draft effective business correspondence with brevity and clarity, To stimulate their Critical thinking by designing and developing clean and lucid writing skills, To demonstrate his verbal and non-verbal communication ability through presentations.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Introduction**(10 Hours)**

Meaning, Basic types of communication (Non-verbal and verbal) Nature, Scope, process of communication Noise in the communication process, Barriers in Communication, Essentials of good communication, Benefits of communication, factors responsible for growing importance of communication.

Module 02: Basics of Corporate Communication**(10 Hours)**

Patterns of communication- formal communication channels and informal communication channels, Merits and demerits of both formal and informal communication. Special Area of corporate communication skills: Managing routine and crisis communication. [Case study to be discussed]

Module 03: Corporate oral communication**(15 Hours)**

Meaning- importance of oral communication incorporates, Significance of speaking and listening skills
Formal speeches & presentations -Role of Visual aids in effective communication

Interviews: Meaning, Importance of interviews in corporate world, categories of interviews, Role of interviewer and interviewee in making the interview effective. Skills required to conduct interviews

Meetings: Meaning, types of meetings, Process of running a productive meeting, Roles and responsibilities of the chairman in conduct of effective meeting. [Case study to be discussed]

Module 04: Written Communication in Corporates: (15 Hours)

Meaning and importance of written communication Major types of corporate written communication

1. Corporate letters-Types of letters -Standard parts, optional parts of the letter, letter layout,

2. Memorandum: Role memorandum in corporates, Parts of memorandum, layout of memorandum, Differences between letter and memorandum.

3. Reports and proposals: Meaning and differences between report and proposal, features of good corporate report - accuracy, good judgment, responsive format, style and organization,

Planning and organizing of short and long reports, Kinds of proposals parts of proposal, short and long proposal.

Module 05: Inter-cultural communication: (14 Hours)

Basics, Understanding and Learning about a culture Developing intercultural communication skills, handling oral and written communication, Difficulties of intercultural corporate communication skills, language barriers, Cultural barriers, ethnocentric barriers. [Case study to be discussed]

IT in corporate communication –Role of office automation – Time saving message media – Social media – E –office for oral and written communication

References:

1. Business Communication: Concepts, Cases and Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education.
2. Business Communication, Process and Product – Mary Ellen Guffey – Thomson Learning.
3. Basic Business Communication – Lesikar, Flatley TMH
4. Advanced Business Communication – Penrose, Rasberry, Myers Thomson Learning,
5. Business Communication, M.K. Sehgal& V. Khetrapal, Excel Books.
6. Effective Technical Communication by M Ashraf Rizvi. - TMH, 2005
7. Business Communication Today by BoveeThillSchatzman – Pearson & Education.

8. Contemporary Business Communication - Scot Ober-Biztantra.

9. Business Communication – Krizan, Merrier, Jones- Thomson Learning

**MASTER OF BUSINESS ADMINISTRATION
I-SEMESTER**

Course Code: MBA Core: 1.6

BUSINESS AND LEGAL ENVIRONMENT

No of Lecture Hrs / Week: 04

IA Marks: 30

Total No. of Lecture Hrs: 64

Exam Hours: Max 03 Hrs.

Exam Marks: 70

Course Objective (CO): To understand the different environment in the business climate, looking into the minor and major factors affecting the business in various streams, acquainting the existing policy and Acts to acquire in-depth knowledge about Business environment and Legal Framework.

Course Specific Outcome (CSO): Business Environment is an introductory course on the market environment focusing on Business policy. The course seeks to help students to acquire the requisite knowledge about the various factors in market which influence the Business and helps to sustain in the market. The course examines the legal frame work of business and outlines the major measures and Provisions available.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars

Module 01: Introduction to Business Environment: (16Hours)

Nature, Scope and Importance of Business Environment, Factors Affecting Environment To The Business, Types of Environment, Internal Environment and External Environment, Nature Of Globalization, Challenges Of International Business, Why Firms Go Global, Routes Of Globalization. Analysis of global environment – Scanning, Monitoring, Forecasting, Assessing Global Environment. [Case study to be discussed].

Module 02: Technological and Economic Environment: (14 Hours)

Meaning, Features, Impact Of Technology On Business, Information Technology Act, Meaning and Nature of Economic Environment, Government Policies; Industrial Policy, Fiscal Policy, Monetary Policy and EXIM Policy.[Case study to be discussed]

Module 03: Social and Cultural Environment: (10 Hours)

Business And Society, Business And Culture, Language, Culture And Organizational Behaviour, Other Social/Cultural Factors, Social Responsibility Of Business. [Case study to be discussed]

Module 04: Legal Environment:

(12 Hours)

Introduction to legal environment of business, Intellectual property right, Patent, Copy right, Trade mark, Geographical Indication.

Module 05: Companies Act 1956 and Consumer Protection Act 1986:

(12 Hours)

Nature and Registration, Kinds of Companies, Memorandum of Association, Articles of Association, unfair Trade Practice, Rights of Consumer, Redressal of Grievance, Remedies Available to Injured Consumers.

References:

1. F. Cherunilam, Business and Government, Himalaya Publishing House
2. K. Ashwathappa, Essential of Business Environment, Himalaya Publishing House.
3. K. Puri and S. K. Misra, Economic Environment of Business, Himalaya Publishing House.
4. K. Ashwathappa, Business Environment, Himalaya Publishing House.
5. Buchholz, Business Environment and Public Policy; Implication for Management and Strategy formulation, Prentice Hall of India.
6. N.D. Kapoor & Business Laws and Management; Sultan Chand & Sons. DinkarPagare
7. M.C. Kuchhal Mercantile Law; Vikas Publishing House, New Delhi.
8. M.C. Shukla A Manual of Mercantile Laws; Sultan Chand & Company, New Delhi.

**MASTER OF BUSINESS ADMINISTRATION
1-SEMESTER**

Course Code: ITM

INFORMATION TECHNOLOGY FOR MANAGERS

No of lecture Hrs / Week: 04

IA Marks: 30

Total No. of Lecture Hrs: 64

Exam Hours: Max 03 Hrs.

Exam Marks: 70

Course objective: This course is designed to help students to understand the importance of managing Technology, innovation and change at the firm's level and also understand the role of Business Process Reengineering technique in an organization.

Course specific outcomes: To elevate students' awareness of information technology and develop an in-depth and systematic understanding of key aspects of IT Management. To help students gain a strategic perspective on business

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module-01: Information Technology: (12 Hours)

Introduction to information technology, Trends, software programming, Emerging mobile digital platform, cloud computing and types of services, IOT and digitization, IOT impact, IOT Challenges.

Module-02: Concepts of MIS: (12 Hours)

Management information system – Concept, Definition, Types of Systems used in Organisation, Role of MIS in Organisation, Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of E- Commerce, E-commerce marketing, M- commerce services and applications..

Module-03: Operating system & computer networking: (12 Hours)

Functions of operating system. Computer networking- Meaning, uses of networking, pros and cons of networking. Computer Networks: Overview and Types (LAN, WAN and MAN), Network topologies.

Module-04: E-Business lab: (14 Hours)

Internet, World Wide Web, Internet Architectures, Internet Applications, Business Applications on Intranet, Cyber-crime, Malware and Its types, Email Concepts, LinkedIn, Facebook, Twitter, Instagram and Google Forms, Blog – WordPress, G- suite.

Module-05: Office automation lab: (14 Hours)

Introduction Office Software: Use of MS-Office, Basics of MS-Word, MS-Excel (Advanced MS Excel) MS-PowerPoint, Office automation – E- office and their applications in business and creations of reports and files.

References:

1. Sudalaimuthu & Hariharan, Information Technology for Managers, Himalaya publications.
2. D.Monley& CS Parker, Understanding Computers Today & Tomorrow, Cengage/Thomson
3. ITL Education Solutions Ltd, Introduction to Computer Science, Pearson
4. Kenneth. C. laudon, MIS. PEARSON. 2013
5. Jaiswal & Mital, MIS, Oxford University Press, Latest edition.
6. Srinivasa K G, “Internet of Things”, CENGAGE Learning India, 2017.
7. Sanjay Saxsena- MS Office 2000- Vikas Publishing House.
8. Niranjana Shrivastava- Computer Applications in management, Dreamtech Press.

MASTER OF BUSINESS ADMINISTRATION
II-SEMESTER
Course Code: OQM
Course Code: Operations and Quality Management

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: This course is designed to help students to understand the importance of managing Technology, innovation and change at the firm's level and also understand the role of Business Process Reengineering technique in an organization.

Course specific outcomes: To elevate students' awareness of information technology and develop an in-depth and systematic understanding of key aspects of IT Management. To help students gain a strategic perspective on business

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: **(12 Hours)**

Introduction- Operations Evolution of POM and Scientific Management- Production system- Recent Trends in POM. Role of Operations Management in Strategic Management- Operations Strategy in Services.

Module 02: **(12 Hours)**

Production Process & Layout and Services Design and Operations: product design- process design and planning- Types of Process designs- Facility Location- Facility Layout- Manufacture Facility Layouts- Flexible Manufacturing and Lean systems- Computer applications.

Module 03: **(14 Hours)**

Production planning and control functions- Types of PPC- Aggregate Planning- Capacity Planning- Material Requirement planning (MRP)- Capacity Requirement Planning- Introduction to CPM and PERT- Comparison of PERT and CPM- Network problems

Module 04: **(14 Hours)**

Inventory Management- Q and P System- ABC- VED Analysis EOQ and other inventory methods- Concepts of SCM- Process of SCM- Purchasing Process and Policies- vendor Ratings- Make or Buy Analysis- Introduction to e-business- Concepts and Benefits of JIT.

Module 05:

(12 Hours)

Concept of Quality- Masters of Quality(Deming- Crosby- Ishikawa- Taguchi) Statistical Quality Control- Control Charts- Total Quality Management- QFD- Quality Circles- kaizen-pokayoke. Six Sigma. Quality Management systems- ISO 9000 and 14000 Standards- Quality Audit- Quality awards.

References

1. Production and Operations Management- by K. Aswathappa and K ShridharaBhat-
2. Operations Management by Norman Gaither and Greg Frazier- South Western Cengage Learning
3. Production and Operation Management- Evercctt Adam Ronald- Ebert- PHI
4. Production and Operation Management- R PanneerSalvam- PHI
5. Production and Operation Management- Chary S.N- TMH

MASTER OF BUSINESS ADMINISTRATION
II-SEMESTER
Course Code: MM
Course Code: Marketing Management

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: This course is designed to help students to understand the concept of marketing management and learn about marketing process for different types of products and services. They need to understand the tools used by marketing managers in decision situations.

Course specific outcomes: Students will demonstrate strong conceptual knowledge in the functional area of marketing management. Students will demonstrate effective understanding of relevant functional areas of marketing management and its application. Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Introduction: (12 Hours)

Introduction to Marketing – Elements of Marketing Concepts – Functions of Marketing – Marketing Management Philosophies – Marketing process – Marketing environment – Marketing mix – Consumer market and Consumer Buying Behavior – Marketing to the 21st century customers.

Module 02: Product Decision: (12 Hours)

Product Decision - Market Segmentation- Positioning and Targeting - Branding Strategies – Packaging as a Marketing tool – Concept of Product - Price Decision – Objectives – Pricing policies – Pricing Methods and Strategies – Channel decision – Factors affecting channel choice – Channel Management Decision – Designing a Physical Distribution System- Network Marketing .

Module 03: Promotion Decision: (12 Hours)

Promotion Decision – Kinds of Promotion – Tools and Techniques of Sales Promotion – Push and Pull Strategies – Advertising campaign – Developing advertising strategy – Evaluating advertising sales promotion – Developing the sales promotion programmes.

Module 04: Integrated Marketing Communication: (14 Hours)

Integrated Marketing Communication –IMC strategies- Marketing Research – Procedure of Marketing research – Marketing Control – Marketing Audit – Direct Marketing – The role & Impact of public relations.

Module 05: Trends in Marketing:

(14 Hours)

New trends in Marketing Scenario- Holistic Marketing – Green Marketing – Content Marketing – Social Media Marketing – Viral Marketing – Event Marketing .

References

1. Philip Kotler: Marketing Management: Analysis- Planning and Control- PHI
2. Cundiff- Still & Govoni : Fundamental of Modern Marketing - PHI
3. Ramaswamy V S & Namakumari S: Marketing Management- Planning- Implementation and Control- Macmillan
4. Michael J. Etzel- Marketing - TMH
5. William O Bearden- Marketing principles and perspectives- International Edition
6. Advertising and Promotions IMC Perspectives- Belch and Belch - TMH
7. O'Guinn- Alien- Serpenik- Advertising and integrated Brand Promotion- Thomson Learning

MASTER OF BUSINESS ADMINISTRATION
II-SEMESTER
Course Code: FM
Course Code: Financial Management

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The focus of this course is on the understanding of techniques and concepts and in showing their application to financial decision marketing situations. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course specific outcomes: To equip students with the current trends in financial management, To enhance the students skills with the industry requirements, To expose practical aspects of the subject.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Introduction: (10 Hours)

Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions, Financial Planning: Objectives and considerations, capitalization- Over and under capitalization.

Module 02: Capital Structure: (12 Hours)

Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage - Financial and Operating leverage, Sources of Finance.

Module 03: Working Capital: (16 Hours)

Concept, Importance and Determinants, Sources of Working Capital Finance, Cash Management: Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management: Objective, Inventory Control Techniques.

Module 04: Cost of Capital: (14 Hours)

Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings, Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting.

Module 05: Dividend and Dividend Policy: (6 Hours)

Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of dividend

Policy, Stable Dividend Policy, Forms of Dividend, Concept of lease Financing, Hire Purchase, Financing Venture Capital, Factoring, Economic value added, Dividend policy and its impact on stock price.

References:

1. Ravi M. Kishore , Financial Management, Taxman Publications.
2. Khan and Jain, Financial Management, Tata Mc Graw-Hill.
3. S.N.Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.
4. I.M.Pandey, Financial Management, Vikas Publishers.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw- Hill.

**MASTER OF BUSINESS ADMINISTRATION
II-SEMESTER
Course Code: HRM
Course Code: Human Resource Management**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: To understand the concept of Human Resource Management, To learn about job analysis and HR activities, To understand about employee welfare and grievance.

Course Specific Outcomes (CSO): The course will provide the participants with the basic concepts of Human Resource Management. Students will demonstrate effective functioning of Human Resource activities.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: **(10 Hours)**

Human Resource Management: Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM

Module 02: **(12 Hours)**

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.

Module 03: **(16 Hours)**

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods.

Module 04 **(12 Hours)**

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India.

Module 05

(14 Hours)

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions.

Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees

References:

1. Bernadin, Human Resource Management, **Tata Mcgraw Hill, 8th edition** 2012.
2. Wayne Cascio, Managing Human Resource, **McGraw Hill**, 2007.
3. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
4. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009

**MASTER OF BUSINESS ADMINISTRATION
II-SEMESTER
Course Code: OB
Course Code: Organisation Behaviour**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: This course is designed in the perspective that, management deals with individuals in the organizational context. People have diversified personalities, attitudes, perceptions, behaviours and values. After their entry, they cannot remain as individuals. However, organizations have their own culture, leadership and conflicts. This subject blends in compatible ones into a whole. Understanding the individual and organizational behaviours would go a long way in accomplishing short and long term perspectives.

Course specific outcomes:

This subject enhance student to understanding of the dynamics of interactions between individual and the organization and Facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations. And also develop greater insight into their own behavior in interpersonal and group, team, situations.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: **(12 Hours)**

Focus and Purpose: Definition, need and importance of organizational behavior – Nature and scope – Frame work – Organizational behavior models.

Module 02: **(14 Hours)**

Individual Behavior: Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behavior modification. Misbehaviour – Types – Management Intervention Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management Motivation – importance – Types – Effects on work behavior.

Module 03: **(14 Hours)**

Group Behavior: Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building -Interpersonal relations – Communication – Control.

Module 04:

(12 Hours)

Leadership and Power: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

Module 05:

(12 Hours)

Dynamics of Organization Behavior: Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability vs. Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness.

REFERENCES

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008.
2. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11th Edition 2007.
5. Ivancevich, Konopaske & Maheson, Oranisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.

**MASTER OF BUSINESS ADMINISTRATION
II-SEMESTER
Course Code: OR&A
Course Code: Operation Research and Analytics**

**No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64**

**Exam Hrs: 03
IA Marks: 30
Exam Marks: 70**

Course Objective (CO):

Operations Research and analytics aims to introduce students to the use of quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

Course Specific Outcome (CSO):

Students will be able to Identify and develop operational research models from the verbal description of the real system. Course help to understand the mathematical tools that are needed to solve business problems. Courses assess to develop a report that describes the model and the solving technique, analyses the results and propose recommendations in language understandable to the decision-making processes in Management.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Introduction to Operations Research. (15 Hours)

Introduction to Operations Research: Meaning and definition, scope, objectives, phases, models and limitations of Operations Research. Linear Programming Problem – Formulation of LPP, Graphical solution of LPP. Simplex Method, Artificial variables and degeneracy solutions.

Module 02: Assignment and Transportation Theory. (15 Hours)

Assignment model: Formulation, Hungarian method for optimal solution. Solving unbalanced problem. Travelling salesman problem. Transportation Problem. Formulation, finding basic feasible solutions – Northwest corner rule, least cost method and Vogel's approximation method. solution, unbalanced Transportation problem. Optimality test.

Module 03: Game Theory. (10Hours)

Game Theory. Competitive games, rectangular game, saddle point, minimax/maximin method of optimal strategies. Solution of games with saddle points, dominance principle. Rectangular games without saddle point – mixed strategy for 2 X 2 games and Graphical method to solve problems.

Module 04: Network Fundamentals. (14 Hours)

Meaning, Features, Drawing Network, Scheduling the Activities. CPM- Earliest and Latest Times - Determination of Earlier Starting Time and Earliest Finishing Time in the Forward Pass – Latest Starting Time and Latest Finishing Time in Backward Pass, Determination of Critical Path.

Module 05: Introduction to Analytics.

(10 Hours)

Introduction: What is analytics? Historical Overview of data analysis, types and application of Analytics, Descriptive analytics and Predictive analytics.

References:

1. **Bhimasankaram Pochiraju, and Sridhar Seshadri**, Essentials of Business Analytics: An Introduction to the methodology and its application, Springer.
2. **J K Sharma**, “Operations Research Theory & Applications, 3e”, Macmillan India Ltd, 2007.
3. **P. K. Gupta and D. S. Hira**, “Operations Research”, S. Chand & co., 2007.
4. **S. D. Sharma** –Kedarnath Ramnath & Co 2002.
5. **Taha H. A.** Operations Research and Introduction, – Pearson Education edition 2. Operations Research,

MASTER OF BUSINESS ADMINISTRATION
II-SEMESTER
Course Code: RM&T
Course Code: Research Methods and Techniques (SEP)

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: This course is designed to help students to understand the importance research methodology which are absolute relevant to predict and identify business risk and opportunities through scientific methods that enable to take data driven decisions in the competitive world.

Course specific outcomes: To enable the students to comprehend need of research in management and benefits through Introduction of concept of scientific research and the methods of conducting scientific enquiry and statistical tools of data Analysis and report writing methods.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: (12 Hours)

Research – Meaning, Scope and Significance – Type of Research – Research process – Characteristics of good research – Scientific method – Problems in research – identifying research problem – Objectivity in research.

Module 02: (14 Hours)

Hypothesis – Meaning – Sources – Types – Case study – Features of good design measurement – Meaning, need, errors in measurement, tests of sound measurement, techniques of measurement. Scaling techniques – meaning, types of scales, scale construction techniques – Sampling design – meaning. Concepts, steps in Sampling – Criteria for good sample design – Types of sample designs, probability and non-probability sample.

Module 03: (12 Hours)

Data Collection – Types of data – Sources – Tools for data collection, methods of data collection, constructing questionnaire – Pilot study – Case study – Data processing coding – Editing and tabulation of data – Data analysis.

Module 04: (14 Hours)

Analysis of data; Test of significance – Assumptions about parametric and nonparametric tests. Parametric tests– chi – square, t – Test, F Test, Z Test. Problems on each test Introduction to ANOVA, One way, Two way (only theory), Factor Analysis and Conjoint Analysis.

Module 05:

(12 Hours)

Report Writing: Interpretation – meaning, Techniques of interpretation, Report writing – significance and steps – layout of report – types of reports – oral presentation – executive summary – mechanics of writing research report – Precautions for writing report – norms for using tables, chart and diagrams – Appendix – norms of using Index and Bibliography.

References:

1. Rao K.V. Research Method for Management and Commerce – Sterling.
2. Kothari C.R. – Research Methodology.
3. Wilkinson Bhadarkar – Methodology and Techniques of Social Research.
4. Anderson et.al. – Assignment and Thesis writing.

**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER
Course Code: CG&BE
Course Code: Corporate Governance and Business Ethics (CPT)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to provide basic knowledge of business ethics and values and its relevance in modern context.

Course Specific Outcomes (CSO): The course will provide the participants with the basic concepts of business ethics. Students will demonstrate effective functioning of ethics and its applications.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: BUSINESS ETHICS (14 Hours)

Introduction – Meaning - Scope – Types of Ethics – Characteristics – Factors influencing Business Ethics – Importance of Business Ethics - Arguments for and against business ethics- Basics of business ethics - Corporate Social Responsibility – Issues of Management – Crisis Management

Module 02: PERSONAL ETHICS (12 Hours)

Introduction – Meaning – Emotional Honesty – Virtue of humility – Promote happiness – karma yoga – proactive – flexibility and purity of mind.

Module 03: ETHICS IN MANAGEMENT (12 Hours)

Introduction – Ethics in HRM – Marketing Ethics – Ethical aspects of Financial Management – Technology Ethics and Professional ethics.

Module 04: ROLE OF CORPORATE CULTURE IN BUSINESS (12 Hours)

Meaning – Functions – Impact of corporate culture – cross cultural issues in ethics

Module 05: CORPORATE GOVERNANCE (14 Hours)

Meaning, scope, composition of BODs, Cadbury Committee, various committees, reports on corporate governance, scope of Corporate Governance, Benefits and Limitations of Corporate Governance with living examples.

References:

1. Murthy CSV: Business Ethics and Corporate Governance, HPH
2. Bholanath Dutta, S.K. Podder – Corporation Governance, VBH.
3. Dr. K. Nirmala, Karunakara Readdy : Business Ethics and Corporate Governance, HPH
4. H.R.Machiraju: Corporate Governance

5. K. Venkataramana, Corporate Governance, SHBP.
6. N.M.Khandelwal: Indian Ethos and Values for Managers
7. S Prabhakaran; Business ethics and Corporate Governance
8. C.V. Baxi: Corporate Governance
9. R. R. Gaur, R. Sanghal, G. P. Bagaria; Human Values and Professional ethics

**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER
Course Code: Innovations and Knowledge Management (CPT)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to provide basic knowledge of innovations and Knowledge management, to understand different sources of innovations, understanding knowledge of core business that helps in decision making

Course Specific Outcomes (CSO): The course will provide the participants with the basic concepts of Innovations and knowledge management, course enhances the skill of knowledge, develops skills of knowledge using different models.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 **(12 Hours)**

Innovation Meaning, Exercises on Innovation, Sources of innovation, New Ideas, idea into opportunities Creative Problem Solving using Heuristics, Brain storming, Synectics, Value analysis, Profits and innovations, Globalization and Innovation, Sources and transfer of innovation Why Innovate, What Innovation, How to innovate, Who innovates, Creativity.

Module: 02 **(12 Hours)**

Understanding knowledge: the core of business: What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Knowledge, Intelligence, Experience, Common sense. Cognition and KM. Types of Knowledge, Knowledge Management architecture and Implementation Strategies. Theoretical KM Models

Module: 03**(10 Hours)**

The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle.

Module: 04**(14 Hours)**

Knowledge sharing and Communities of practice: The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools.

Module: 05**(14 Hours)**

Knowledge application and role of organizational culture: KM for Individuals, Groups, Communities and Organization levels, Future Challenges for KM. Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application, Types of Cultures, Organizational Culture Analysis, The Effects of Culture on Individuals, Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models

Reference Books:

1. Change and Knowledge Management- R L Nandeshwar, Bala Krishna, Jayasimha, Excel Books, Latest edition
2. Change Management, concepts and applications, Radha R Sharma TMH
3. Managing organizational change- V Nilkant, S Ramnarayan Response Books 2004
4. Organization Change and Development, Kavitha Singh, Excel Books
5. Knowledge Management, a resource book, A Thohothathri Raman, Excel 2004
6. Knowledge Management-Elias M, Awad Hasan M Ghazri Pearson education
7. Knowledge Management, Sudhir Warier, Vikas Publications

Specialization - Finance**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER****Course Code: Investment Analysis and Portfolio Management (DEP)****No of lecture Hrs / Week: 04**
Total No. of Lecture Hrs: 64**Exam Hrs: 03**
IA Marks: 30
Exam Marks: 70

Course objective: To develop a thorough understanding of process of investments, To familiarize the students with the stock markets in India and abroad, To provide conceptual insights into the valuation of securities, To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.

Course Specific Outcomes (CSO): At the end of the course, the students are able to, Understand the process of investments, get an insight into functioning of stock markets in India and abroad, Have insight into the relationship of the risk and return, have familiarity of the fundamental and technical analysis, Learn the Theories of Portfolio management and also the tools and techniques for Efficient portfolio management.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: (12 Hours)

Introduction to Investment: Basic concepts, various investment avenues, Investment and speculation, Features of a good investment, Investment Process. Risk-return trade-off, Measurement of historical risk and returns, Expected risk and returns.

Module 02: (12 Hours)

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators - Types of stock market Indices, Indices of Indian Stock Exchanges.

Module 03: (14 Hours)

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

Module 04:

(14 Hours)

Security Analysis: Fundamental Analysis – EIC analysis (Economic- Industry- and Company) - factors/ indicators of risk- tools of EIC analysis- Technical analysis- Efficient Market Hypothesis (EMH)

Module 05:

(12 Hours)

Modern Portfolio Theory: Markowitz model. Sharpe's single index model, Optimum portfolio selection. Portfolio Management, Steps in portfolio creation, Active and passive portfolio management. Portfolio evaluation, Sharpe's ratio, Treynor and Jensen measure. Portfolio revision – various methods.

Recommended Books:

1. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005
2. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
3. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House 2010
4. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010
5. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.

**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER
Course Code: Banking and Insurance Management (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course Objectives:

To provide an understanding of concepts of Indian banking system and Insurance, To understand the overview of commercial banking and services rendered, To provide an understanding of Insurance and General Insurance. , To give an overview of role of Insurance companies in Insurance Management.

Course Specific Outcome:

Banking and Insurance Management is a foundation course for Banking and Insurance Management requirement Perspective for Managers. This course provides imperative and practical insights, knowledge, technology, services and abilities required for managers to deal with the Banking and Insurance management. Subjects give insight about the Management of Insurance companies and the practices followed by them.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Introduction to Banking: (16 Hours)

Definition and Meaning of Banking, Systems of Banking: Branch Banking, Unit banking, Chain Banking, Group banking. Types of banks: Public Sector, Regional Banks, Private Sector Banks, Evolution of Indian Banks, Central Banking, RBI, Origin and growth, Functions of RBI, Bank Nationalization in India Banking Regulation Act, Banking Sector Reforms, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Bank performance analysis and Future of Banking. (Theory)

Module 02: Commercial banking: (14 Hours)

Structure, Role of commercial banks in socio economic development, Services rendered by commercial banking, Mechanism of Credit Creation, Limitations of Credit Creation, Concept of Universal Banking, Home banking, ATMs, Internet Banking, Mobile Banking, Core Banking Solutions, Debit, Credit and Smart Cards, Electronic Payment systems, MICR, Cheque Truncation, ECS, EFT, NEFT, RTGS. (Theory)

Module 03- Introduction to Insurance: (12 Hours)

Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).

Module 04- General Insurance: (10 Hours)

Classification of Insurance, Life Insurance, Types of General Insurance, Insurance of Property, Pecuniary Interest, Liability and person, types of policies: fire, marine, motor, engineering, aviation, agriculture, liability and person. Health Insurance and types of Health Insurance, Factors to be considered for Premium Fixing. (Theory).

Module 05 – Management of Insurance Companies: (12 Hours)

Functions and Organization of Insurers, Types of Insurance Organization, Organizational Structure of Insurance Companies, Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management- Claim Settlement in General Insurance, Claim Settlement in Life Insurance. (Theory).

Reference:

1. Banking and Insurance-E. Gordon & P. K Gupta First Edition, 2012, Himalaya Publishing House
2. Banking Theory, Law and Practice- E. Gordon & K Natarajan 23rd Revised Edition 2012, Himalaya Publishing House
3. Banking Theory and Practice- K C Shekhar & Lekshmy Shekhar 20th Edition 2011, Vikas Publishing House
4. Banking and Financial Services- Mukund Sharma 2015, Himalaya Publishing House
5. Risk Management and Insurance- Scott E Harrington & Gregory R Niehaus 2nd Edition 2004, Tata McGraw Hill
6. Principle of Risk Management and Insurance- George E Rejda 8th Edition 2003, Pearson Education

**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER
Course Code: Behavioral Finance and Modeling (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The purpose of this course is to introduce the student to the new field of behavioural finance. Students will deal with major implications of human psychology for financial decision-makers and for financial markets.

Course Specific Outcomes (CSO): Upon completion of this course, students will be able to have a good understanding of the major concepts and topics of behavioural finance.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01- Rational Markets Hypothesis and the Challenge of Behaviouralists: (14 Hours)

Introduction to behavioural finance; Intellectual underpinnings; The rise of the rational markets hypothesis; Impact on wall street and the corporate; The challenges of behaviouralists; Synthesis and future horizons.

Module 02- Foundation of Rational Finance: (12 Hours)

Expected utility theory, Modern portfolio theory, Capital asset pricing model (CAPM); efficient markets hypothesis; Arbitrage pricing theory, Random walk hypothesis, Agency theory; the influence of psychology.

Module 03- Foundations of Behavioural Finance: (14 Hours)

Theories of Behavioural Finance: Asymmetric information - Ego centricity - Human Behavioral Theories, How the human mind works-the two systems; Familiarity and related heuristics; Representativeness and related biases; Anchoring; Irrationality and adaptation; Hyperbolic discounting.

Module 04- Prospect Theory and Mental Accounting: (12 Hours)

Error in Bernoulli's theory; Prospect theory; SPA theory, Framing; Mental Accounting; Emotional factors and social forces-substance of emotion, theories of emotion, evolutionary perspective on emotions, types and dimensions of emotions, emotional style, emotions and investing, social influence, social influence on investment and consumption

Module 05- Behavioural Corporate Finance- Future:

(12 Hours)

Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Reference:

1. Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
2. M. M. Sulphey, Behavioural Finance, PHI, 2014 / 1st Edition.
3. Parag Parikh, Value Investing and Behavioural Finance, McGraw Hill, 2009.
4. Shuchita Singh, Shilpa Bahi., Behavioural Finance, Vikas, 2018 / 1st Edition.
5. Sujata Kapoor, Jaya Mamta, Behavioural Finance, Sage, 2019.

Specialization - Marketing

MASTER OF BUSINESS ADMINISTRATION III-SEMESTER

Course Code: Consumer behavior and Marketing research (DEP)

No of lecture Hrs / Week: 04

Total No. of Lecture Hrs: 64

Exam Hrs: 03

IA Marks: 30

Exam Marks: 70

Course objective: Investigate theories and research on how consumers make decisions, process information, develop preferences and make choices. Explore how marketing tactics are used to influence consumer behavior and used for marketing management decisions. Learn to apply tools used by businesses/organizations to understand consumer behavior in a Danish context.

Course specific outcomes: After the successful completion of course, the student will be able to, demonstrate how knowledge of consumer behaviour can be applied to marketing, Identify and explain factors which influence consumer behaviour.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module-01: Introduction: (12 Hours)

Consumer behavior: Concept and Implications; Integration of consumer behavior in the marketing concept; Consumer Decision Making Process; Levels of consumer decision making; Types of Consumer Decision Making.

Module-02: Consumer Behaviour & Marketing Strategy: (12 Hours)

Key Determinants of Consumer Behaviour and Marketing Strategy; Providing Customer Value and Retention; Market segmentation: Concept, Bases and Significance; How market segmentation operates; Criteria for effective targeting of market segments; Target Marketing strategies.

Module-03: Consumer Motivation: (12 Hours)

Consumer Motivation; Dynamics of Motivation, type and systems of needs; Personality and theories of personality (relevant to marketing); Consumer diversity; Self and self-image; Consumer Perception; Dynamics of perception and consumer imagery; Consumer Learning; Behavioral and cognitive learning theories; Consumer Attitude; Attitude formation and behavior; Communication and consumer behavior.

Module-04: Family & Consumer Influence: (14 Hours)

Family: Concept, Roles and influences; Reference groups and their influence; Social class and consumer behavior; Influence of culture on consumer behavior; Culture and core values; Influence of sub-culture & cross culture on consumer behavior. Consumer Influence and the Diffusion of Innovations; Opinion

Leadership, WOM, e-WOM. Newtimes, new consumers; Managing Consumer Dynamics; Consumer decision making and beyond; Consumer Satisfaction and Dissatisfaction: Mechanism; Managing Post-purchase behavior

Module-05: Market Research:

(14 Hours)

Market Research: Concept and significance; Types of Research; Research approach and Process; Consumer research paradigms; Combining qualitative and quantitative research; Sampling, Data –Types and Collection; Questionnaire and Schedule; Scaling Techniques; Data analysis & reporting research findings; Barriers to market research.

Reference Books:

1. Schiffman, L.G. and Kanuk, L.L. (2011) Consumer Behavior, 9th Ed., Prentice Hall. ISBN:9780131869608
2. Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds, Excel Books. ISBN: 978-8174466440
3. Majumdar, Ramanuj. (2011) Consumer Behavior. Prentice Hall India. ISBN: 978-8120339637
4. Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
5. Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978-0132672146
6. Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN:9780030211089

MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER
Course Code: Advertising and Brand Management (DEP)

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme, To help the students appreciate the relationship between corporate strategy and Brand Management, To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Course Specific Outcomes (CSO):

Define and apply knowledge of various aspects of managerial decision making related to Advertising strategy and tactics. Prepare advertising copy and design other basic Advertising tools, Develop skills for managing brands strategically, Compare and contrast the elements of product and brand management. Assess growth-opportunities for brands, e.g., brand extension strategies.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 **(12 Hours)**

Advertising, Its role in the marketing process; Different Types of advertising, Functions of Advertising, Different Strategies of Advertising appeal in Phases of PLC, integrated marketing communications, Its evolution, reasons for its growth and its role in branding. The promotional mix; segmentation, Targeting and positioning and their role in promotion.

Module: 02 **(12 Hours)**

Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches. Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.

Module: 03**(14 Hours)**

Brand –Meaning, Definition, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, **Branding**- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders **Brand Management**-Meaning & Definition.

Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands (Case study)

Module: 04**(14 Hours)**

Customer Based Brand Equity-Meaning, Model of CBBE **Brand Equity**: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. **Brand Identity & Positioning**: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Meaning, Point of parity & Point of difference, positioning guidelines **Brand Value**: Definition, Core Brand values, Brand mantras, Internal branding,

Module: 05**(12 Hours)**

Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands over time. Brand Architecture and brand consolidation. **Brand Imitations**: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Reference Books:

1. Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012.
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning.
3. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller.
4. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
5. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
6. Advertising an IMC perspective, S.N.Murthy & U Bhojanna, Excel Books.
7. Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003.
8. Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press.

**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER
Course Code: Retail Management and E Commerce (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: To develop an understanding of the contemporary retail management, issues, Strategies and trends in Retailing, to highlight the significance of retailing and its role in the success of modern business houses, outline a basic model of the internet technology infrastructure. Assess e-commerce strategies and applications, including online marketing, e-government, e-learning and global e-commerce.

Course Specific Outcomes (CSO):

Find out the contemporary retail management, issues, and strategies. Evaluate the recent trends in retailing and its impact in the success of modern business. Relate store management and visual merchandising practices for effective retailing. Understand the basic concepts and technologies used in the field of management information systems; Have the knowledge of the different types of management information systems;

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 **(14 Hours)**

Retailing: - Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, and Retail as a career. Evolution of Retail in India-Drivers of Retail change in India-Emergence of young earning retail entrepreneurs–Emerging Sectors-FDI in retail-Retail Realities: Beyond Urban Boundaries –Challenges to Retail Development in India. Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of retailing, Classification of Retail Units, Types of Retail Formats

Module: 02 **(14Hours)**

Setting up Retail organization: Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. **Store Layout and Space planning:** Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. **Store Management:**

Responsibilities of Store Manager, Store Security Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails stores. **Retail Pricing:** Factors influencing retail pricing, Retail pricing strategies, Retail

Module: 03 (12 Hours)

E-commerce and its Technological Aspects Overview of developments in Information Technology and Defining E-Commerce: The scope of E commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E Commerce Architecture.

Module: 04 (12Hours)

Consumer Oriented E Commerce E-Retailing: Traditional retailing and e retailing, Benefits of e retailing, Key success factors, Models of e retailing, Features of e retailing. E services: Categories of e-services, Web-enabled services, and matchmaking services, Information-selling on the web, e entertainment, Auctions and other specialized services. Business to Business Electronic Commerce

Module: 05 (12 Hours)

Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems, Need of Electronic Payment System: Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment. Digital economy: Identify the methods of payments on the net – Electronic Cash, cheques and credit cards on the Internet.

Reference Books

1. Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, 2003.
2. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
3. Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
4. Elias. M. Awad, "Electronic Commerce", Prentice-Hall of India Pvt Ltd.
5. RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.
6. Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
7. Retail Management -Chetan Bajaj, Oxford University press.
8. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce–A Managerial Perspective", Addison-Wesley.

9. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RDEdition, Pearson Education.
10. E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley

Specialization - HR**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER****Course Code: Training and Development (DEP)****No of lecture Hrs / Week: 04****Total No. of Lecture Hrs: 64****Exam Hrs: 03****IA Marks: 30****Exam Marks: 70**

Course objective: To understand the relevance of training and creation of a congenial training climate for Human Resource Development.

Course specific outcomes: To realize the importance of training and development of employees, to be able to develop and design a training and development program. Design a performance appraisal, reward system and pay plans and incentives for the organization.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 **(12 Hours)**

Training – Introduction, Meaning, definitions and importance, Training and Development, Roles, responsibilities and Skills of trainer, relevance of Training and development, Training and HRD, Training process, principles of Training , Edifice of effective Training System,

Module: 02 **(12 Hours)**

Training Need Analysis, Methods and techniques of TNA, organizational support for TNA, Organizational Analysis, Task Analysis, person Analysis, requirements Analysis, methods and techniques of TNA, Approaches to TNA- Training Design- Designing a Training Programme, Constraints in designing a Training programme, types of cost involved in Training programme.

Module: 03 **(12 Hours)**

Types of Training - on the job methods- knowledge based , Simulation based, Experiential Based, off the Job methods, Training Approaches, - Teaching Aids for Training , Selecting appropriate Training Aids, emerging Training technologies- CD ROM and interactive multimedia, Web based Instruction, Intelligent Tutoring systems, Virtual Reality Training .

Module: 04 **(14 Hours)**

Structure of training objectives, training design process, implementing the training programme, trainer skills, changing role of a trainer, managing the transfer of training, human sigma, Training methods- lecture, case study method, role playing, In – basket exercises, Fish bowl exercise, problem and project based learning, job rotation, assignment, deputation, officiating, coaching, mentoring and vestibule

training. Emerging training technologies-CD-ROM and interactive multimedia, Web based instruction, Intelligent Tutoring systems, Virtual reality training.

Module: 05 Training Evaluation:

(14 Hours)

Reasons for evaluating training, overview of the evaluation process, evaluation designs, threats to validity, types of Evaluation designs, considerations in choosing an evaluation design, Determining Return On Investment (ROI).

References:

1. Training and Development, G. Pandu Naik, Excel Books, 2007.
2. Training in Organisations, Irwin.L Goldstein and J. Kevin Ford, Wadsworth Thomson Learning.
3. The theory and practice of training, Roger Buckley and Jim Caple, Kogan page.
4. Enriching human capital through Training and Development, P.L. Rao, Excel Books.
5. Effective Leadership, Lussier/ Achua, Thomson South- Western, 2007.

**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER**

Course Code: Performance Management and Competency Mapping (DEP)

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to provide Business Environment and Domain Knowledge (BEDK), Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI), develop Leadership and Teamwork, Memorize the process of competency mapping and profiling, Learn the art of customization and institutionalization, Aware of the implementation pre-requisites and strategies, Competency Assessments and Competency Mappings.

Course Specific Outcomes (CSO): Discuss the importance of performance management, organizational strategic planning and succession planning using KRAs., Explore and identify ways to utilize the personal self as an instrument in the performance management process, Execute the entire performance management model with the help of team members, Explain the benefits of reward systems for team performance management., Students would be able to understand competency frame work and various implementations in modern corporate life .Students would also be able to recognize why to promote the competency culture in the modern organizations, Students would be able to illustrate the integration of the HR Function and how the How HR processes are connected with the organization strategy.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: **(12 Hours)**

Performance Management; Aims, Characteristics; Developments in Performance Management; performance management system and organization culture, Concerns; Performance Appraisal and performance Management – PM and MBO – Techniques of Appraisal; Process of Performance Management - Planning, Performance Management cycle; Working of PM; Performance Management Activities; Linking PMS with other HR functions

Module 02: **(14 Hours)**

Performance Monitoring; Assessment Center, Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling,

H.R.Scorecard.,H.R.Audit,Errors in appraisal Relevant Cases/ Applications & Web-exercises concerning the Module Discussing check-list for managers Discussing & displaying various Performance Appraisal forms (Generic, Balanced-scorecard based; Key performance area based, for various positions)

Module 03:**(12 Hours)**

Role of Training and Development in PMS: Need Identification for Training and Development for Performance Management, Rewards and Recognition Team Performance, Performance Management linked Reward System, Role of HR Professionals in Performance Management, Potential Appraisal & its linkage to Performance Management, Performance Agreements, Performance Reviews; feedbacks – e-PM, Strategic role of HR professionals, Ethics in Performance Management

Module 04:**(14 Hours)**

Introduction: Concept and definition of Role and competency, Characteristics of competency, Core Competency Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, Types of competencies - generic/specific, threshold/performance, and differentiating and technical, managerial and human; Competency Method in Human Resource Management, Features of Competency Methods, Historical Development, Definitions,. Competencies Applications Competency Frameworks (competency management framework or competency model), Competency Maps, and Competency Profiles. Case Discussion

Module 05:**(12 Hours)**

Using Competency Profiles Profiles in HR Competency framework - development of personal competency framework, Lancaster Model of managerial competencies, competency modelling framework developing a competency model - Understanding job positions, Data collection instruments for job descriptions, Stages in design and implementation of competency model, Validation of the competency model after data gathering

Reference Books:

1. Kohli A S & Deb T, Performance Management, Oxford Higher Education
2. Dipak Kumar Bhattacharya, Performance management system and strategies, Pearson publication, Latest edition
3. R K Balyan, Performance Management (Text & cases), Himalaya Publishing House, 2017 / 1st edition
4. G.K. Suri, Venkata Ratnam, N.K. Gupta, Performance Measurement and Management, Excel Publications, 2005

5. McClelland , David Competence at Work, Spencer and Spencer,1993,
6. Shermon, Ganesh. Competency based HRM. 1st edition, Tata McGraw Hill.
7. Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd 2007
8. Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal

Course Code: Learning Organization and Development (DEP)

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to provide basic knowledge of learning the various tools & techniques for Organization Development, To understand the different OD interventions and its effectiveness.

Course Specific Outcomes (CSO): The course will provide the participants with the basic concepts of Enabling with various OD diagnosing models, Ability to handle various OD interventions.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: (12 Hours)

Learning organizations – meaning and definitions, emergence of learning organizations, creating a learning organizations, developing learning managers, levels of learning, types of learning, skills for organizational learning, technology based learning, types of learning technologies.

Module 02: (12 Hours)

Introduction to training and development: learning vs development, Training Needs Analysis types of needs, components of needs, Training Design and Development: Meaning and significance, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities, follow up activities and lesson plan

Module 03: (12 Hours)

Organization development-Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. **Process of Organization Development:** Entering into OD relationship, developing a contract.

Module 04: (14 Hours)

Human Process Interventions: Human process interventions (individual, group and inter-group human relations): **Individual based:** coaching, counselling, training, behavioral modelling, delegating, leading, morale boosting, mentoring, motivation, etc., **Group based:** conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. **Inter-group based:** Organization mirroring, third party peacemaking interventions.

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions,

Module 05:

(14 Hours)

Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; **Strategic Interventions:** Competitive and Collaborative Strategies, Organization Transformation. **The Future of OD:** The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. **OD Consultant's role,** issues in consultant client relationship, Power, Politics & OD, Research on OD.

Reference Books:

1. Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, Cengage Learning.
2. Understanding the theory and design of organization, Richard L Draft, Cengage Learning.
3. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
4. Organization Change and Development, Kavith Singh, Excel BOOKS.
5. Training and Development, Pandu Naik G, Excel Books, 2007.
6. Employee Training & Development – Noe A. Raymond, McGraw Hill, 2008.
7. Training and Development - Janakiram B, Biztantra, 2007.
8. Effective training Systems, strategies and practices – Blanchard, 2/e, Pearson education.
9. Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
10. Building the learning Organization, 3rd edition, Acheving Strategic Advantage through a commitment to learning by Marquardt M J.Nicholas Brealey publishing

**MASTER OF BUSINESS ADMINISTRATION
III-SEMESTER
Course Code: Start-ups and Incubation Management (GEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course Objectives (CO)

To understanding the strategic decisions involved in establishing a start-up, To analyse the decision making matrix of entrepreneur in establishing a start-up, To identify the issues in developing a team to establish and grow a start-up.

Course Specific outcomes (CSO)

At the end of the course the student will be able to, formulate a “go to market” strategy for a start-up. Develop a workable funding model for a proposed start-up, Develop a convincing business plan, description to communicate value of the new venture to customers, investors and other stakeholders.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Being an Entrepreneur (14 Hours)

The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate.

Module 02: Customer Discovery (14 Hours)

Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to- Market Strategy, The role of selling in a start-up, Sales forecasting for start-ups, Mapping buyer response modes. Social media Promotion tools.

Module 03: Entrepreneurial Leadership (10 Hours)

Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How

to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form–partnership, sole proprietorship, Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee.

Module 04: Business Plan for Start-up

(16 Hours)

Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies.

Module 05: Incubation

(10 Hours)

Meaning and definition, objectives, role of incubation centre, strengthening of ideas, Challenges of Incubation, Incubation as a systematic practice, Incubation Management, Learning Cycle, The roles of the incubator, incubation training, and Success stories of Start-ups in India.

Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
3. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi.
7. Indian Entrepreneurial Culture by A Gupta, New Age International.
8. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
9. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
10. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd

11. Entrepreneurship Development: Small Business Enterprises by Charantimath, P., Pearson.
12. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant Himalaya

MASTER OF BUSINESS ADMINISTRATION**III-SEMESTER****Course Code: MBA OEP1****MANAGEMENT SKILLS****No of Lecture Hrs / Week: 02****Total No. of Lecture Hrs: 32****IA Marks: 10****Exam Hours: Max 02 Hrs.****Exam Mark: 40**

Course Objective (CO): To help the students gain understanding of the functions and responsibilities of managers, To provide them tools and techniques to be used in the performance of the managerial job, To enable them to analyse and understand the environment of the organization, To help the students to develop cognizance of the importance of management principles.

Course Specific Outcome (CSO): The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation.

Module 1: Functions of Management

Conceptual Framework of Management, Roles of managers- managerial skills required. Leader v/s Manager. Planning: Nature, types and purpose of planning, planning process and planning instruments, Reasons for failure, guidelines for effective planning. Organization structures. Formal and informal organization and types. Functional activities departmentation, Controlling meaning and process.

Module 2: Fundamentals of Organizational Behaviour

Introduction and fundamental concepts of OB, Nature, Scope and historical perspective of OB, Foundations of Individual behavior- individual differences. Personality theories, Perception meaning and importance, Perception process, Employee counselling and inter personal behavior, Importance of counseling, counseling functions, The manager's counseling role; Organization culture meaning and characteristics

Module 3: Basics of communication

Meaning, Nature, Scope, type of communication, process, Elements of communication process, Essentials of good communication, Benefits of communication. Organizational Communication, patterns of communication in organizations, formal communication channels, Problems in communication.

Module 4:

Meaning and nature of strategic management, Characteristics, Process of Strategic management, Concept of Strategic management. Strategic formulation Michael E. Porters 5 force model, Competitive Environment Analysis. Company Analysis- SWOT Analysis, BCG Matrix.

REFERENCES

1. Ernest Dale. "Management Theory and Practices"
2. Horold.D.Koontz and Cyril J. C. Donnel. Principles of Management"McGraw Hill Publication.
3. Prasad M "Principles and Practice of Management".
4. Organizational Behavior, P.G. Aquinas, Excel Books.
5. "Management and Behavioral process" by BJanakiram and Vijay N Rao.
6. Ashraf Rizvi M, 2005 2005 Effective Technical Communication, MH
7. Bovee Thill Schatzman Business Communication Today by- Pearson & Education.
8. P D Chaturvedi, Mukesh Chaturvedi, Business Communication: Concepts, Cases and applications- Pearson Education.
9. Upendra Kachru – (2009) Strategic Management Concept and Cases
10. VSP Rao and V Hari Krishna – (2009) Strategic Management Text and Cases, Excel Books India

MASTER OF BUSINESS ADMINISTRATION

III-SEMESTER

Course Code: MBA OEP2

LEADERSHIP AND MANAGEMENT

No of Lecture Hrs / Week: 02

IA Marks: 10

Total No. of Lecture Hrs: 32

Exam Hours: Max 02 Hrs.

Exam Marks: 40

Course Objectives (CO): This course enables students to apply relevant theories and concepts of leadership in various situations and prepare them to apply these concepts to influence others in achieving company's vision and mission. This course also elaborates on Blue Ocean strategies and frameworks which will help the students to understand about the creation of new markets.

Course Specific Outcome (CSO): On having completed this course student should be able to Identify best qualities of effective leaders, Able to differentiate participative style of leadership with delegation and empowerment , Appraise the current status of working in team and able to apply various team building activities , Analyze the blue ocean strategies and frameworks for creation of new markets

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: (06 Hours)

Leadership: Definition, The nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviours, level of conceptualization, , Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment.

Module 02: (08 Hours)

Leader as change and Transformation agent: Leading change – coaching and mentoring. Transactional, transformational, level five leaders and servant leadership. Charismatic Leadership Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Hersey and Blanchard's theory, Path goal theory and Blake and Mouton managerial grid.

Module 03: (06 Hours)

Nature of teams and determinants of team performance. Leadership in teams, procedures for facilitating team learning, Leadership training programs, Ethical leadership, gender and leadership, leadership in different cultures, managing diversity, Women Leadership.

Module 04: (06 Hours)

Management: Meaning, Definitions, Characteristics, Scope, the Management Process, Levels of Management, Functions of Management, And Evolution of Management Thought.

Module 05:

(06 Hours)

Managers vs Leaders, Planning, Organising, Decision making process, Controlling and Budgeting, Strategic Leadership and organisation culture.

Reference Books:

1. Yukl, G A (2014). Leadership in Organizations. 8th Edition. Pearson.
2. Kim, WC. Mauborgne, R. (2015) Blue Ocean Strategy: How to Create New Market Space and Make the Competition Irrelevant (Expanded ed.). Boston: Harvard Business School Press.
3. Kim, WC. Mauborgne, R. (2017) Blue Ocean Shift Beyond Competing: Proven Steps to Inspire Confidence and Seize New Growth. New York: Hachette Books.
4. Daft, R L (2012). Leadership. Cengage Learning.

MASTER OF BUSINESS ADMINISTRATION

III-SEMESTER

Course Code: MBA OEP3

Entrepreneurship

No of Lecture Hrs / Week: 02

Total No. of Lecture Hrs: 32

IA Marks: 10

Exam Hours: Max 02 Hrs.

Exam Marks: 40

Course Objectives (CO): To develop and strengthen entrepreneurial quality in students, To impart basic entrepreneurial skills and understanding to run a business efficiently and Effectively, To provide insights to students on entrepreneurial opportunities.

Course Specific Outcome (CSO): At the end of the course students will be able to, Display keen interest and orientation towards entrepreneurship, Develop a business plan, Become aware about various sources of funding for an entrepreneur including financial institutions, venture capitalists.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: **(06 Hours)**

The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role, of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

Module 02: **(06 Hours)**

Promotion of a Venture: Opportunities analysis; External environmental analysis economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

Module 03: **(06 Hours)**

Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behaviour and Psycho Theories, Social responsibility. Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

Module 04: **(06 Hours)**

Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

Module 05:

(06 Hours)

Industrial Policies and Strategies relating to Small Scale Sector; Technological Know-how and Start-ups Structure of Small Firms; Special Problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel; Sickness in the Small Scale Sector; Modernisation of Small scale industries.

Reference Books:

1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
2. Siner A David: Entrepreneurial Megabooks; John Wiley and Sons, New York.
3. Srivastava S. B: A Practical Guide to Industrial Entrepreneurs; Sultan Chand and Sons, New Delhi.
4. Prasanna Chandra: Project Preparation, Appraisal, Implementation; Tata McGraw Hill, New Delhi.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
6. Holt: Entrepreneurship-New Venture Creation; Prentice Hall of India.
7. Papola, T S. Rural Industrialization Approaches and Potential. Bombay, Himalaya, 1982(Preferably latest edition).

MASTER OF BUSINESS ADMINISTRATION

III-SEMESTER

Course Code: MBA OEP4

Technology for Managers

No of Lecture Hrs / Week: 02

Total No. of Lecture Hrs: 32

IA Marks: 10

Exam Hours: Max 02 Hrs.

Exam Marks: 40

Course Objectives (CO): This course aims to provide students with the knowledge of the role of Technology, Information Systems, Information system design and development and security related aspects in managing the Business entity.

Course Specific Outcome (CSO): Differentiate amongst Information, Information Systems and Information Technology. Develop awareness of management, development and operations of Information Systems, including lifecycles, project management and security, considering the society and nation at large while exploiting technology.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: **(06 Hours)**

Information Systems vs Information Technology, Interaction Model for Managing Information Systems. DIKW hierarchy, Information as a Resource, Types of Information Technology.

Module 02: **(06 Hours)**

Business Innovations with IT, Using IT for Competing, Information Goods, Information Systems & Competitive Strategy. Vendor Management, Role of CIO, IT Governance, Challenges for the Manager, IT Infrastructure Decisions.

Module 03: **(06 Hours)**

Infrastructure components, Basics of Hardware, Software, Open Source. Overview of Networks, Data Centre concepts.

Module 04: **(08 Hours)**

Enterprise Business Applications, Overviews of ERP, Supply Chain Management System, CRM, International Information Systems. Transaction Processing Systems, MIS, DSS, Analytics and Business Intelligence, Knowledge Management System

Module 05: **(06 Hours)**

Artificial Intelligence, Machine Learning, AI & ML - Implications for Managers. Cloud, Virtualization; IoT; Block chain. Cyber security.

References Books:

1. Bidgoli, H., Chattopadhyay, N. (2016). Management Information Systems – A South-Asian Perspective. CENGAGE Learning
2. Laudon, K., Laudon, J. (2018). Management Information Systems – Managing the Digital Firm (15thed.). Pearson Education.
3. Hoffer J.A., Ramesh V., & Heikki T. (2017). Modern database management (12th ed.). Pearson Education.
4. Singh A.N., Singh A. (2018). Lean IT – Principles to Practice (1st ed.): Notion Press.
5. Johnson, B. (2013, 27 October). How Data Centers Work. HowStuffWorks.com. Retrieved from <https://computer.howstuffworks.com/data-centers.htm> Last Accessed on 10th February 2020

III-SEMESTER

Course Code: MBA OEP5

Social Media and Digital Marketing

No of Lecture Hrs / Week: 02

IA Marks: 10

Total No. of Lecture Hrs: 32

Exam Hours: Max 02 Hrs.

Exam Marks: 40

Course Objectives (CO): This course attempts to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns.

Course Specific Outcome (CSO): On having completed this course student should be able to Outline the basics of digital marketing and digital marketing plan, Utilize the concepts of display ads and e-mail marketing in digital campaigns, Choose the appropriate social media for achieving the objectives of the campaign, Explain Mobile Marketing and Web Analytics pertaining to any business. CLO 6: Design and run a digital marketing campaign for a client.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module01: (6 Hours)

Digital Marketing: Origin of digital marketing; Traditional Vs Digital Marketing; Internet Users in India; Grehan's 4Ps of digital marketing; The consumer decision journey; The P-O-E-M Framework; Digital Marketing Plan. Ethical Challenges: Frauds on the Web, Data and Identity Theft, Issue of Privacy. Information Technology Act, 2000

Module 02: (6 Hours)

Concept of Display Advertising; Types of display Ads; Buying Models; Display Plan; Targeting – Tagging; what makes a good Ad? Programmatic digital advertising; Analytics tools – viewability, on target reach, Ad fraud, Brand Health. E-mail Marketing – Building a List- Content Strategies – e-mail

Module 03: (8 Hours)

How to build a successful social media strategy? Facebook Marketing- Facebook for Business Anatomy of an Ad campaign – Adverts - Facebook Insights Linkedin Marketing – Linkedin Strategy- Sales lead generation – Content Strategy – Linkedin Analytics – Targeting – Ad Campaign Twitter Marketing – Getting started with Twitter – Building a content strategy – Twitter Ads – Twitter Analytics Instagram Marketing – Objectives – Content Strategy – Style guidelines – Hashtags – Videos Sponsored Ads – Apps – Generate leads

Module 04:

(6 Hours)

Why pay for Search Advertising? Understanding Ad Placement; Understanding Ad ranks; creating the first Ad campaign; enhancing the Ad campaigns; Performance reports. Google Ad sense. Search Engine Optimisation – How search engine works? SEO Phases; on page Optimisation; off page Optimisation; Social Media Reach; Maintenance

Module 05:

(6 Hours)

Mobile Advertising – Mobile Marketing toolkit – Mobile Marketing Features – Mobile Analytics Web Analytics – Key Metrics – Making web analytics actionable – Types of tracking codes

Reference Books

1. Seema Gupta. (2018). Digital Marketing (1st Ed). Tata Mc Graw Hill
2. Evans. D. & Bratton, S. (2008). Social Media Marketing: An Hour a Day (2nd ed.). Wiley.
3. Ryan, D. & Jones, C. (2012). Understanding digital marketing: Marketing strategies for engaging the digital generation. Kogan Page.
4. Teixeira, J. (2010). Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer. Wiley.

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: International Business Environment (CPT)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to expose students to contemporary international business trends, issues and debates. Analyse forces affecting international business organisations. Connect economic theories to actual business / management issues

Course Specific Outcomes (CSO): The course will provide the participants: To understand the most widely used international business terms and concepts, To identify the role and impact of political, economical, social and cultural variables in international business, To analyze international business from a multi-centric perspective, avoiding ethnocentrism

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 Globalization: (12 Hours)

Introduction to the field of Global Business, Significance, Nature and Scope of Global Business, Modes of Global business – Global Business Environment- Social, Cultural, Economic, Political and Ecological factors

Module: 02 International Theories: (10 Hours)

Theories of International Trade, Trading Environment of International Trade - Free Trade Vs Protection-Tariff and Non-tariff Barriers –Trade Blocks. Multinational Corporations: Conceptual framework of MNC's; and host and home country relations; Technology transfer – importance and types of MNCs.

Module: 03 Balance of Payment: (14 Hours)

Concept, Components of BOP, Disequilibrium in BOP – Causes for disequilibrium and Methods to correct the disequilibrium in Balance of Payment. Foreign Investment: Capital flows – types and theories of foreign investment.

Module: 04 Foreign Exchange Market:**(14 Hours)**

Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee – Euro currency market.

Module: 05 World Trade Organization:**(14 Hours)**

Objectives, Organization Structure and Functioning, WTO and India, International liquidity: Problems of liquidity; International Financial institutions - IMF, IBRD, IFC, ADB – Their role in managing international liquidity problems

Reference Books:

1. Daniel, John D and Rdebangh, Lee H. International Business, 6h ed., New York, Addison Wesley, 2007.
2. Michael R. Czinkota, Iikka A. Ronkainen & Michael H. Moffett., International Business, Cengage Learning, 2008.
3. Bhall, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 2003.
4. Charles W. L. Hill, Irwin , International Business, 3rd Edition, McGraw-Hill, 2000
5. Francis Cherunilam, International Business Environment, Himalaya Publishing House, 2008.
6. K.Asawathappa, International Business, Tata Mc-Graw Hill Publishing Company Ltd., New Delhi, 2004.
7. Roger Benett, International Business, Pearson Education, New Delhi, 2006

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: Sustainable Development for Business (CPT)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: Raise students' awareness of, sensitivity to and familiarity with issues arising from globalization, SDGs – their evolution and potential to solve world's most pressing problems and global fund management for sustainable development goals.

Course Specific Outcomes (CSO): To understand various approaches of globalization, impact of globalization on business and implement practices of sustainable development goals.

Module: 01 Sustainability **(12 Hours)**

Concept of sustainability, Sustainable in Business Practices, Environment and Sustainability, Key terms and bodies promoting sustainability. Evolution of sustainable development – Indian perspective.

Module: 02 Sustainable Development Goals (SDGs): **(12 Hours)**

Evolution of SDGs, MDGs-challenges in their accomplishment and learning, 17 SDGs with 169 indicators/targets, Focus on SDGs in national planning (NITI AYOOG), Focus on SDGs in International Development Agencies.

Module: 03 Environment Development: **(14 Hours)**

Internal and External environment; Indian corporate Structure and environment; how to go green? Environmental and sustainability issues for the production of high-tech components and materials. Corporate Social Responsibility (CSR) - Corporate Environmental Responsibility.

Module: 04 Implementing and Reporting Standards: **(14 Hours)**

SDGs - Implementation and Reporting - Environmental dimensions, Social dimensions, Economic dimensions, Global standards & Reporting requirements. Green financing; financial initiative by UNEP; Green energy Management.

Module: 05 SDGs Analytics:**(12 Hours)**

Trends, challenges, and measurement issues related to each of the 17 Sustainable Development Goals, PESTEL Analysis - (Political, Economic, Social, Technological, Environmental, Legal), Green energy Management; Green product Management.

References:

1. Introduction to Globalization and Business by Barbara Parker.
2. Negotiating the Sustainable Development Goals by Felix Dodds, David Donoghue and Jimena LeivaRoesch.
3. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida - ZEW Publications.
4. The Green Energy Management Book by Leo A. Meyer- LAMA books.
5. Corporate Social Responsibility, Corporate Governance, Sustainable Development and Corporate Ethics/Business Ethics b7 Prof. Dr. C. U. Saraf.
6. Mandatory Environmental, Social, and Governance Disclosure in the European Union. A Case Study.
7. Reports by NITI Ayog, UNDP, UNEP, UNESCO

Specialization - Finance

MASTER OF BUSINESS ADMINISTRATION IV-SEMESTER

Course Code: Corporate Finance and Restructuring (DEP)

No of lecture Hrs / Week: 04

Total No. of Lecture Hrs: 64

Exam Hrs: 03

IA Marks: 30

Exam Marks: 70

Course objective: The objective is to provide basic knowledge of corporate restructuring and its process and practical implication in the business.

Course Specific Outcomes (CSO): The course will provide the participants with the foundation and applications of practical concepts of risk and return. Students will understand the necessity of the restructuring and who is going to gain in this process.

Module: 01

(10 Hours)

Overview of Financial Management- Time value of money- valuation of financial assets- risk and return- portfolio theory and asset pricing models- options- capital budgeting- MM approach techniques- risk analysis in capital budgeting- cost of capital- long term finance.

Module: 02

(14 Hours)

Strategy and financing policy- Role of cost of capital in linking asset liability sides of business financing mature companies-Financing high growth companies Firms in financial difficulty-Managing mismatches in the balance sheet-Raising funds from the markets: Choices and decision variables- Earnings distribution policy-Financial strategy-Corporate strategy and financial policy.

Module: 03

(12 Hours)

Mergers – types of merger – theories of mergers, operating, financial and managerial synergy of merger, impact of M&A on stakeholders., strategic approaches to M&A – SWOT analysis, BCG Matrix.

Module: 04

(14 Hours)

Corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario. Joint ventures – sell off and spin off – divestures – equity carve out – LBO – MBO – LLP – buyback of shares

Module: 05

(14 Hours)

M&A process – due diligence challenges – methods of financing the mergers – cash offer, share exchange. Takeover, types, takeover strategies – takeover defences – takeover code, poison pills.

References:

1. Mergers- Restructuring and Corporate Control- Fred Weston- Kwang S Chung- Susan E Hoag- 4/e- Pearson Education.
2. Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.
3. Takeovers- Restructuring and Corporate Governance- Weston- Mitchell And Mulherin - 4/e- Pearson Education- 2003.
4. Mergers, acquisitions and corporate restructuring, Nishikant Jha, Himalaya Publishing House, 2011.
5. Business Legislation for Management, M.C. Kuchhal and VivekKuchhal, 4/e, Vikas Publishing House, 2013.

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: International Financial Management (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to provide basic knowledge of International finance and how the exchange rates across the countries will affect the balance sheet of the organization.

Course Specific Outcomes (CSO): The course will provide the participants with the basic concepts of international finance. Students can differentiate between the domestic finance and global finance due to affect of interest rate and exchange rates. Demonstrates the wider scope and application of finance in the organization.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 **(12 Hours)**

International Financial Environment – an overview- Growth and Importance of MNC/ MNEs- IFM and domestic financial Management– goals & functions: International Monetary System – evolution of Gold standard- Bretton Woods and Exchange rate regimes.

Module: 02 **(12 Hours)**

Exchange rate regimes, International Monetary Fund (IMF), European Monetary System (EMS), Economic & Monetary Union (EMU), Global Capital Budgeting – International portfolio investment.

Module: 03 **(14 Hours)**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

Module: 04 **(12 Hours)**

International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Forecasting Foreign Exchange Rates. Alternative theories of exchange rate behaviour

Module: 05**(14 Hours)**

Exchange central and foreign exchange regulation in India, organization of foreign exchange department in a bank. International Monetary fund, international liquidity, Euro-currency market. Management of – Transaction – Translation – Economic – Political – Interest rate Exposure.

Recommended Books:

1. Apte, P.G. (2009). International Financial Management (5 th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
2. Multinational Financial Management- Alan C Shapiro- John Wiley Edn.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 12 th Edition, 2015.
4. Eun & Resnick, International Financial Management, Mc-Graw Hill Education, 8 th Edition, 2017.
5. Chaudhari B.K.: Finance of Foreign trade and Foreign Exchange, Himalaya Publishing House, Delhi.
6. Avadhani, V.A.: International Finance: Theory and Practice, Himalaya Publishing House, Delhi.

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: Derivatives and Risk Management (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: To understand the concept of Derivatives Market, To acquire Knowledge of Derivatives Transaction in the Economy.

Course Specific Outcomes: To develop in depth knowledge of the theory and practice of currency and commodity derivatives in the international financial environment.

Pedagogy: Interactive lectures, Presentations and Assignments

Module: 01 Derivatives Market in India (12 Hours)

Introduction, Meaning and Definition, History of Derivatives Market in India, Types of Derivatives, Advantages and Importance of Derivatives, users and Participants of Derivatives Market and its development.

Module: 02 Forward and Futures (14 Hours)

Concepts, Forward v/s Futures, Valuation of Futures, Mechanics of Buying and Selling Futures, Margins, Hedging Using Futures-Specification of Futures – commodity Futures, Index futures , Interest rate futures , Valuation of Futures, Forward Rate Agreements (FRAs), Arbitrage Opportunities (theory and problems).

Module: 03 Currency Options (12 Hours)

Types of options, Option Pricing, Factors Affecting Option Pricing, Using Stock Option, Trading Strategies Involving option. Concept of Exotic Option, Pay –off Profile Strategies for Different Options, Hedging with currency Option. Call Options and Put Options (Problems).

Module: 04 Swaps (12 Hours)

Introduction, Cross Currency Swaps, Important Features of Swap Contracts, Mechanics of Interest Rate Swaps , Volatility of Interest Rate Swaps, Valuation of Currency Swaps, Plain Vanilla Swaps (Theory and Problems,).

Module: 05 Commodity Derivatives

(14

Hours)

Commodity Futures Market- Exchanges for Commodity futures in India, Forward markets. Commissions and Regulations, Commodity Trading, Trading and Settlement, Physical Delivery of Commodity, Recent Developments in derivatives Market (only theory).

References:

1. Bansal, Derivatives and Financial Innovations, TMH.
2. Edward and Ma, Options and Futures, I Editions, McGraw Hill.
3. National Stock Exchange Publications.
4. Robert W Kolb, Futures, Options and Swaps, Black well Publishing.

Specialization - Marketing

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: International Marketing (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: This course is designed to help students should be able to apply the key terms, definitions, and concepts used in marketing with an international perspective. Compare the value of developing global awareness vs. a local perspective in marketing. Evaluate different cultural, political, and legal environments influencing international trade. Explain the impact of global and regional influences on products and services for consumers and businesses.

Course specific outcomes: On successful completion of this course you will: develops an understanding of major issues related to international marketing, Improves skills in researching and analyzing trends in global markets and in modern marketing practice, will Be able to assess an organization's ability to enter and compete in international markets.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 Introduction:

(12 Hours)

International Marketing vs domestic Marketing - the dynamic environment of international trade - FDI-licensing- strategic alliances- manufacturing subsidiaries- entry modes and Marketing control- optimal entry strategies - World Trade and India's foreign trade: an overview – Institutional framework for exports in India Global e-Marketing –

Module: 02 International Trade Theories:

(12 Hours)

International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications Global Marketing environment –Modes of entry in to foreign business. India's Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments.

Module: 03 International Product Policy and Planning: (12 Hours)

International Product Policy and Planning – Need for product planning- Product adaptation- Product Standardization- Cross country segmentation- Product life cycle in International Marketing - International Packaging- International Market selection – International Marketing Research – International Marketing Planning and control.

Module: 04 Pricing decisions: (14 Hours)

Pricing decisions: Global Pricing Framework and Promotion decisions- International pricing decisions- International promotional decisions-Evaluation of international Marketing performance- coordination of international Marketing performance

Module: 05 International distribution strategy: (14 Hours)

International distribution strategy: International Channels- Channel alternatives –Importance of Channel decision- Factors influencing the Channel decision – Channel Selection decision – International Retailing- issues in international retailing- Role of Logistics- major changes in Global Marketing - new trends in international Marketing.

References:

1. International Marketing - Cateora. Graham - TMH
2. International Marketing - Varshney- Bhattacharya - S Chand
3. Global Marketing Management- Warren Keegan - Pearson / PHI4 Global Marketing - Johny K. Johansson- TMH5 International Marketing - Dana - Nicoleta- Lascu - Biztantra
4. International Marketing – Francis Cherunillam – HPH
5. Global Marketing Strategies- Jean-Pierre Jeannet- Biztantr

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: Industrial and Services Marketing (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: To develop an understanding of the various concepts of Industrial Marketing, To understand the buying process and marketing channels for industrial goods, To acquaint with B-2-B-2-C Strategies and their implementation, To acquaint the students with the characteristics of services and their marketing Implications, To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment. To familiarize the students with the GAPS model.

Course Specific Outcomes (CSO): The student should be able to: Describe the nature of business markets and the related concepts, Familiarize the business buying behavior of industrial customers, Analyze business situations in the context of buyer-seller relationships. Develop an understanding about the various concepts and importance of Services Marketing, Enhance knowledge about emerging issues and trends in the service sector

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01 **(12 Hours)**

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand, The Resellers Market, The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics, Industrial Marketing Environment, Environmental effect on Industrial Market with special reference to Government rule.

Module: 02 **(12 Hours)**

Nature of Industrial buying: Organizational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing, **Market Segmentation:** Choosing Target Segments,

Positioning, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market Research and Consumer Market Research.

Module: 03**(14 Hours)**

Introduction to Services Marketing: Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India. Service marketing mix, GAP models of service quality. Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Module: 04**(14 Hours)**

Product, Product differentiation, product levels, Service design and positioning-Challenges of service design, new service development-types, stages. Service blue printing-Using & reading blue prints. Service positioning-positioning on the five dimensions of service quality, Service Recovery.Pricing of services- pricing concepts, pricing strategies for services, use of differential pricing. Place-Service distribution, components of service delivery system, potential management, and problems associated with services delivery.

Module: 05**(12 Hours)**

Promotion- Advertising, Sales Promotion & Personal Selling in service industry. People- Importance of people in service marketing. Role of various people involved. Physical Evidence-concept of Physical Evidence, importance, types of Physical Evidence in various services Process-concept, types of process, Role of process in various services

References

1. Industrial Marketing - Robert R. Reeder & Reeder, PHI
2. Business Marketing Management - Michael D. Hutt, Thomas W. Speh, 10/e, Cengage Learning, 2012.
3. Industrial Marketing - Krishna Havaldar, 3/e, TMH, 2011.Cox. F. (Jr.)
4. Industrial Marketing Research, John-Willey & Sons, New York, 1971.
5. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner 5/e, TMH, 2011

6. Services Marketing-Christopher Lovelock, Pearson Education, 2004
7. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006
8. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
9. Services Marketing - Govind Apte, Oxford, 2007

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: Rural and Digital Marketing (DEP)**

**No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64**

**Exam Hrs: 03
IA Marks: 30
Exam Marks: 70**

Course Objectives (CO)

To understand the important concepts related to Rural marketing, To provide a conceptual understanding on the Rural Marketing with special reference to Indian context, To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context, To understand the important concepts related to e-marketing, To learn the use of different electronic media for designing marketing activities.

Course Specific outcomes (CSO)

At the end of the course the student will be able to: Highlight the characteristics of Indian rural markets and describe the differences between rural and the urban economy, Analyse the roadblocks of Indian rural market and advocate solutions for the problems of rural markets, Recognize and apply appropriate e-marketing strategies to be adopted for influencing the rural consumers, Illustrate the use of search engine marketing, online advertising and marketing strategies, Will be able to create a digital marketing plan for rural business, Develop critical thinking skills in order to evaluate different approaches towards Digital marketing.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 01: Introduction to Indian Rural Marketing

(12 Hours)

Definition, scope of rural marketing, concepts, classification of rural markets, rural v/s urban markets. Rural marketing environment, expenditure pattern, development programs, infrastructure facilities, rural

credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and problems in rural marketing.

Module 02: Rural Consumer behaviour (14 Hours)

Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer-, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation. Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Module 03: Rural Marketing of FMCG's (14 Hours)

Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Evolution of rural banking, after digitalisation.

Module 04: Introduction to Digital Marketing (12 Hours)

Concept of Digital Marketing, Origin, Traditional V/s Digital Marketing. Digital Marketing Strategy- the PO-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising market in India. Skills required in Digital Marketing, Digital Marketing Plan.

Module: 05 Search Engine Advertising (12 Hours)

Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), Social media Reach and Social Media Marketing.

References:

1. Rural Marketing by Pradeep Kashyap & Siddhartha Raut – Biztantra, 2108
2. Rural marketing: Challenges and OpporModuleies by Dinesh Kumar & Punam Gupta- SAGE 2017
3. Rural Marketing by Sanal Kumar Velayudhan - Response Publication 2014
4. Fundamentals of Digital Marketing by Puneet Bhatia - Pearson 2/e, 2014

5. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Hermawan Kartajaya, Iwan Setiawan- Wiley 2017
6. Digital Marketing by Seema Gupta - McGraw Hill Education, 2017

Specialization - HR

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER**

Course Code: Strategic and International HRM (DEP)

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The student will be able to describe and Identify the application of IHRM in managing and developing an Organisation, The student will be able to describe and explain in her/his own words, the relevance and importance of IHRM in managing and developing an Organisation, The student will be able to apply and solve the workplace problems involving International issues, The student will be able to classify and categorise different Laws related to IHRM,

Course Outcomes: Gain conceptual knowledge and practical experience in understanding the HR concepts globally, Comprehend and correlate the strategic approaches to HR aspects amongst PCN's, TCN's and HCN's, Develop knowledge and apply the concepts of HR in global perspective, Have a better insight of HR concepts, policies and practices by critically analysing the impact of contemporary issues globally

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01

(14 hours)

Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management Introduction, Studies on culture in management Positivist views: 'Culture and values' Interpretive views: 'Culture and meanings' Critical views: 'Culture and power'; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches,

The concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches?

Module: 02**(14 hours)**

Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention From the management of knowledge to innovation Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership Training and Development in International Organisations Technology in International Training Management.

Module: 03**(12 hours)**

Global Performance Management Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates Total Rewards in the International Context Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, International trends in global total rewards.

Module: 04 Employment Practices**(12 hours)**

Regulation and Multinational Corporations: The Changing Context of Global Employment Relations Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context. Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, managing cross-border integration: the HRM implications

Module 05: Diversity Management and CSR**(12 hours)**

Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede's Four, Cultural Dimensions, Trompenaar's Seven Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture Deal and Kennedy's Culture Model, Schneider's Culture

Model, Cameron and Quinn's Model of Culture Charles Handy's Model of Culture Denison's Model of Culture, Profile of Organisational Culture in International Organizations Managing International Culture. Corporate Social Responsibility and Sustainability through Ethical HRM practices. Ethics and corporate social responsibility International labour standards.

Reference books:

1. International Human Resource Management Srinivas R. Kandula Sage Publication India Pvt. Ltd. 2018
2. International Human Resource Management Anne-Wil Harzing, Ashly H. Pinnington Sage Publication India Pvt. Ltd. 4/e, 2015
3. Diversity at Work Arthur P Brief Cambridge University Press 2008
4. Strategic Human Resource Management: An International Perspective Gary Rees, Paul E. Smith Sage Publication India Pvt. Ltd. 2014
5. Global Talent Management: An Integrated Approach Sonal Minocha and Dean Hristov Sage Publication India Pvt. Ltd. 2019
6. International Human Resource Management Anne-Wil Harzing, Ashly Pinnington Sage Publication India Pvt. Ltd. 2011

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: HR Analytics (DEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.

Course specific outcomes: The course is an application oriented one and most of the exercises have to be done with case studies and examples. During the course basic concepts regarding HR metric will be revised and applied using organizational data.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module-01: HR Analytics in Perspective: (12 Hours)

Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, Typical problems (working session).

Module-02: HRA Frameworks: (12 Hours)

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Module-03: Basics of HR Analytics: (12 Hours)

Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

Module-04: Insight into Data Driven HRA: (14 Hours)

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

Module-05: HR Metrics: (14 Hours)

Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

References:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.
4. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
5. HR Analytics: The What, Why and How, by Tracey Smith
6. The New HR Analytics: Predicting the Economic Value of Your Company's Human ByJac FITZ-ENZ, 2010.

Course Code: Industrial Relations Management (DEP)

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to provide basic knowledge for students to grasp and apply the principles of IR and develop an awareness of the significance of industrial peace, To provide a conceptual basis of Industrial Relations, To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.

Course Specific Outcomes (CSO): The course will provide the participants with the basic Of Acquiring conceptual knowledge of Industrial relations and labour laws followed within industries, Develop the greater understanding of IR concepts and its application in solving various issues in IR, Apply the IR and labour laws concepts in various industries in India.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module: 01**(14 hours)****Introduction:**

Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India– Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.

Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements.

Module: 02**(12 Hours)****Trade Union**

Trade Unions: Meaning, trade union movement in India, The role of the Trade Unions in Modern Industrial Society of India, functions of trade unions, objectives of important trade unions, The Trade Union Act, 1926, procedure for registration of Trade Union, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities, Penalties for offences of trade

unions, Difference between a registered and a recognized Trade Union, problems of trade unions, future trends of trade union movement in India.

Module: 03

(12 Hours)

Grievance procedure and Discipline management:

Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, and model grievance procedure.

Discipline - Causes of Indiscipline - Maintenance of discipline. Principles of Natural Justice, Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

Module: 04

(14 Hours)

Industrial Conflicts:

Industrial conflict – perspectives, Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts, industrial disputes act of 1947, settlement Machinery of Industrial disputes.

Paradigm shift from industrial relations to employee relations – shift in focus, difference, employee relations management at work, culture and employee relations, future of employee relations.

Module: 05

(12 Hours)

Law and procedure for employee discipline: Meaning and significance of employee discipline, service rules and standing orders, misconduct, suspension and subsistence allowance, show cause notice, investigation, enquiry and charge sheet, principles of natural justice and enquiry procedure, Sections 11A, 17B, 33 and schedule 5 of Industrial Disputes Act and Section 10A of Industrial Employment standing orders Act.

Reference Books:

1. Employee Relations Management - P N Singh, Singh P. N., Pearson Publications
2. Dynamics of Industrial Relations – Mamoria & Mamoria,
3. Human Resource Management, Principles & Practice – Aquinas, Vikas Publication
4. Personnel Management & Industrial Relations – Nair
5. Essentials of Human Resource Management and Industrial Relations - Subba Rao – 3rd Revised edition
6. Malhotra, O.P. : The Law of Industrial Disputes
7. Arya, V.P. : A Guide to Settlement of Industrial Disputes

8. Aggarwal, Dr. Arjun P. and Larki, H. : Gherao and Industrial Relations, Trade Unionism in the New Society
9. Aggarwal, S.L. : Labour Relations Law in India

**MASTER OF BUSINESS ADMINISTRATION
IV-SEMESTER
Course Code: Strategic Management and Leadership (AEP)**

No of lecture Hrs / Week: 04
Total No. of Lecture Hrs: 64

Exam Hrs: 03
IA Marks: 30
Exam Marks: 70

Course objective: The objective is to provide basic knowledge of Strategic Management process

describing and identifying the application of Leadership styles and practices followed in the implementation of Strategies. The student will be able to describe and explain in her/his own words, the relevance and importance of various Strategic Management Tools and practices followed in the Organization,

Course Specific Outcomes (CSO): The course will provide the participants with the understanding of the fundamental concepts and principles, theories of Organizational Leadership, Strategic Management Analyze the organizational leadership approaches and Organizational Culture, its impact on the Strategic Management Process.

Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.

Module 1 Strategic Management- Concept of Strategy -Strategic Management Process –Vision & Mission – Characteristics of good mission statements - Objectives and Goals – Mckinsey 7S Framework – External Environmental Analysis –Macro Environment and Industry Analysis – Porter’s Five Forces Analysis –Internal Analysis - SWOT Analysis –Resource Based View – Value Chain Analysis - Strategic Analysis

Module 2 Types of Strategies Levels of Strategy – Business level strategies – Generic Strategies - Cost leadership – Differentiation – Focus – Corporate level strategies- Stability strategies- Expansion strategies – Intensification- Integration- Diversification strategies – Mergers- Acquisitions- Strategic Alliances- Turnaround- Divestment and Liquidation Strategies – Strategies for Stable and Dynamic markets – Global strategies – Functional Strategies

Module 3 Strategy Implementation and Control Strategy Implementation – Resource Allocation – Leadership in Strategic Management– Strategy- Structure and Organization Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix- GEC Model- Product-Market Evolution Matrix- TOWS Matrix- etc- Review &Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise- Surveillance- Implementation and Strategic Alert Control

Module 4 Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations- Sustainability and Strategic Management– Integrating Social & Environmental Sustainability issues in Strategic Management– Triple Bottom Line, Strategic Leadership and culture.

Module 5 Recent Developments in Strategic Management Core Competence as the Root of Competitive Advantage – Blue Ocean Strategy – Difference between Blue Ocean & Red Ocean – Strategy Canvas- Value Curve & Four Actions Framework – New Business Models for Digital Economy – E-commerce Business Models – Strategies for Small and Medium Enterprises – Strategies for Non Profit Organizations

References

1. Arthur A.Thomson- A.J. Strick land III- John E. Cambel- Crafting and Executing Strategy- Pearson Education- New Delhi.
2. Charles W.L..Hill- Gareth R.Jones. Strategic Management An integrated approach- Cengage Learning New Delhi
3. Sukul Lomesh- P.K.P.K. Mishra- Business policy and Strategic Management- Tata Mc Graw Hill- New Delhi.
4. Azhar Kazmi- Strategic Management– Tata McGraw Hill
5. Srinivasan R – Strategic Management: The Indian Context- Prentice Hall of India
6. Srivastava RM – Strategic Management: Concepts- Skills and Practices- Prentice Hall of
7. Mason Carpenter- Gerard Sanders- Prashant Salwan – Concepts and Cases Strategic Management: A Dynamic Perspective- Pearson Education- India