

**School of Management  
Doon University, Dehradun  
COURSE- MBA (Two-Years Full Time Program)  
2024-2026  
Academic Advisory Committee  
School Of Management  
Minutes of meeting**

The Academic Advisory Committee meeting was held on 15/02/2024 to discuss the course structure and syllabus of MBA curriculum.

Semester – 1						
Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
1/4	I/VII	Course 1	MBA701	Core Compulsory	Management Theory and Practice	3
		Course 2	MBA702	Core Compulsory	Accounting for Managerial Decisions	3
		Course 3	MBA703	Core Compulsory	Managerial Economics	3
		Course 4	MBA704	Core Compulsory	Business, Society and Law	3
		Course 5	MBA705	Core Compulsory	Managerial Communication	3
		Course 6	MBA706	Core Compulsory	Business Statistics and Research Methodology	3
	Course 7	MBA707	Core Compulsory	Foundation of Business Analytics	3	
	Course 8	MBA 708	Core Compulsory	Viva Voce and Seminar	4	
<b>Compulsory one day industrial visit during semester</b>						
<b>TOTAL CREDITS</b>						<b>25</b>

*Deven Gupta*  
*Armit Adhikari*  
*15/02/2024*  
*Vaishali*  
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Semester – 2						
II/VIII	Course 9	MBA801	Core Compulsory	Financial Management	3	
	Course 10	MBA802	Core Compulsory	Marketing Management	3	
	Course 11	MBA803	Core Compulsory	Human Resource Management	3	
	Course 12	MBA804	Core Compulsory	Logistic & supply chain management	3	
	Course 13	MBA805	Core Compulsory	Management accounting	3	
	Course 14	MBA806	Core Compulsory	Organizational Behavior	3	
	Course 15	MBA807	Core Compulsory	Management Science	3	
	Course 16	MBA 808	Core Compulsory	Seminar & Viva Voice	4	
<b>Compulsory Industrial training 6 to 8 weeks</b>						
<b>TOTAL CREDITS</b>					<b>25</b>	
Semester – 3						
2/5	III/IX	Course 17	MBA901	Core Compulsory	Strategic Management	3
		Course 18	MBA902	Core Compulsory	Leadership power & Politics	3
		Course 19	MFM-903	Specialization (Finance)	Financial Analytics	2
		Course 20	MFM-904	Specialization (Finance)	Merchant banking & financial services	2
		Course 21	MFM-905	Specialization (Finance)	Working Capital Management	2
		Course 22	MMK-906	Specialization (Marketing)	Consumer Behaviour	2
		Course 23	MMK-907	Specialization (Marketing)	Marketing Research	2

*Suresh Babu*

*Anir Adhikari*

*Vaishali*

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		Course 24	MMK-908	Specialization (Marketing)	Service marketing	2
		Course 25	MHR-909	Specialization (Human Resource)	Management of I.R	2
		Course 26	MHR-910	Specialization (Human Resource)	Managing training learning & development	2
		Course 27	MHR-911	Specialization (Human Resource)	HRD – Strategies & system	2
		Course 28	MOS912	Specialization (Operations & Supply Chain Management)	Digital Supply Chain Management	2
		Course 29	MOS 913	Specialization (Operations & Supply Chain Management)	Lean and six sigma management	2
		Course 30	MOS914	Specialization (Operations & Supply Chain Management)	Supply chain modelling & analysis	2
		Course 31	MBA-915	Managerial Competency Development Course	Managerial Competency Development Course	2
		Course 32	MBA-916	Core Compulsory	Industrial Training in Specialization and Presentation	4
<b>TOTAL</b>						<b>22</b>
<b>Semester – 4</b>						
	IV/X	Course 33	MBA-1001	Core Compulsory	Global business marketing	3
		Course 34	MBA-1002	Core Compulsory	Management innovation & entrepreneurship	3
		Course 35	MFM-1003	Specialization (Finance)	International Financial Management	2
		Course 36	MFM-1004	Specialization (Finance)	Security Analysis and Portfolio Management	2
		Course 37	MFM-1005	Specialization (Finance)	Financial Derivatives	2
		Course 38	MMK-1006	Specialization (Marketing)	Advertising and brand management	2

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	Course 39	MMK-1007	Specialization (Marketing)	Marketing analytics	2
	Course 40	MMK-1008	Specialization (Marketing)	Rural marketing	2
	Course 41	MHR-1009	Specialization (Human Resource)	Performance Management	2
	Course 42	MHR-1010	Specialization (Human Resource)	Industrial Labour Legislation	2
	Course 43	MHR-1011	Specialization (Human Resource)	Change and intervention strategies	2
	Course 44	MOS-1012	Specialization (Operations & Supply Chain Management)	International Logistics & Global Supply Chain Management	2
	Course 45	MOS-1013	Specialization (Operations & Supply Chain Management)	Circular economy	2
	Course 46	MOS-1014	Specialization (Operations & Supply Chain Management)	Service operation management	2
	Course 47	MBA-1015	Core Compulsory	Project Dissertation	8
				<b>Total Credits</b>	<b>26</b>

### School of Management

Doon University, Dehradun


Course – MBA (Two-Years Full Time Program) 2024-2026

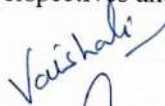

#### Program Outcomes of Master of Business Administration program:

**PO1** To develop leadership qualities and the ability to lead teams effectively in a dynamic business environment and cultivate strategic thinking ability to analyse complex business situations to make informed and effective decisions.

**PO2** To instill a strong sense of business ethics and integrity, guiding graduates to make morally sound decisions in their professional roles and foster an understanding of global business dynamics and the ability to operate in an international context.

**PO3** To enhance communication skills, including the ability to articulate ideas clearly, make persuasive presentations, and engage in constructive dialogue and to develop the ability to work effectively in teams, recognizing and leveraging diverse perspectives and skills.


  
 Queen Gupta  
 15/05/2024


  
 Vaishali  


**PO4** To develop strong analytical and critical thinking skills to solve business problems and make data-driven decisions in an era of artificial intelligence.

**PO5** To provide a solid understanding of financial concepts, including budgeting, financial analysis, and risk management and to cultivate an entrepreneurial mindset, encouraging graduates to identify and pursue business opportunities and innovate within existing organizations.

**PO6** To install a commitment to lifelong learning, enabling graduates to adapt to evolving business trends and technologies throughout their careers.

**Program objectives of Master of Business Administration program:**

**PO1** To equip students with the knowledge, skills, and attitudes necessary to excel in various managerial roles across different industries and emphasizing the capacity to lead and inspire teams to achieve organizational goals.

**PO2** To enhance the ability to think strategically and make informed decisions in complex and uncertain business environments.

**PO3** To inculcate a mindset of innovation and creativity, preparing graduates to identify and capitalize on business opportunities presented by international markets.

**PO4** To create opportunities for networking with industry professionals, alumni, and peers, and equip students with the tools for ongoing professional development and career advancement.

**PO5** To emphasize the importance of ethical behavior in business and guide students in making morally and socially responsible decisions.

**PO6** To enhance communication skills, including written and verbal communication, negotiation, and interpersonal skills, to convey complex ideas and information effectively.

Laura Gubh

Amit Anand

15/08/2024 Bishali

Swati

Deep

Prishu

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## SEMESTER-1

**Subject: Course 1**

**Course Code: MBA701**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Management Theory and Practice**

**Credit: 3**

**L-2 T-1 P-0**

### Course Objectives

1. To understand the evolution of management thought and its relevance in decision-making.
2. To understand the importance of structure and types and organization in the field of Management and learn the principles, techniques, and concepts needed for managerial analysis and decision-making.
3. To describe the effective management of planning, organizing, influencing, and controlling related to the internal and external environment and issues of ethics and social responsibility.

### Course Outcomes

**CO1:** Develop a comprehensive understanding of management concepts, functions, and global challenges and understand and demonstrate the roles-skills of a manager and functions of management

**CO2:** Analyze the evolution of management thought, spanning scientific management to contemporary approaches and develop insight on the thoughts and principles of eminent management thinkers

**CO3:** Gain expertise in planning, organizational principles, and the importance of decentralization, organization structure and situations for implementation of managerial principles and practices

**CO4:** Acquire skills in staffing processes, motivation theories, leadership styles, and effective team direction.

**CO5:** Explore recent trends, including social responsibility, ethics, crisis management, and total quality management, with an emphasis on their application in the Indian context.

## **Course Structure**

### **Unit I**

Conceptual framework of Management: Concept of Management, Functions of management, productivity, efficiency, effectiveness, Managerial roles skills, Trends and Challenges of Management in Global Scenario.

### **Unit II**

Evolution of Management thought Scientific Management (F.W.Taylor, Gantt, Gilbreths.); Classical Organization Theory(Henry Fayol, C.I.Barnard, M.P.Follet, Max Weber); Neo-Classical Theory (Human Relations Movement ,Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann), Socio Technical systems approach, Systems Approach; Contingency Approach, Various modern approaches to management(Mc Kinsey's 7-S framework)

### **Unit III**

Nature and purpose of planning - Planning process - Types of plans – Objectives - Managing by objective (MBO), Decision Making - Types of decision - Decision Making Process - Rational Decision Making. Conditions of Certainty, Risk and Uncertainty; Bounded rationality Organizing: Concept, nature and principles. Organization Structure and Design- Departmentalization- Functional Organizations, Product Organizations, Matrix Organizations, Boundaryless Organization, Authority and responsibility, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization and delegation.

### **Unit IV**

Basic concepts of Staffing- Manpower Planning, Recruitment, Selection, Training and Development, Performance appraisal, Motivation: Concept and implication of Motivation on work behaviors, traditional and contemporary theories of Motivation, Directing: Concept, Leadership-concept, theories, and styles, Controlling -Elements of managerial control, management control techniques, Types of control - Budgetary and non- budgetary control techniques

### **Unit V**

Recent Trends in Management: - Social Responsibility of Management – environment friendly management, Ethics, Management of Crisis, Workforce Diversity, Total Quality Management, Human Values in Management –Indian perspectives, values for managers, ethical dilemma in Management, Self –development, lessons from Ancient Indian traditions.

## **Suggested Readings**

Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. *Fundamentals of management*. Pearson, 2017.

Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., “*Management*,” Pearson, 2018.

Robbins Coulter, (2015), *Management*, (13th Edition.), Prentice Hall of India.

Koontz, H. Weinrich, H., “*Essentials of Management: An International, Innovation, and Leadership Perspective*,” Mc-Graw Hill, New-Delhi, 2015.

Tiernan, S., Morley, M., & Foley, E. (2013, September 13). *Modern Management*. Gill Education.

**Subject: Course 2**

**Course Code: MBA702**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Accounting for Managerial Decisions**

**Credit: 3**

**L-2 T- 1 P-0**

### **Course Objectives**

1. The course aims to enable students to acquire knowledge of concepts, methods, and various techniques of accounting for the purpose of managerial planning, control and decision making.
2. To enable student to apply various accounting processes in an organization and financial reporting techniques in real time situations.
3. To familiarize the students with the basic management accounting concepts and their applications in managerial decision making.

### **Course Outcomes:**

**CO1:** Examine the fundamentals of accounting and its branches.

**CO2:** Apply financial statements and their uses in managerial decision making.

**CO3:** Evaluate the budgetary control system as a tool of managerial planning and control.

**CO4:** Evaluate the concept of cost-volume-profit analysis for use in short-term decision making.

**CO5:** The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations.



## **Unit I**

Accounting concepts, conventions, and principles; Accounting Equation, Accounting for management, Comparison of management accounting and financial accounting. Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Balance Sheet, Policies related with Depreciation.

## **Unit II**

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, preparation of Cash Flow Statement and its analysis.

## **Unit III**

Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

## **Unit IV**

Concept of Cost, Cost-Volume-Profit Analysis, P/V Ratio Analysis and their implications, Breakeven Point, and their analysis for various types of decision-making.

Budgetary Control System: Concept of budget, budgeting, and budgetary control; objectives, merits, and limitations; Functional Budgets; Fixed and Flexible budgeting.

## **Unit V**

Transfer Pricing, Responsibility Accounting, Activity Based Costing, Life Cycle Costing: concept, strategies, and applications of each.

## **Suggested Readings**

Bhattacharya, A. K. (2011). *Essentials of Financial Accounting* (2nd ed.). Prentice Hall of India Pvt. Ltd.

Chowdhary A. (2007). *Fundamentals of Accounting and Financial Analysis* (1st ed.). Pearson Education.

Dr. Jawaharlal. (2012). *Managerial Accounting* (4th ed.). Himalaya Publishing House.

Khan, M. Y. and P. K. J. (n.d.). *Management Accounting*. Tata McGraw Hill.

Fin Maheshwari, S. N. & M. S. K. (2014). *Principles of Management Accounting* (17th ed.). Sultan Chand & Sons.

**Subject: Course 3**

**Course Code: MBA703**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Managerial Economics**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. This course typically includes understanding economic principles and applying them to managerial decision-making.
2. To familiarise with the students the importance of economic approaches and to understand the applications of economic theories in business decisions.
3. Students aim to analyse and solve business problems using economic tools, enhance critical thinking skills, and gain insights into the economic factors influencing managerial choices.

**Course Outcomes:**

**CO1:** Understand the scope and significance of managerial economics, recognise the role of economics in managerial decision-making, analyse factors affecting demand for goods and services, applying elasticity concepts to measure responsiveness of demand.

**CO2:** Comprehend different cost concepts and their relevance, use of cost functions for decision-making and cost control.

**CO3:** Differentiate between various market structures (perfect competition, monopoly, oligopoly, etc.), evaluate firm behaviour and market outcomes in different structures.

**CO4:** Understanding of National Income and economics concepts, Fiscal and Monetary policy.

**CO5:** Analyse the challenges and opportunities of global markets, understand how managerial economics principles apply in an international context.

**Course Structure**

**Unit I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation -

Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

## **Unit II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

## **Unit III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

## **Unit IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

## **Unit V**

Macro-Economic Environment - Economic Transition in India - A quick Review - Liberalisation, Privatisation and Globalisation - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDI).

## **Suggested Reading**

Mark, H. (2009). *Fundamentals of Managerial Economics* (9th ed.). Cengage Learning. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., Banerjee S. (2017). *Managerial Economics* (7th ed.). Pearson.

Salvatore, D. (2016). *Managerial Economics* (8th ed.). Oxford University Press.

Thomas C. R., Maurice, S.C. (2010). *Managerial Economics: Foundations of Business Analysis and Strategy* (10th ed.). McGraw Hill Education.

*Indian Economy* by Ramesh Singh (15th Edition)

Waschik, R., Fisher, T., & Prentice, D. (2010, June 10). *Managerial Economics*. Routledge.

**Subject: Course 4**

**Course Code: MBA704**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Business, Society and Law**

**Credit: 4**

**L-2 T-2 P-0**

**Course Objectives**

1. To acquaint students with the knowledge of economic environment and policy framework underlying the economic system.
2. To enable students to interpret major economic and environmental trends, and government policy decisions that affects industry and economy as a whole.
3. It aims to provide students with a holistic understanding of the legal, ethical, and societal dimensions of business, preparing them to make informed decisions and contribute responsibly to the business environment.

**Course Outcomes**

**CO1:** To develop broad knowledge of business environment concepts and its components and to outline the impact of economic policies on the prospects of a business

**CO2:** Students will learn about business laws and political development in business environment.

**CO3:** It will cover the financial markets and its related development in Indian market and global.

**CO4:** It will cover the analysis of Indian economy and global changes in the business environment and technology.

**CO5:** Understanding the concept of sustainability in relation to the functioning of business organizations.

**Course Structure**

**Unit I**

Components of business environment, Process of business environment analysis Economic environment, Different economic systems (Capitalism, socialism and mixed economy), Economic policies (Monetary & Fiscal), Global trends in business and management, foreign capital and collaboration, Economic trends in Indian industries.



## **Unit II**

Relationship between business and political environment, Constitutional provisions affecting business; Competition law, Industrial policy after 1991, Consumer Protection Act 1986, Environment Protection Act 1986, Dimensions of these laws and their impact on business.

## **Unit III**

Composition of Indian money and capital markets, Role of commercial banks, Financial institutions and non-banking financial institutions. RBI and capital market reforms, Foreign direct investment (FDI), WTO, Its roles and functions, MNCs.

## **Unit IV**

Economic development and ecology, Green marketing, Environmental technologies, Ecological implications of technology.

## **Unit V**

Sustainable development. Meaning of sustainability in relation to business organizations. Institutions: World Bank and IMF, Trading Blocs

## **Suggested Readings**

Paul, J. 2118. *Business Environment: Text and Cases*, 4th Edition, Tata McGraw Hill, India, ISBN:9789353162498.

Cherunilam, F. 2117. *Business Environment: Text and Cases*. 26th Edition, Himalaya Publishing, India, ISBN:978-9352733361.

Fernando, A. 2111. *Business Environment*, 13th Edition, Pearson Education India, India, ISBN: 9788131731581

Steiner, J. F., Steiner, G. A., & Steiner, G. A. (2019). *Business, government, and society: A managerial perspective*. McGraw-Hill Education.

Carroll, A. B., Brown, J., & Buchholtz, A. K. (2021). *Business and society: Ethics, sustainability, and stakeholder management*. Cengage Learning.

**Subject: Course 5**

**Course Code: MBA705**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Managerial Communication**

**Credit: 3**

**L-2 T-1 P**

**Course Objectives:**

1. Comprehend the foundations of managerial communication, including its significance, principles, and strategies for effective organizational communication.
2. Enhance business writing skills for various communication contexts, covering formal letters, memoranda, modern communication forms, and social media writing.
3. Develop oral communication proficiency for presentations, public speaking, interpersonal communication, and understanding nonverbal cues in the workplace.

**Course Outcomes:**

**CO1:** Apply principles of effective communication to overcome roadblocks and enhance organizational communication within a managerial context.

**CO2:** Demonstrate proficiency in business writing, producing effective correspondence, reports, and utilizing modern communication platforms.

**CO3:** Deliver impactful presentations, engage in public speaking, and navigate interpersonal communication effectively in diverse workplace settings.

**CO4:** Understand and navigate intercultural communication challenges in global business contexts, promoting effective communication in diverse workplaces.

**CO5:** Apply communication strategies in crisis situations, resolve conflicts, employ negotiation skills, and practice effective leadership communication within a managerial role.

## **Course Structure:**

### **Unit I**

Managerial Communication: Meaning and Significance, Principles of Effective Communication, Roadblocks to Managerial Communication, Removing Roadblocks, Gateways to Communication, Strategies for Improving Organizational Communication.

### **Unit II**

Business Correspondence: Summarizing, Leave Application, Permission Letter, Business Letters: Sales, Request, Order, Inquiry, Acknowledgment, Complaint, Collection Letters, Memorandum Writing, Office Order, Circular, Notice Writing, Modern Forms of Communication: E-mails, Video Conferences, Conference Calls, Report Writing and Business Proposals, Writing for social media and Business Blogs.

### **Unit III**

Effective Presentation Skills, Public Speaking for Managers, Interpersonal Communication in the Workplace, Nonverbal Communication and Body Language.

### **Unit IV**

Understanding Cultural Differences in Business, Managing Communication in a Diverse Workplace, Cross-Cultural Communication Challenges, Global Business Communication.

### **Unit V**

Crisis Communication and Management, Conflict Resolution Strategies, Negotiation Skills for Managers, Leadership Communication.

## **Suggested Reading:**

O'Rourke, J. S. (2016). *Management Communication: A Case-Analysis Approach*. Pearson.

Samovar, L. A., Porter, R. E., & McDaniel, E. R. (2019). *Communication between Cultures*. Cengage Learning.

Wood, J. T. (2020). *Interpersonal Communication: Everyday Encounters*. Cengage Learning.

Guffey, M. E., & Loewy, D. (2019). *Essentials of Business Communication*. Cengage Learning.

Locker, K. O., & Kaczmarek, S. K. (2018). *Business Communication: Building Critical Skills*. McGraw-Hill Education.

**Subject: Course 6**

**Course Code: MBA706**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Business Statistics and Research Methodology**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. Understand the fundamentals of research methodology, research designs, and measurement concepts, preparing students for effective research planning and execution.
2. Master statistical measures of central tendency, dispersion, correlation, and regression, enabling students to analyze and interpret data accurately.
3. Develop proficiency in probability concepts, probability distributions, time series analysis, index numbers, sampling methods, and hypothesis testing for sound statistical decision-making.

**Course Outcomes:**

**CO1:** Demonstrate a comprehensive grasp of research processes, designs, and measurement techniques, applying them to various types of data and research objectives.

**CO2:** Apply statistical measures like central tendency, dispersion, and correlation to analyze and interpret data, facilitating effective decision-making in research scenarios.

**CO3:** Analyze and interpret time series data, index numbers, and probability distributions, demonstrating competence in statistical concepts for real-world applications.

**CO4:** Apply various methods of sampling and understand the implications of sampling and non-sampling errors in research.

**CO5:** Demonstrate knowledge of hypothesis testing, identify and interpret Type-I and Type-II errors, and perform large sample tests for robust statistical analysis.



## **Course Structure:**

### **Unit I**

Statistics: Introduction to research methodology, research methods, meaning and objective of research, Research process, research objective and plan, Nature of research designs, types of research designs, Basic concepts of measurement and scaling, types of data, data collection methods and report Writing.

### **Unit II**

Measure of Central Tendency-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.

### **Unit III**

Measure of Dispersion-Significance of measuring dispersion (variation). Classification of measure of dispersion. Correlation and regression: Nature and significance of correlation, types of correlation, methods of studying correlation, graphic method, non-graphic method, Karl Pearson's rank and concurrent deviation methods.

### **Unit IV**

Time Series Analysis, Index Numbers; Probability: concept, Events, Addition Law, Conditional Probability, Multiplication Law & Baye's Theorem. Probability Distribution : Binomial, Poisson and Normal.

### **Unit V**

Sampling: Methods of Sampling, Sampling and Non Sampling Errors, Test of Hypothesis, Type-I and Type-II Errors, Large Sample tests.

## **Further Readings:**

Vohra, N. D. (2014, January 1). *Business Mathematics and Statistics*.

Williams, T. A. (2020, January 1). *Statistics for Business and Economics*.

Stine, R., & Foster, D. (2015, August 17). *Statistics for Business*. Pearson.

Gupta, S. P., & Gupta, P. K. (2022, May 6). *Business Statistics & Business Mathematics*. Sultan Chand & Sons.

Levin, R. I., & Rubin, D. S. (1998, January 1). *Statistics for Management*. Pearson.

**Subject: Course 7**

**Course Code: MBA707**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Foundation of Business Analytics**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. Develop a comprehensive understanding of business analytics, including its evolution from computerized decision support to modern analytics.
2. Exhibit proficiency in various analytics domains, covering descriptive analytics (data modeling, visualization, and business intelligence), predictive analytics (data mining, text, web, and social media analytics), and prescriptive analytics (optimization, simulation, and mathematical modeling for decision-making).
3. Apply advanced analytics, including Big Data technologies, IoT, and cloud computing, to address contemporary business challenges, ensuring compliance with legal, privacy, and ethical standards for impactful decision-making.

**Course Outcomes:**

**CO1:** Students will develop a comprehensive understanding of business analytics, including the evolution from computerized decision support to modern analytics.

**CO2:** Students will exhibit proficiency in various analytics domains.

**CO3:** Students will be knowledgeable about contemporary issues in business analytics, including big data concepts, technologies, IoT, cloud computing, and location-based analytics.

**CO4:** Upon completion of the course, learners will be able to evaluate and address ethical considerations within the realm of business analytics.

**CO5:** Students will develop strong communication skills to effectively convey complex analytical insights to various stakeholders.

**Course Structure:**

**Unit I**

Changing business Environments and Evolving Needs for Decision Support and Analytics;

Evolution of Computerized Decision Support to Analytics; Framework for Business Analytics; Analytics overview; Overview of Analytics Ecosystem; Selected Case Studies on Business Analytics

## **Unit II**

Nature of Data; Taxonomy of Data; Statistical Modeling for Business Analytics; Regression Modeling for Inferential Statistics; Business Reporting; Data Visualisation; Information Dashboard; Business Intelligence and Data Warehousing: Business Intelligence and Data Warehousing; Data warehousing process; Data warehousing Architectures; Data integration and Extraction, Transformation and Load (ETL); Data warehouse Development; Business Performance Measurement tools; Selected Case Studies on Business Analytics

## **Unit III**

Data Mining Concepts and Applications; Data Mining Process and Applications; Data Mining Software Tools; Data Mining Privacy Issues; Text Analytics and Text Mining Overview; Text Mining Process and Applications; Sentimental Analysis; Web Mining Overview; Search Engines; Web Analytics; Social Analytics; Selected Case Studies on Business Analytics

## **Unit IV**

Model-based Decision Making; Structure of Mathematical Models for Decision Support; Certainty, Uncertainty and Risk; Decision Modeling with Spreadsheets; Mathematical Programming Optimization; Multiple Goals, Sensitivity Analysis, What-if Analysis, and Goal Seeking; Decision Analysis with Decision Tables and Decision Trees; Introduction to Simulation: Major Characteristics: Advantage of Simulation; Disadvantage of Simulation; Methodology of Simulation; Visual Interactive Simulation; Selected Case Studies on Business Analytics

## **Unit V**

Big Data Concepts; Big Data Technologies; Big Data and Data Warehousing; Big Data Vendors and Platforms; Big Data and Stream Analytics; Applications of Stream Analytics; Internet of Things; IoT Technology Infrastructure; Cloud Computing and Business Analytics; Location- Based Analytics for Organizations: Geospatial Analytics; Real-time location intelligence; Analytics Applications for Consumers; Issues of Legality, Privacy and Ethics; Impacts of Analytics in Organizations: An Overview; Business Data Analytics as profession; ; Selected Case Studies on Business Analytics

### **Suggested Readings:**

Sharda, R., Delen, D., Turban, E. (2018). *Business intelligence, analytics, and data science: a managerial perspective*. Pearson.

Hillier, F. S., Hillier, M. S. (2019). *Introduction to management science: a modeling and case studies approach with spreadsheets*. McGraw-Hill.

Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R. (2016). *Essentials of business analytics*. Cengage Learning.

Heaton, J. B. (2016). *An Introduction to Data Science*. CreateSpace Independent Publishing Platform.

Provost, F., & Fawcett, T. (2013). *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*. O'Reilly Media.

**Subject: Course 8**

**Course Code: MBA708**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Viva Voce and Seminar**

**Credit: 4**

### **Course Objectives:**

1. To develop student skills of interaction in exploring in exploring the facts
2. To develop skills integrative skills of Discussion in arriving at a conclusion
3. To develop skills of critical evaluation of given topic/situation
4. To develop skills of exploring knowledge base and frame the text.

### **Course Outcomes:**

1. To develop Presentation skills: Student is expected to present with clear aims and outcomes.
2. To develop Argumentative and critical thinking skills: It is closely related to how student is able to relate critical thinking, thought process and reasoning.
3. To develop an Inter-Disciplinary Approach: Relating knowledge more than one branch
4. To logically present the text: The sequence of text presentation in order to provide logical clarity

The student will have to develop an individual presentation using Power Point Presentation.



The student is expected to take a “Contemporary topic” and ideally the presentation must include Methodology including: (a) Introduction (b) Scope (c) objective of the presentation (d) analytical presentation of the topic (e) Limitations

### **Compulsory one day industrial visit during semester**

## **SEMESTER 2**

**Subject: Course 9**

**Course Code: MBA801**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Financial Management**

**Credit: 3**

**L-2 T- 1 P-0**

### **Course Objectives:**

1. To understand comprehensively how the various principles of financial theory that are being applied for corporate decision making - whether it is strategic, analytical, or simply the routine decisions a financial manager takes every day.
2. To provide clarity on the assumptions and concepts underlying the decision making in the area of Finance.
3. To get familiar with the techniques of Financial Planning and Analysis

### **Course Outcomes:**

**CO1:** To appraise and analyze the role and functions of a finance manager

**CO2:** To assess the utility of concepts and principles of Financial Management from the point of view of wealth maximization objective of a firm

**CO3:** To apply the course concepts in analyzing capital structure and project investment decisions.

**CO4:** To demonstrate the application of basic principles of Financial Management in varying situations of risk and return trade-offs, cash management, credit and inventory management.

**CO5:** To evaluate the outcomes of a firm's decision to use various financial assets in short and long term.

### **Course Structure**

#### **Unit I**

Nature, Scope and objectives of financial Management, Shareholders' wealth maximization, Agency problem, Financial Instruments– Issuance, Regulation and Markets. Time Value of money.

#### **Unit II**

Investment Decisions: Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis in capital budgeting. Types of Projects – selection criteria, capital rationing.

#### **Unit III**

Cost of Capital and Financing Decision Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital, Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage, Determinants of capital structure. Working Capital Management: Principles of working capital management, Accounts Receivable management,

#### **Unit IV**

Inventory management and Cash management, factors influencing working capital requirement, Computation of working capital, Sources of Working Capital.

#### **Unit V**

Theories for Relevance and irrelevance of dividend decision for corporate valuation-Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends, Dividend policies in practice and Determinants of Dividend.

### **Suggested Readings:**

Brealey and Myers. (n.d.). *Principles of Corporate Finance*. McGraw Hill.

MeKhan and Jain. (n.d.). *Financial Management - Text Problems and Cases* by Khan and Jain. McGraw Hill.

Pandey, I. M. (n.d.). *Financial Management (12th ed.)*. Pearson.

Rastogi, Dr. R. P. (n.d.). *Fundamentals of Financial Management*. Taxman.

Van Horne, D. (n.d.). *Financial Management and Policy*. Pearson.

**Subject: Course 10**

**Course Code: MBA802**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Marketing Management**

**Credit:3**

**L-2 T-1 P-0**

**Course Objectives:**

1. Develop the ability to conduct thorough market analysis and research, encompassing the process of gathering and interpreting market data, identifying target markets, and assessing market opportunities and threats.
2. Acquire the capability to develop effective marketing strategies.
3. Gain an understanding of product and brand management principles, covering product life cycle management, branding strategies, product development, and positioning. Develop the skills to create and manage product and brand portfolios effectively.

**Course Outcomes:**

**CO1:** To be capable of understanding and practically applying various concepts and strategies of marketing.

**CO2:** To be capable of developing effective marketing strategies. This outcome involves learning how to define marketing objectives, select appropriate target markets, create marketing mix strategies and develop marketing plans that align with organizational goals.

**CO3:** To gain an understanding of product and brand management principles. This outcome includes product life cycle management, branding strategies, product development, and positioning. Students should be able to create and manage product and brand portfolios effectively.

**CO4** To analyze consumer behavior and understand how to build and maintain strong customer relationships. This outcome involves learning about customer segmentation, targeting, and positioning, as well as how to develop marketing strategies that resonate with the target audience and encourage customer loyalty.

**CO5** To learn how to use key performance indicators (KPIs) to evaluate the effectiveness of marketing campaigns and strategies. Students should be able to make data-driven decisions to improve marketing initiatives.

## **Course Structure:**

### **Unit I**

Overview of Marketing and its

Evolution, Marketing Concept and Philosophies, Role of Marketing in Business Strategy, Marketing Environment and Trends, Marketing Ethics and Social Responsibility

### **Unit II**

Market Segmentation, Targeting, and Positioning, Consumer Behavior and Buying Decision Process, Market Research and Data Analysis, Competitor Analysis, SWOT Analysis and Marketing Intelligence

### **Unit III**

Product Life Cycle and New Product Development, Branding Strategies and Brand Equity, Product Packaging and Labeling, Product Positioning and Differentiation, Pricing Strategies and Tactics

### **Unit IV**

Advertising and Public Relations, Personal Selling and Sales Promotion, Digital Marketing and social media, Direct Marketing and Interactive Marketing, Creating an Integrated Marketing Communications Plan.

### **Unit V**

Distribution Channels and Channel Partners, Retailing and E-Commerce, Supply Chain Management, Logistics and Distribution Strategies, Channel Conflict and Relationship Management

## **Suggested Readings:**

Kotler, P. Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson.

Armstrong, G. Cunningham, P. H. (2012). *Principles of Marketing* (14th ed.). Pearson.

Kotler, P. Kartajaya, H. Setiawan, I. (2016). *Marketing 4.0: Moving from Traditional to Digital*. Wiley.

Etzel, M. J., Walker, Bruce J., Stanton, William J. and Pandit, Ajay; *Marketing: Indian Adaptation*; McGraw Hill Grewal, Dhruv and Levy, M.; *Marketing*; McGraw Hill

Jolibert, A., Mühlbacher, H., Flores, L., & Dubois, P. L. (2017, September 16). *Marketing Management*. Bloomsbury Publishing.



**Subject: Course 11**

**Course Code: MBA803**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Human Resource Management**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. Understand the foundations of Human Resource Management (HRM), including its evolution, contemporary models, and the impact of workforce diversity on organizations.
2. Master strategic HR planning, talent acquisition, and employee development, emphasizing effective methods for recruitment, selection, training, and performance management.
3. Explore ethical considerations in employee relations, industrial relations, and global HR management, addressing issues such as compensation, performance appraisal, and workplace diversity.

**Course outcomes:**

**CO1:** Demonstrate a comprehensive understanding of contemporary HRM, applying models like Harvard, Guest, Ulrich, and the AMO framework to manage a diverse and knowledgeable workforce.

**CO2:** Apply strategic HR planning methods to forecast and manage talent acquisition, including effective training and development programs for organizational success.

**CO3:** Evaluate and design compensation strategies, incentives, and performance-based rewards, while demonstrating competence in performance appraisal, career management, and ethical considerations in HRM.

**CO4:** Analyze and address employee relations issues, collective bargaining, and ethical challenges in HR, applying knowledge to manage terminations, retention, and global HR concerns.

**CO5:** Implement HR systems and technology, covering the role and functions of HR managers, workplace diversity, employee empowerment, work-life balance, and the application of HRIS for effective human resource management.

## **Course Structure:**

### **Unit I**

Contemporary Human Resource Management, Evolution of Human Resource Function, HRM in Competitive Environment and Strategy, Models: Harvard, Guest, Ulrich, AMO Framework, Nature of Diverse Workforce and Trends in Workforce Diversity, Impact of Diversity on Organizations, Managing Diversity and Knowledge Workforce.

### **Unit II**

Human Resource Planning Methods and Forecasting, HR Accounting, Job Analysis, Recruiting and Selecting Employees, Recruiting Methods and Selection Techniques, Training and Development, Employee Orientation, Analyzing, Designing, Implementing, and Evaluating Training Programs, Management Development.

### **Unit III**

Compensation and Benefits, Determinants of Compensation Strategy, Incentives and Performance-based Rewards, Benefits Program and Contemporary Issues, Performance Appraisal: Process and Methods, Performance Management and Feedback, Career Management, career Development Issues and Challenges.

### **Unit IV**

Industrial Relations, Overview of Indian Industrial Relations, Role of Labour Unions, Trends in Unionization, Collective Bargaining and Negotiating Labour Agreements, Ethics and Human Resource Management, Rightsizing Organizations, Managing Terminations and Retention, Voluntary Turnover, Managing Human Resource during Mergers and Acquisition, Employee Safety and Health, Global Issues in International Human Resource Management.

### **Unit V**

Introduction to Human Resource Management, Basic Concepts and Significance of HRM, Role and Functions of an HR Manager, Emerging Issues in HRM, Workplace Diversity, Employee Empowerment, Downsizing, VRS, Work-life Balance, and Work from Home, Acquisition of Human Resources, Job Analysis and Recruitment, Selection, Placement, Induction, and Socialization, Training and Development, Training Methods and Development Methods, Compensation and Maintenance, Compensation Concepts and Administration, Compensation Methods and Maintenance, Performance Appraisal System, Methods of Performance Appraisal, HRIS (Human Resources Information System) Concepts and Applications.

## **SUGGESTED READINGS:**

Aswathappa, K.Dash, S. (2021). *Human Resource Management-Text and cases*, Ninth Edition. Tata McGraw-Hill.

Chhabra, T. N. Chhabra, M. (2020). *Essentials of Human Resource Management*. Sun India Publications.

Decenzo, D. A. Robbins, S. P. (2009). *Fundamentals of Human Resource Management*. New Jersey: Wiley.

Dessler, G. Varrkey, B. (2020). *Human Resource Management*, Sixteenth Edition. Pearson Paperback.

Reidy, L. (2015, March 20). *Make That Grade Human Resource Management*. Gill Education.

**Subject: Course 12**

**Course Code: MBA804**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Logistics and Supply Chain Management**

**Credit: 3**

**L-2 T-1 P-0**

### **Course Objectives:**

1. Students will be understanding of logistics and supply chain strategies, enabling them to evaluate, select, and apply appropriate strategies to optimize supply chain performance in diverse business environments.
2. Students will be able to identify, implement, and measure performance metrics.
3. Optimize transportation strategies and demonstrate adept supply chain integration, fostering sustainability and agility in logistics and supply chain management.

### **Course Outcomes**

**CO1:** Students will develop competence in managing material and information flows within supply chains, employing diverse inventory management techniques, and leveraging technology for effective decision-making.

**CO2:** Students will explore and apply innovative concepts in logistics and supply chain management, focusing on integration,

**CO3:** Students will be crucial for assessing supply chain effectiveness and efficiency, employing tools to optimize operations.

**CO4:** Upon completion of the course, learners will understand and apply sustainability concepts within supply chain operations.

**CO5:** Students will develop expertise in identifying potential risks within supply chains and implementing strategies to mitigate these risks effectively.

### **Course Structure:**

#### **Unit I**

Introduction to Logistics and Supply Chain Management; Key Concepts in Supply Chain Management; Importance of the Supply Chain; Enablers of Supply Chain Performance; Logistics and Supply Chain Management Performance in India; Selected Case Studies on Logistics and Supply Chain Management

#### **Unit II**

Customer service and Cost Trade-offs; Supply Chain Performance Measures; Linking Supply Chain and Business Performance; Enhancing Supply Chain Performance; Outsourcing: Make versus Buy: Identifying Core Processes; Market Versus Hierarchy; Make-Versus-Buy Continuum; Sourcing Strategy: Portfolio Approach; Impact of the Internet on Sourcing Strategy; Supply Chain Integration; Selected Case Studies on Logistics and Supply Chain Management

#### **Unit III**

Inventory Management; Types of Inventories; Inventory-related Costs; Managing Cycle Stock; Managing Safety Stock; Managing Seasonal Stock; Analyzing Impact of Supply Chain Redesign on the Inventory; Managing Inventory for Short Life Cycle Products: Newsvendor Model; Multiple-item, Multiple- location inventory management; Role of Forecasting; Qualitative forecasting Methods; Information Technology in Supply Chain Management; Selected Case Studies on Logistics and Supply Chain Management

#### **Unit IV**

Introduction to Logistics and Transportation; Drivers of Transportation Decisions; Modes of Transportation: Choices and their performance measures; Devising a strategy for Transportation; Vehicle Scheduling; Transportation Costs in E-Retailing; Network Design and Operations: Facility Location; Selected Case Studies on Logistics and Supply Chain Management

## **Unit V**

Supply Chain Integration: Internal Integration, External Integration; Supply Chain Restructuring; Logistics and Supply Chain Contracts; Agile Supply Chains; Sustainable Supply Chain Management; Selected Case Studies on Logistics and Supply Chain Management

### **Suggested Readings:**

Janat, S. (2021). Supply chain management, texts and cases 2nd Edition. Pearson

Chopra, S. Meindl, P. (2007). Supply chain management. Strategy, planning & operation (pp. 265-275). Gabler.

Stanton, D. (2023). Supply chain management for dummies. John Wiley & Sons.

Christopher, M., & Peck, H. (2012). *Marketing logistics*. Routledge.

Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). *Purchasing and supply chain management*. Cengage Learning.

**Subject: Course 13**

**Course Code: MBA805**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Management Accounting**

**Credit: 3**

**L-2 T-1 P-0**

### **Course Objectives:**

1. Students develop the ability to collect, analyze, and communicate quantitative and non-quantitative information.
2. To assist management in making more effective planning and control decisions.
3. To develop the skills in students to cope with the changing role of management accounting and basic concepts.

### **Course Outcomes:**

**CO1:** Apply managerial accounting and its objectives in a way that demonstrates a clear understanding of ethical responsibilities.

**CO2:** Prepare a master budget and demonstrate an understanding of the relationship between the components.

**CO3:** Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting.

**CO4:** Prepare analyses of various special decisions, using relevant costing and benefits.

**CO5:** Develop the skills of Budget administration and evaluate budget performance.

**Course Structure:**

**Unit I**

Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management

**Unit II**

Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

**Unit III**

Meaning of standard cost and standard costing, advantages, limitations, and applications. Variance Analysis – material, labour, overheads, and sales variances. Disposition of Variances, Control Ratios.

**Unit IV**

Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis, Profit / Volume Ratio. Break-even analysis-algebraic and graphic methods. The angle of incidence, margin of safety, Key factor, determination of cost indifference point.

**Unit V**

Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short-term decision-making situations – profitable product mix, Acceptance or Rejection of special/export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down, pricing Decisions: Major factors influencing pricing decisions, various methods of pricing.

**Suggested Readings:**

Arora, M. N. (n.d.). *Management Accounting*. Himalaya Publishing House.

Drury, C. (n.d.). *Management and Cost Accounting*. Thomson Learning.

Khan, M. Y. and P. K. J. (n.d.). *Management Accounting*. Tata McGraw Hill.

Lal, J. (n.d.). *Advanced Management Accounting Text and Cases*. S. Chand & Co

Usry, M. E., and L. H. H. (n.d.). *Cost Accounting, Planning and Control*. South Western Publishing Co.

**Subject: Course 14**

**Course Code: MBA806**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Organizational Behavior**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. Comprehend the interdisciplinary nature of Organizational Behaviour (OB) and its pivotal role in management, recognizing global trends and challenges.
2. Analyze individual behavior in organizational contexts, covering perception, attitudes, learning theories, and emotional aspects at work.
3. Explore interpersonal relationships, motivation theories, group dynamics, and leadership approaches, emphasizing the application of these concepts in organizational settings.

**Course Outcomes**

**CO1:** Demonstrate a holistic understanding of OB, recognizing and addressing challenges arising from globalization, shifting demographics, technology, and job nature.

**CO2:** Apply psychological theories to interpret individual behavior, fostering a workplace culture that values diversity and emotional intelligence.

**CO3:** Utilize transactional analysis and Johari Window concepts to enhance interpersonal relationships, communication, and collaboration within teams.

**CO4:** Apply motivation theories and leadership approaches to design motivating workplaces, manage teams, handle conflicts, and exert influence in organizations.

**CO5:** Analyze and manage organizational change, understanding the processes involved, addressing resistance, fostering a positive organizational culture, and implementing stress management strategies for employee well-being.

### **Course Structure**

#### **Unit I**

Understanding OB, Interdisciplinary nature of OB, Management and OB, Trends and Changes in OB - Globalization and Culture, Shifting demographics of the workplace, Nature of Job, Technology, Major Challenges before OB in current context

#### **Unit II**

Perception, Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change, Learning theories, Applications of Learning in Organizations, OB Modification at levels, Individual differences, Values and Personality, Work related aspects of Personality, Emotions at work.

#### **Unit III**

Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window.

#### **Unit IV**

Need based theories, Process-based theories, Application of Motivation, Designing Motivating Workplace, Motivation and Performance, Group Dynamics, Management of Teams, Conflict in organizations, Influence, Power and Politics, Leadership Approaches

#### **Unit V**

Process and Resistance, Organizational Culture- Layers and Characteristics, Stress-Nature and Causes, and major effects, Stress Management and wellbeing.

### **Suggested Readings:**

Luthans, F. (2015). *Organizational Behaviour: An Evidence Based Approach* (13<sup>th</sup>ed.). McGraw-Hill Irwin.

Nelson, D. L., Quick, J.C. Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2nd ed.). Cengage Learning India Pvt. Ltd.

Pareek, U. and Khanna, S. (2016). *Understanding Organizational Behaviour* (4th ed.). New Delhi: Oxford University Press.

Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). *Organizational Behaviour* (16th ed.). New Delhi: Pearson Education.

Singh, K. (2015). *Organizational Behaviour: Text and Cases* (3rd ed.). New Delhi: Vikas Publication.



**Subject: Course 15**

**Course Code: MBA807**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Management Sciences**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. Master the theory and methods of linear programming, including simplex methods, primal-dual problems, and sensitivity analysis.
2. Apply linear programming in practical management scenarios, gaining proficiency in formulating and solving problems using graphical and optimization techniques.
3. Explore advanced topics in operations research, including decision-making under risk, game theory, queuing theory, and simulation using Monte Carlo Method.

**Course Outcomes:**

**CO1:** It will help students to develop practical proficiency in applying Management Science principles to real-world business and industrial challenges, emphasizing the significance of analytical techniques in decision-making processes.

**CO2:** It will enable students to acquire a comprehensive understanding of quantitative methods, including the theory of simplex methods, linear programming, and network analysis, enabling the optimization of operational processes in business management.

**CO3:** It will cultivate within students the strategic decision-making skills by exploring and mastering tools such as decision trees, game theory, and simulation techniques, providing a robust foundation for tackling uncertainties and risks in managerial decisions.

**CO4:** It will develop the student's ability to integrate diverse Management Science concepts, such as inventory theory, decision under risk, and queuing theory, to solve complex business problems, fostering a holistic approach to decision-making in various business scenarios.

**CO5:** It will help students apply Queuing Theory and Markovian Chain concepts, demonstrating proficiency in analyzing and optimizing systems with the M/M/1/FIFO model.

## **Course Structure:**

### **Unit I**

Theory of simplex methods to solve canonical and general LPP, Primal – Dual problem and its properties, dual simplex method, sensitivity analysis. Application of LPP in Management, Advantages of LPP, formulation of LPP, Solution of LPP by Graphical method, infeasible and unbounded solution; Concept of goal programming.

### **Unit II**

Transportation problem by Vogel's approximation method; assignment problem, linear Programming complete enumeration method.

### **Unit III**

Network analysis – drawing of arrow diagram – critical path method – calculation of critical path duration, total free and independent floats, PERT problems; Inventory Theory, Deterministic models – purchase problem without and with shortages, with price breaks, production problem without shortages.

### **Unit IV**

Decision under risk – expected money value criterion – decision trees – decision under uncertainty – minimax criterion; Theory of Games – pure and mixed strategies, Principles of dominance, graphical methods, simplex methods.

### **Unit V**

Queuing theory – M/M/1/FIFO/ model; Markovian chain, Simulation: - Monte Carlo Method

## **Suggested Readings**

J.K. Sharma; *Operations Research*; Macmillan India Ltd. Delhi.

Kanti Swarup, P.K. Gupta & Man Mohan; *Operations Research*; Sultan Chand & Sons.

N.D. Vohra; *Quantitative Techniques in Management*; Tata McGraw-Hill.

V.K. Kapoor; *Operations Research*; Sultan Chand & Sons New Delhi.

Bali, N. P., Gupta, P. N., & Gandhi, C. P. (2007, January 1). *A Textbook of Quantitative Techniques*. Firewall Media.

**Subject: Course 16**

**Course Code: MBA808**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Seminar & Viva Voice**

**Credit: 4**

**L-2 T-P-2**

**Course Objectives:**

1. To develop student skills of interaction in exploring in exploring the facts
2. To develop skills integrative skills of Discussion in arriving at a conclusion
3. To develop skills of critical evaluation of given topic/situation
4. To develop skills of exploring knowledge base and frame the text.

**Course Outcomes:**

1. To strengthen Presentation skills in students.
2. To develop and further strengthen critical thinking skills
3. To develop an Inter Disciplinary Approach
4. To logically present the text

The student will have to develop an individual presentation using Power Point Presentation.

The student is expected to take a “Contemporary topic” and ideally the presentation must include

Methodology including: (a) Introduction (b) Scope (c) objective of the presentation (d) analytical presentation of the topic (e) Limitations

**Compulsory Industrial training 6 to 8 weeks**

## SEMESTER 3

**Subject: Course 17**

**Course Code: MBA901**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Strategic Management**

**Credit: 3**

**L-2 T-1 P-0**

### **Course Objectives:**

1. Grasp strategic management concepts, focusing on organizational structures for competitive advantage.
2. Explore strategic formulation, including business, corporate, and functional strategies, with an emphasis on scenario planning.
3. Develop skills in implementing global strategies, organizational flexibility, and performance measurement.

### **Course Outcomes**

**CO1:** Apply strategic concepts for competitive advantage, considering industry analysis and cultural impact on change.

**CO2:** Formulate effective strategies, integrating business objectives, competitive approaches, and cooperative strategies.

**CO3:** Demonstrate proficiency in strategy implementation, organizational structuring, and performance evaluation.

**CO4:** Students will be adept at measuring organizational performance using diverse metrics

**CO5:** Learners will develop skills in evaluating growth strategies like expansion, diversification, and alliances, alongside an understanding of global integration

### **Course Structure:**

#### **Unit I**

Introduction to Strategic management and concepts, Business Strategy, Strategy process, Value and Competitive Advantage, Internal Context - The strategic design of organizational structures, Organization structure and Competitive advantage, Aligning Strategy and Organization, Building and Creating Competitive advantage, Exploration and Exploitation.

External Context – Industry Analysis, Effect of Industry Characteristics on Firm Performance, Framework for Industry analysis, Competition and Niche Market, Competition in Concentrated Markets, Incumbency advantage, Business Models, Value Chain, Horizontal and Vertical Organization, Culture, Managing Strategic Change.

## **Unit II**

Strategy Formulation- Examining Business Strategy, Mission & Objectives, Business Strategy – Porters' Competition Strategies, Cooperative Strategies, Strategic Alliances, Corporate Strategy, Directional Strategy, Portfolio Strategy, Corporate Parenting, Functional Strategy, Location of Functions, Strategies to Avoid, Strategic Choice- Constructing Scenarios.

## **Unit III**

Strategy Implementation- Global Strategy, International Entry, International Coordination, Stages of International Development, International Employment, Measurement of Performance Organizing and Structure- Stages of Corporate Development, Organizational Life-Cycle, Flexible types of Organization structure, Matrix Structure, Network Structure, Reengineering and Strategy Implementation, Staffing, Leading, Action Planning.

## **Unit IV**

Measuring Performance, Measures, Types of Controls, Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Benchmarking, Strategic Information system, Problems in Measuring Performance

## **Unit V: Growth through New Venturing**

Expansion, Diversification, Restructuring, Divestment, Acquisitions and Alliances, Technology Adoption. Globalization and Strategy, Global integration versus national differentiation, Current trends in strategic management.

### **Suggested Readings:**

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic management and business policy: Globalization, innovation, and sustainability*. Pearson.

Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). *Economics of strategy*. John Wiley & Sons.

Barney, J. B., & Hesterly, W. S. (2014). *Strategic Management and Competitive Advantage: Concepts and Cases*. Pearson.

Grant, R. M. (2016). *Contemporary Strategy Analysis*. Wiley.

Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2019). *Strategic Management: Theory: An Integrated Approach*. Cengage Learning.

**Subject: Course 18**

**Course Code: MBA902**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Leadership Power & Politics**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. Uncover the intricacies of leadership, exploring diverse roles, traits, and theories, including ethical dimensions.
2. Analyze leadership behaviors and styles through frameworks like Michigan & Iowa, Leadership Grid, and Fiedler model, embracing contemporary theories like transformational leadership and stewardship.
3. Examine the dynamics of power in leadership, exploring sources, influence tactics, and the interplay of individual attributes, while navigating the positive and negative dimensions of organizational politics.

**Course Outcomes:**

**CO1:** Demonstrate a nuanced understanding of leadership theories, traits, and ethical considerations, applying insights to real-world leadership scenarios.

**CO2:** Evaluate and adopt diverse leadership behaviors and styles, employing contemporary theories to enhance leadership effectiveness and team dynamics.

**CO3:** Navigate the complexities of power in leadership, leveraging sources and understanding pitfalls, while adeptly managing organizational politics and crisis situations.

**CO4:** Apply leadership skills in team dynamics, conflict management, coaching, mentoring, and transformative leadership, fostering organizational resonance and positive change.

**CO5:** Analyze and diagnose organizational politics, silos, and coalition behaviors, developing strategies for survival and success in the political landscape, while understanding the role of leadership in crisis and change management.

## **Course Structure**

### **Unit I**

Introduction to leadership, the crucial role of leadership, different Roles of a leader, Leadership theory paradigms, levels of analysis of leadership, Leadership traits, Big-5 model and leadership, derailed leaders, effective leaders, Achievement Motivation theory, Leader Motive Profile, Pygmalion effect, Ethical leadership

### **Unit II**

Leadership Behavior & styles-Michigan & Iowa, Leadership Grid, Contingency theory-Fiedler model, Hersey Blanchard SLT, Leadership Continuum theory, Normative theory, Leadership substitute theory.

### **Unit III**

Team Leadership-Vertical Dyad Linkage theory, LMX theory, Followership, Self Managed Teams, Ginnet's Team effectiveness Model, Coaching & Mentoring as a Leader, Leader conflict Management, Charismatic and transformational leadership, stewardship, servant leadership, Resonant Leadership-work of Goleman, boyatzis, etc

### **Unit IV**

Sources of Leader power, Leader motives, Influence Tactics, Individual attributes of Power, Personality and Power, Building Bases of power through Resources, Relationships and Trust, Institutionalization of Power in Organizations, Power Sharing: Empowerment, Participation, Delegation and Empowerment, Power Distribution, Gender and Power, Pitfalls of Power

### **Unit V**

Positive and Negative Politics, Organizational politics and Silos, Coalition Politics, Career Politics, Network politics, Diagnosis of Organizational politics, Survival in the political jungle Crisis leadership, Leading Change, Culture and Leadership, Selected Profiles of Top leaders from Industry and Polity

## **Suggested Readings**

Lussier/ Acheson, (2007). *Effective Leadership*. Third edition. Thomson South Western.

Hughes, Ginnet, Curphy (2006). *Leadership-Enhancing the Lessons of experience*. Fifth edition. Tata McGraw Hill.

Durbin, J. A., (2007). *Leadership-Research findings, Practice, and Skills*. Fourth edition. Biztantra.

Durbin. A., (2015). *Leadership: Research Findings, Practice and Skills*. PHI

Stacey, R. D. (2012, January 1). *Tools and Techniques of Leadership and Management*. Routledge.

**Subject: Course 19**

**Course Code: MFM903**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Financial Analytics**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Develop a comprehensive understanding of financial analytics principles, emphasizing their significance in decision-making.
2. Gain proficiency in applying statistical techniques, time series analysis, and regression analysis for effective financial analysis.
3. Apply financial modeling, forecasting methodologies, and risk management analytics in real-world financial scenarios for informed decision-making.

**Course Outcomes**

**CO1:** Acquire a foundational knowledge of financial analytics principles and tools for practical application.

**CO2:** Demonstrate the ability to apply statistical techniques, time series analysis, and regression analysis in financial decision-making.

**CO3:** Develop proficiency in financial modeling, forecasting techniques, and scenario analysis for effective financial planning.

**CO4:** Evaluate and manage financial risks using analytics, including VaR, stress testing, and portfolio optimization.

**CO5:** Apply financial analytics in investment decision-making, assess performance, and effectively communicate findings and recommendations.

**Course Structure:**

**Unit I**

Overview of financial analytics principles and applications; Importance of analytics in financial decision-making; Tools and software for financial data analysis;



## **Unit II**

Descriptive and inferential statistics in finance; Time series analysis and forecasting methods; Regression analysis and its applications in finance

## **Unit III**

Financial modeling principles and methodologies; Forecasting techniques for financial planning; Scenario analysis and sensitivity testing

## **Unit IV**

Risk assessment using analytics; Value at Risk (VaR) and stress testing; Portfolio optimization and risk-adjusted returns

## **Unit V**

Analytics in investment decision-making; Performance evaluation and benchmarking using analytics; Communicating analytical findings and recommendations

### **Suggested Readings:**

Bennett, M. J., Hugen, D. L. (2016). *Financial analytics with R: building a laptop laboratory for data science*. Cambridge University Press.

Williams, E. E., Dobelman, J. A. (2017). *Quantitative Financial Analytics: The Path to Investment Profits*. World Scientific Publishing Company.

Lemieux, V. (2012, October 20). *Financial Analysis and Risk Management*. Springer Science & Business Media.

Paczkowski, W. R. (2022, January 3). *Business Analytics*. Springer Nature.

**Subject: Course 20**

**Course Code: MFM-904**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Merchant Banking and Financial Services**

**Credit: 2**

**L-2 T-0 P-0**

### **Course Objectives:**

1. Understand what a financial system and merchant banking is and does, and the distinct functions of each component.

2. Understand some important financial instruments and the economic principles underlying their use.
3. Able to understand credit rating mechanism and working of mutual funds.

**Course Outcome:**

**CO1:** Analyse and Apply knowledge of Financial System and markets.

**CO2:** Analyse and Apply various Financial and various Merchant Banking Services and their growth.

**CO3:** Analyse Credit Rating systems and evaluate Factoring services.

**CO4:** Analyse Leasing types and Evaluate leasing vs. buying.

**CO5:** Analyse market efficiency and the interaction between government policies and financial market.

**Course Structure:**

**Unit I**

Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - overview of current Indian Merchant Banking scene - structure of Merchant Banking industry - primary Markets in India and Abroad - - professional Ethics and code of conduct - current Development.

**Unit II**

**Financial System-** Introduction, Features of Indian Financial System, Developments Components, Capital Market, Money Market, Types and Features of Instruments, FEMA.

**Banking Services-** Types of Banking Institutions, Regulatory Framework and Calculation of EMI, Provision for NPA, Credit Principles, KYC, Basel Norms and Recent Developments in Banking System.

**Unit III**

Meaning, nature and scope of securitization, Security Brokerage: Meaning of Brokerage, types of brokers. Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.

**Unit IV**

Role of NBFCs in Economic development, Objectives, Functioning, Regulations and Recent Developments. Life Insurance and General Insurance: Features, Policies, Role and Development of Insurance Sector, Insurance Sector in India, Mutual Funds.

**Unit V**

Financial Markets-Concepts, Nature, Features, Functions, Structure Types, Role of Financial Markets in Economic Development, New Issue Markets, Underwriting, Arrangements

and Recent Developments, SEBI Guidelines, Secondary Markets- Nature Features, Functions, Role of Stock Markets, Stock Exchanges, Recent Developments and SEBI Guidelines.

**Suggested Readings:**

Bhalla, V. K. (2008). *Management of Financial Services (4th ed.)*. Anmol Publications.

Bhole, L. M. (2009). *Financial Institutions and Markets (5th ed.)*. Tata McGraw Hill.

Fabozzi, F. J.; M. F. (2010). *Foundations of Financial Markets and Institutions (4th ed.)*. Prentice Hall.

Khan, M. Y. (2004). *Financial Services (3rd ed.)*. Tata McGraw Hill.

Machiraju, H. R. (2010). *Indian Financial System (4th ed.)*. Vikas Publishing House.

**Subject: Course 21**

**Course Code: MFM-905**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Working Capital Management**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives**

1. This course provides an understanding on how to manage Current Assets, working capital financing policies, increasing profits through working capital management.
2. This course will discuss about the proper funding of working capital.
3. The course also discusses the cash conversion cycle, Cash budgeting and credit policy and credit variables.

**Course outcomes:**

**CO1:** The students will be able to have a basic understanding of a company's working capital structure.

**CO2:** Understand how proper management of working capital increase profits

**CO3:** Have an understanding the various working capital management policy.

**CO4:** Calculate the cash conversion cycle.

**CO5:** Establish knowledge of working capital in the budgeting process and credit policies.

## **Unit I**

Introduction, meaning, concepts, classification and importance of working capital, Objectives of WCM. Over- capitalization, under capitalization, zero working capital, Short-term vs long term financing- A risk-return trade-off. Liquidity vs profitability trade-off. Working capital approaches. Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle.

## **Unit II**

Management of Inventory. Relevance and scope, Deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory. Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management models. Determining stock levels and safety stocks, Inventory strategies & techniques

## **Unit III**

Management of Accounts Receivables, Motives of extending credit, Determining maximum length of credit period, Credit terms, opportunity costs, receivables at cost or sale price, Goal And functions of ARs management, changes in credit policy

## **Unit IV**

Cash management-meaning and concept statements analysis. Cash vs profit. Cashflow presentation as per IFRS, Management of liquidity-Shiftability theory, Measurement of liquidity, Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cashflow forecasting, Cash collection system

## **Unit V**

Management of Accounts Payables, Trade credits-terms of purchase, stretching accounts payables, Cost of Stretching, the model of cost of stretching APs, Overtrading and the need of a good information system, Financing Working Capital Gap, Sources of working capital finance, Bank finance, Tandon and Chore committees on Bank finance

### **Suggested Readings:**

Ambegoonkanar Nalini. (1969). *Working Capital Requirement and Availability of Bank Credit: Vol. XXIII*. RBI Bulletin.

Bhattacharya, H. (n.d.). *Working Capital Management*. PHI publication.

Chadda, R. S. (1964). *Inventory Management in India*. Allied Publisher.

Chandra, P. (n.d.). *Financial Management*. McGraw Publications.

Mishra R.K. (1975). *Problems of Working Capital Management in India*. Somaiya Publication Private Limited.

**Subject: Course 22**

**Course Code: MMK 906**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Consumer Behaviour**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Explore the stages consumers go through when making purchasing decisions, including problem recognition, information search, evaluation of alternatives, purchase, and post-purchase evaluation.
2. Analyze how social and cultural factors, including family, reference groups, social class, and culture, shape consumer attitudes and behaviors.
3. Understand how consumer attitudes and beliefs are formed and how they affect purchasing decisions.

**Course Outcomes:**

**CO1:** To explain and demonstrate a comprehensive understanding of the consumer decision-making process, including the various stages involved and factors that influence each stage.

**CO2:** To apply psychological concepts such as motivation, perception, learning, and memory to analyze and predict consumer behavior in different contexts.

**CO3:** To assess the role of social and cultural factors in shaping consumer attitudes and behaviors and analyze how these influences vary across different demographic groups.

**CO4:** To be proficient in using various research methods employed in consumer behavior studies, including designing surveys and interpreting observational data.

**CO5:** To be able to communicate consumer behavior insights clearly and persuasively, both in written and oral formats, to various stakeholders.

## **Course Structure**

### **Unit I**

Definition, Nature and Scope of Consumer Behaviour, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making.

### **Unit II**

Needs, Motives & Consumption - Needs and goals, Theories of Motivation. Personality – Nature and Theories of Personality, Behavioural traits of consumers, Self-concept and consumption, Brand Personality, Role of Emotions. Consumer Perception – Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning – Elements of learning, Theories of Learning, Consumer Involvement. Consumer Attitude – Attitude formation, Models of consumer attitude formation.

### **Unit III**

Social Influences on Consumer Behaviour – Consumer socialisation, Family and lifecycle. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes.

### **Unit IV**

Cultural Influences on Consumer Behaviour - Culture and Subcultures, India Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behaviour.

### **Unit V**

Influence of Marketing Strategies: Advertising, branding and promotions in shaping consumer behaviour, impact of digital marketing on consumer choices.

## **Suggested Readings:**

L. G. Schiffman, L. L. Kanuk; S. R. Kumar, “*Consumer Behaviour*,” Pearson Education Inc.

D. L. Loudon, J. Albert Della Bitta, “*Consumer Behaviour; Concepts and Applications*,” Tata McGraw Hill Publishing Company Limited.

D. I. Hawkins, R. J. Best, and K. A. Coney, “*Consumer Behaviour: Building Marketing Strategy*,” Tata McGraw-Hill Publishing Company Limited

Kumar, S. Ramesh, “*Consumer Behaviour- The Indian Context (Text and Cases)*,” Pearson, 2017.

Solomon, M. R., “*Consumer behaviour: Buying, having, and being*,” Pearson, 2016.

**Subject: Course 23**

**Course Code: MMK-907**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Marketing Research**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Master research methodologies for effective marketing research planning, design, and execution, including data collection, validation, and analysis.
2. Advance skills in diverse sampling and questionnaire techniques for precise attitude measurement.
3. Apply marketing research principles across domains like product research, brand positioning, and strategic planning, emphasizing practical utility.

**Course Outcomes:**

**CO1:** Acquire a comprehensive understanding of fundamental research concepts and methodologies within the marketing domain, encompassing the planning, design, and execution of research projects.

**CO2:** Establish a solid foundation for pursuing a professional career in Marketing Research by gaining proficiency in key areas such as data collection, analysis, hypothesis testing, and multivariate data analysis.

**CO3:** Develop practical skills in the application of marketing research techniques, including sampling methods, questionnaire design, and the analysis of data for various marketing purposes such as product research, brand positioning, and market segmentation.

**CO4:** Hone skills in presenting research findings through reports, emphasizing the role, content, and personal presentation techniques. Understand the significance of follow-up actions in the context of marketing research projects.

**CO5:** Comprehend the organizational dynamics of a marketing research department, including the roles, types, and functions of marketing research agencies, while addressing ethical considerations inherent in marketing research.

## **Course Structure:**

### **Unit I**

Introduction: Importance, Scope and Limitations, Types of Research, Planning and Designing Research, Methods of Data Collection, Data Preparation- Validation, Editing, Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, Univariate and Vicariate Data Analysis. Multivariate Data Analysis.

### **Unit II**

Sampling and Questionnaire Design and Construction: Introduction to Sampling, Sampling Process, Sampling Techniques – Probabilistic and non-probabilistic, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.

### **Unit III**

Application of Marketing Research: Product Research, Utility of Market Research to Brand Positioning and Market Segmentation Analysis, Distribution Research, Advertising and sales Promotion Research, Sales Control Research and Strategic Planning.

### **Unit IV**

Presentation and Follow Up: Role of the Report, Type of Reports, Contents of the reports, Personal Presentation of the Report, Follow up.

### **Unit V**

Organization of Marketing Research Department: Marketing Research Agencies, Types and Functions of Marketing Research Agencies and Ethical Issues of Marketing Research.

## **Suggested Readings:**

Boyd, H. W., & Westfall, R. L. (1972, January 1). *Marketing Research; Text and Cases [By] Harper W. Boyd, Jr. [And] Ralph Westfall.*

Sarstedt, M., Schwaiger, M., & Taylor, C. R. (2011, August 23). *Measurement and Research Methods in International Marketing.* Emerald Group Publishing.

Kumar, V. (2000, January 1). *International Marketing Research.*

Malhotra, N. K. (2019, March 5). *Marketing Research.*

Aaker, D. A., Kumar, V., & Day, G. S. (2004, January 1). *Marketing Research.* John Wiley & Sons.



**Subject: Course 24**

**Course Code: MMK908**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Service Marketing**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Develop a comprehensive understanding of services marketing, including core and supplementary services, service levels, and the emergence of the service economy.
2. Explore the dynamics of the service encounter, focusing on managing customer expectations, perceptions, and behavior, and applying segmentation, targeting, differentiation, and positioning in service marketing.
3. Enhance skills in delivering quality services, addressing service-quality gaps, and measuring service quality through frameworks like SERVQUAL, while understanding the unique aspects of financial, hospitality, healthcare, educational, and professional services.

**Course Outcomes:**

**CO1:** Apply knowledge of the service marketing mix to design effective strategies for delivering and promoting services, considering the importance of people, processes, and physical evidence.

**CO2:** Evaluate and manage customer expectations, perceptions, and behavior in service encounters, utilizing segmentation, targeting, and positioning strategies.

**CO3:** Analyze pricing concepts, policy, and approaches, along with internal and external communication in service promotion, and design effective service distribution strategies.

**CO4:** Identify and address causes of service-quality gaps, implement strategies to close these gaps, and measure service quality using frameworks like SERVQUAL, emphasizing effective communication about service quality.

**CO5:** Apply principles of services marketing to diverse sectors, including financial, hospitality, healthcare, educational, and professional services, understanding the unique characteristics and challenges of each.

## **Course Structure:**

### **Unit I**

Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector. Introduction to the Marketing Mix of Services.

### **Unit II**

The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance. customer perceptions of service, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and Positioning of services.

### **Unit III**

Product, Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options, service distribution strategy, physical evidence and the servicescape, Process, People; the importance of people in service design and delivery

### **Unit IV**

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality, Measuring service quality, SERVQUAL, Demand measurement and supply management.

### **Unit V**

Financial services, Hospitality services, Healthcare services, educational services and professional services.

## **Suggested Readings:**

V. A. Zeithaml, M. J Bitner, D.D. Griemler; Ajay Pandit *Services Marketing*, Tata MC-Graw-Hill Company Limited, Special Indian Edition 7th Edition 2018

V. Venugopal; Raghu, *Services Marketing*, Himalaya Publishing House.

Lovelock, Christopher H. *Service Marketing: People, Technology Strategy*; 9th edition; Pearson Education; New Delhi

Ravi Shanker, *SERVICES MARKETING: THE INDIAN PERSPECTIVE*, Excel Books, New Delhi, 2008

Jochen Wirtz, Christopher Lovelock *Services marketing: people, technology, strategy* /Jochen Wirtz, Christopher Lovelock, 9th Edition.

**Subject: Course 25**

**Course Code: MHR909**

**Core Compulsory/Elective: Specialization (Human Resource)**

**Course Title: Management of Industrial Relations**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Develop a comprehensive understanding of industrial relations, including its evolution, scope, and the factors affecting industrial relations, with a focus on approaches in India.
2. Explore the dynamics of industrial conflicts, recognizing disputes, and understanding strikes, lockouts, and ways to achieve industrial peace, while also delving into the concepts and functions of trade unions.
3. Enhance skills in collective bargaining, workers' participation in management, and settlement mechanisms such as mediation, conciliation, arbitration, and adjudication.

**Course Outcomes:**

**CO1:** Apply knowledge of industrial relations concepts to analyze and address factors affecting workplace relations, employing effective strategies for successful industrial relations programs.

**CO2:** Evaluate the impact of industrial conflicts, understand the dynamics of trade unions, and assess the significance of collective bargaining and workers' participation in management in the Indian context.

**CO3:** Demonstrate proficiency in settlement machinery, including mediation, conciliation, arbitration, and adjudication.

**CO4:** Analyze and address grievances in the workplace, evaluate employee welfare measures, and understand the global context of industrial relations through lessons from foreign unions and OECD guidelines.

**CO5:** Apply insights from the Industrial Dispute Act, 1947, and lessons from international experiences to navigate the road ahead for industrial relations in India, incorporating principles from ILO and OECD guidelines.

### **Course Structure:**

#### **Unit I**

Introduction to Industrial Relation-Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme.

#### **Unit II**

Industrial Conflicts/Disputes- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lockouts, Ways to achieving industrial peace, Code of discipline in industry, Standing Orders, Tripartite and bipartite bodies Trade Union: concept, purpose, functions, types, trade union and politics, trade union in India, major all India trade unions, employers' organizations, Union Security, Problems of Trade unions, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union

#### **Unit III**

Collective Bargaining-meaning, principles, contents, forms, process and levels of collective bargaining, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India. Workers' Participation in Management: concept, determinants, form and levels of participation, schemes of workers' participation in management in India.

#### **Unit IV**

Settlement Machinery-Mediation and Conciliation- function, process, conciliation machinery, Arbitration advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunals.

#### **Unit V**

Industrial Dispute Act, 1947: Causes of disputes, Authorities under the Act, Procedure and Power of Authorities, Award and Settlement of industrial dispute, Grievances Handling: meaning, nature, causes of grievances, procedure for redressal, Employee Welfare, ILO & India; The Case of India; Lessons from foreign Unions; OECD guidelines; The road ahead for Indian IR

## **Suggested Readings**

Bray (2004). *Industrial relations: A Contemporary Approach*. Australia: McGraw Hills

Mamoria, S., Mamoria, C.B. & Gankar. (2010). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publishing House

Monappa, A. (2000). *Industrial Relations*. New Delhi: Tata McGraw Hill.

Sen, R. (2009). *Industrial Relations in India: Text and Cases*. Laxmi Publications (P) Ltd, Mumbai

**Subject: Course 26**

**Course Code: MHR-910**

**Core Compulsory/Elective: Specialization (Human Resource)**

**Course Title: Managing Training Learning and Development**

**Credit: 2**

**L-2 T-0 P-0**

### **Course Objectives:**

1. Develop a comprehensive understanding of learning and development concepts, training systems, and the linkage between training and company strategy.
2. Enhance skills in training needs assessment, including methods and approaches at different levels.
3. Explore learning theories, program design considerations, and training methods, emphasizing the roles and competencies of trainers.

### **Course Outcomes:**

**CO1:** Apply knowledge of learning theories and training needs assessment to design effective training programs, considering implications for transfer of training.

**CO2:** Utilize traditional and technology-based training methods, and understand the roles and competencies of trainers in the training and development process.

**CO3:** Evaluate training outcomes using techniques like the Kirk Patrick model and ROI measurement, with an understanding of the rationale and instruments for training evaluation.

**CO4:** Demonstrate an understanding of the future of training and development, including sustainability, technology utilization, intellectual capital sharing, and the evolving role of training in performance management.

**CO5:** Apply concepts of training partnership, outsourcing, and their linkage with performance management, anticipating future trends and adapting to new technology for training delivery.

## **Course Structure**

### **Unit I**

Concept and key components of Learning and Development, Overview of Training and Development systems, Linking Training & Development to company's strategy–Requisites of effective training. Training Needs Assessment (TNA): Purpose of TNA– Training need assessment at different levels–Approaches to TNA–Training need assessment methods.

### **Unit II**

Concept of Learning – Learning Theories – Learning Process -Instructional emphasis for learning. Program Design: Considerations in designing effective training programs – Curriculum course, and lessons design– program design implications for transfer of training – using knowledge management for learning and transfer of training

### **Unit III**

Traditional Training methods –Technology based training methods. The Trainer: Roles and competencies of Trainer.

### **Unit IV**

Rationale for Evaluation-Training outcomes -Types of Evaluation Techniques & Kirk Patrick model of evaluation-CIRO model -ROI of training Instruments–Costing Training Programmes, training calendar and training budget, Measuring ROI of training programmes

### **UNIT V**

Training for Sustainability Increased use of new technology for training delivery–Capturing and sharing intellectual capital and social learning–Training partnership and outsourcing, linkage with performance management

## **Suggested Readings**

Blanchard,P.N.andThacker,J.W(2007):*Effective Training: Systems, Strategies and Practices*.(8th ed.)New Delhi: Prentice Hall

Reid, M.A. and Barrington,H(2007).*Training Interventions*.(5th ed.) Mumbai: Jaico Publishing House

Singh PN, *Training for Management Development*, Suchandra Publications, Mumbai (1999).

Mamoria CB, *Personnel Management*, Himalaya Publishing House, Bombay (1990).

**Subject: Course 27**

**Course Code: MHR911**

**Core Compulsory/Elective: Specialization (Human Resource)**

**Course Title: HRD – Strategies & System**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objective:**

1. Develop a foundational understanding of Human Resource Development (HRD), including its concept, relationship with HRM, and the roles and competencies of HRD professionals.
2. Understand the HRD process, from assessing needs and designing programs to implementing and evaluating their effectiveness, including HRD audit, culture, and addressing challenges.
3. Explore HRD activities, focusing on employee development, leadership development, and the influence of motivation on development activities.

**Course outcomes:**

**CO1:** Demonstrate proficiency in applying HRD mechanisms, processes, and interventions using the HRD matrix, understanding the relationship between HRM and HRD.

**CO2:** Design and develop effective HRD programs, evaluate their impact, and assess the culture and climate for HRD within organizations.

**CO3:** Apply various approaches to employee development, leadership development, and assess intellectual capital in the context of HRD activities.

**CO4:** Implement HRD applications such as coaching, mentoring, career management, competency mapping, and integrating HRD with technology and emerging trends.

**CO5:** Analyze HRD practices in different organizational contexts, including government organizations, manufacturing and service industries, and multinational corporations, incorporating international experiences of HRD.

## **Course Structure:**

### **Unit I**

Introduction to Human Resource Development: Concept, Relationship between Human Resource Management and Human Resource Development, HRD Mechanisms, Processes, and Outcomes, HRD Matrix and Interventions, Roles and Competencies of HRD Professionals.

### **Unit II**

Assessing the Need for HRD, Designing and Developing Effective HRD Programs, Implementing HRD Programs, Evaluating Effectiveness of HRD Programs, HRD Audit, HRD Culture and Climate, Challenges in HRD.

### **Unit III**

Employee Development Activities, Approaches to Employee Development, Leadership Development, Action Learning, Assessment, and Development Centers, Intellectual Capital and HRD, HRD Mechanisms for Workers, Influence of Motivation on Development Activities.

### **Unit IV**

Coaching and Mentoring, Career Management and Development, Employee Counselling, Competency Mapping, PCMM, Balanced Score Card, Appreciative Inquiry, Integrating HRD with Technology, Employer Branding and Emerging Trends.

### **Unit V**

HRD Practices in Government Organizations, HRD Practices in Manufacturing and Service Industries, HRD Practices in Multinational Corporations, International Experiences of Human Resource Development.

## **Suggested Readings:**

Swanson, R. A., & Holton III, E. F. (2009). *Foundations of Human Resource Development*. Berrett-Koehler Publishers.

Nadler, L., & Nadler, Z. (1989). *Developing Human Resources*. San Francisco, CA: Jossey-Bass.

Rothwell, W. J., Stavros, J. M., & Sullivan, R. L. (2017). *Practicing Organization Development: Leading Transformation and Change*. John Wiley & Sons.

Goldstein, I. L., & Ford, J. K. (2002). *Training in Organizations: Needs Assessment, Development, and Evaluation*. Wadsworth Publishing.

Noe, R. A. (2016). *Employee Training & Development*. McGraw-Hill Education.



**Subject: Course 28**

**Course Code: MOS912**

**Core Compulsory/Elective: Specialization (Operations & Supply Chain Management)**

**Course Title: Digital Supply Chain Management**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. To Understand the Evolving Landscape of Digital Technologies in Supply Chain Management
2. To Develop Strategic Decision-making Skills for Adapting to Digital Transformation
3. Apply advanced technologies like IoT, AI, and augmented reality for smart and sustainable operations in supply chain management.

**Course Outcomes:**

**CO1:** Students will demonstrate the ability to apply digital supply chain strategies, including the implementation of digital technologies

**CO2:** Learners will be able to evaluate and design resilient supply chain models

**CO3:** Students will analyze the impact of Industry 4.0 and Logistics 4.0 on supply chain management

**CO4:** Learners will exhibit proficiency in strategic sourcing, network planning, and the integration of green supply chain initiatives within digital transformation contexts

**CO5:** Students will apply knowledge of emerging technologies

**Course Structure:**

**Unit I**

Platforms and network effects; the evolution of digital transformation; Digital transformation is an everlasting changing strategy; Industry 4.0; Logistics 4.0: Management of Digital Transformation in Supply Chain Management

**Unit II**

The Digital Supply Network (DSN); Introduction to Digital Technologies and Supply Chain Management; Controlling the Bullwhip and the Value of Information; Supply Chain Integration. Push-Pull and Complexity Reduction; Supply Chain Segmentation; Selected Case Studies on Digital Supply Chain Management

**Unit III**

Business models at a crossroads: the post-crisis cleanup; The risks of supply chain disruptions; Using Big Data to Improve Operations; Supply Chain Resiliency; Supply

Chain Flexibility; Inventory Management and Risk Pooling Strategies; Supply Contracts and Risk Sharing Strategies; Selected Case Studies on Digital Supply Chain Management

#### **Unit IV**

Strategic Partnering; Network Planning; The Green Supply Chain; IT and Business Processes; Fuzzy Decision Making in Supply Chain Management; Selected Case Studies on Digital Supply Chain Management

#### **Unit V**

Customer Value and Operations Strategy; Smart Operations Management; Smart and Sustainable / Green SCM; Augmented Reality in SCM; Internet of things and Cyber physical systems; AI, Robotics and Autonomous Systems in SCM; Maturity Models and Analysis of DSNs; Selected Case Studies on Digital Supply Chain Management

#### **Suggested Readings:**

Pellicelli, M. (2022). *The Digital Transformation of Supply Chain Management*. Elsevier.

Olson, D. L. (2012). *Supply chain information technology*. Business Expert Press.

Paksoy, T., Kochan, C. G., & Ali, S. S. (Eds.). (2020). *Logistics 4.0: Digital transformation of supply chain management*. CRC Press.

Sheffi, Y. (2018). *The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage*. MIT Press.

Christopher, M., & Peck, H. (2004). *Building the Resilient Supply Chain*. International Journal of Logistics Management, 15(2), 1-14.

**Subject: Course 29**

**Course Code: MOS 913**

**Core Compulsory/Elective: Specialization (Operations & Supply Chain Management)**

**Course Title: Lean and Six Sigma Management**

**Credit: 2**

**L-2 T-0 P-0**

#### **Course Objectives:**

1. To Equip Students with Proficiency in Lean Six Sigma Methodologies.
2. To Develop Strategic Problem-solving Skills using Lean Six Sigma Techniques.
3. To integrate Lean and Six Sigma concepts, apply Agile principles, and deploy Lean Six Sigma for everyday operational excellence.

## **Course Outcomes:**

**CO1:** Students will demonstrate the ability to apply Lean Six Sigma principles to identify non-value adding steps

**CO2:** Learners will exhibit competence in gathering and analyzing data, identifying root causes of process inefficiencies

**CO3:** Students will comprehend different types of variations and wastes within processes

**CO4:** Learners will integrate Lean and Agile principles, applying them to improve operational processes

**CO5:** Students will showcase project management skills in deploying Lean Six Sigma methodologies

## **Course Structure**

### **Unit I: An Overview on Lean Six Sigma:**

Understanding Lean Six Sigma: Defining lean Six Sigma; Understanding the principles of Lean Six Sigma; Lean Six Sigma Foundations: Identifying process customer; Understanding customer's Needs; Understanding the Process; Managing People and Change; Which came first- Six Sigma or Lean?; LSS belt Levels; Selected Cases on Lean Six Sigma

### **Unit II: Understanding Performance and Analysing the Process:**

Gathering data; Presenting data; Identifying root causes; Identifying Non-Value Adding Steps and Waste; Getting the process flow; Process improvement and lean six Sigma; Objectives of Process Improvement; Cross-Functional Focus; Critical Success Factors; Process Ownership; Process Owner; Process Definition and the process Model; Selected Cases on Lean Six Sigma

### **Unit III: Process Improvement and Innovating**

What is Variation; what is Waste; Types of Waste; Thinking differently and Generating Solution, Discovering the opportunity for prevention; Introducing Design for Six Sigma; Discovering Design Thinking; Selected Cases on Lean Six Sigma

### **Unit IV: Lean concept and Application of Agile to Lean Six Sigma Projects**

Traditional Organisational Operational Philosophy; Lean Operational Philosophy; Lean Management Concept; Lean tools; Understating Agile Principles; Deploying Lean Six Sigma and Making Change; Three faces of Change- Kaizen, Kaikaku and Kakushin

### **Unit V: Deploying Lean Six Sigma**

Integrating Lean Six Sigma with DMAIC and DMADV; Running Rapid Improvement Events and Solving Problems with DMAIC; Ensuring Everyday Operational Excellence; Leading the

deployment and Selecting Right Projects; LSSBB Advanced Non-statistical Tools; Black Belt Non-statistical Tools; Six Sigma Black belt tools; Best Practices for Project Storyboards; Selected Cases on Lean Six Sigma

**Suggested Readings:**

Morgan, J., & Brenig-Jones, M. (2012). *Lean six sigma for dummies*. John Wiley & Sons.

Voehl, F., Harrington, H. J., Mignosa, C., & Charron, R. (2013). *The lean six sigma black belt handbook: tools and methods for process acceleration*. CRC Press.

Setter, C. (2018). *Six Sigma: A Complete Step-by-Step Guide: A Complete Training & Reference Guide for White Belts, Yellow Belts, Green Belts, and Black Belts*. The Council for Six Sigma Certification.

George, M. L. (2002). *Lean Six Sigma: Combining Six Sigma with Lean Speed*. McGraw-Hill.

Pande, P. S., Neuman, R. P., & Cavanagh, R. R. (2000). *The Six Sigma Way: How GE, Motorola, and Other Top Companies are Honing Their Performance*. McGraw-Hill.

**Subject: Course 30**

**Course Code: MOS 914**

**Core Compulsory/Elective: Specialization (Operations & Supply Chain Management)**

**Course Title: Supply chain modelling & analysis**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. To Develop Proficiency in Analytical Techniques for Supply Chain Optimization.
2. To Foster Decision-making Skills using Supply Chain Analytics.
3. To Acquire proficiency in utilizing optimization models.

**Course Outcomes:**

**CO1:** Students will demonstrate proficiency in applying optimization models

**CO2:** Learners will exhibit skills in strategic decision-making related to facilities location, warehousing operations

**CO3:** Students will showcase expertise in inventory management models

**CO4:** Learners will apply trade-off decisions, network models, and routing algorithms to make informed transportation decisions

**CO5:** Students will demonstrate competency in multi-criteria decision-making methodologies

## **Course Structure**

### **Unit I**

Overview of Logistics and Supply Chain Management: SCM and Competitive Advantage; Driving forces in Business and SCM; Overview of Logistics Management; Overview of Supply Chain management; Supply Chain Analytics; Overview of Optimization Models: Simplex Method; Transportation Problem; Assignment Problem; Selected Case Studies on Supply Chain Analytics

### **Unit II**

Introduction; Single and Multiple Locations problem; Tactical and Operational Decision in Warehousing; Space determination in Warehouse planning; Warehouse operations and Layout decisions; Handling decisions; layout configuration decisions; Selected Case Studies on Supply Chain Analytics

### **Unit III**

Reasons for keeping and not keeping inventory; Various Models of Inventory Management under certainty and uncertainty; ABC Analysis and Pareto Analysis; Managing Inventories and Inventory Carrying Costs; Single-Period Inventory Models (Newsvendor Model); Optimal Stock Level in Newsvendor Models; Repetitive Order Quantities; Production Order Quantities; Production Order Quantities (POQ) Models; Quantity Discount EOQ Models; Selected Case Studies on Supply Chain Analytics

### **Unit IV**

Trade-off Decisions and Network Models in Transportation: Basic Trade-offs in transport Decisions; transport service selection; operational planning in transportation; network models; mining spanning tree; shortest path analysis; Routing using the traveling salesman problem algorithms; routing and scheduling problem and methods; Selected Case Studies on Supply Chain Analytics

### **Unit V**

Introduction; Multiple-Attribute Utility Theory; Terminology in MADM and MCDM Methods; Analytics Hierarchy Process; Technique for Order of Preference by Similarity to Ideal solution (TOPSIS), Basics of Fuzzy Logic; Fuzzy AHP; Fuzzy TOPSIS; Selected Case Studies on Supply Chain Analytics

### **Suggested Readings:**

Vijayaraghavan, T.A.S (2021). Supply Chain Analytics. Wiley

Liu, K. Y. (2022). Supply Chain Analytics: Concepts, Techniques and Applications. Palgrave Macmillan.

Tipi, N. (2021). Supply chain analytics and modelling: Quantitative tools and applications. Kogan Page Publishers.

Chopra, S., & Meindl, P. (2019). Supply Chain Management: Strategy, Planning, and Operation. Pearson Education.

Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2019). Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. McGraw-Hill Education.

**Subject: Course 31**

**Course Code: MBA-915**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Managerial Competency Development Course**

**Credit: 2**

**L-2 T-0 P-0**

### **Course objectives:**

1. To inculcate potential skills in the learners to prepare them to deal with the external world in a collaborative manner.
2. To communicate effectively, take initiative, solve problems, and demonstrate a positive work ethic.
3. To develop essential life skills for effective communication, time management, and conflict resolution in personal and professional settings.

### **Course Outcome:**

**CO1:** Define and identify different life skills required in personal and professional life

**CO2:** Develop an awareness of the self and apply well-defined techniques to cope with Emotions and stress.

**CO3:** Explain the basic mechanics of effective communication and demonstrate these through presentations.

**CO4:** Take part in group discussions

**CO5:** Use appropriate thinking and problem-solving techniques to solve new problems

### **Unit I: Effective Communication Etiquettes**

Public Speaking Etiquettes: Extempore and Lectures, Techniques for effective communication, Handling nervousness and stage fright. Interpersonal Etiquettes: Interviews and Group Discussions, Building rapport and positive impression, Non-verbal communication skills. Professional Communication: Telephone Conversations, Business Meetings, Etiquettes for Business Presentations (Team and Individual).

### **Unit II: Building Self-Esteem**

Understanding Self: Self-theory and the Johari Window, Characteristics of Fully Functioning Individuals, Manifestations of Low and High Self-Esteem. Enhancing Self-Esteem Techniques: Nurturance and self-care, Transactional Analysis for Effective Communication, Positive affirmations, and self-reflection.

### **Unit III: Effective Time Management**

Importance of Time: Value of time in personal and professional life, Consequences of poor time management. Benefits of Time Management: Increased productivity and efficiency, Stress reduction and work-life balance, Barriers to Time Management: Procrastination, Perfectionism, Time skills: More Kairos, Less Chronos. Time Management Tools: Eisenhower Matrix, Pareto Principle (80/20 rule), Techniques for effective prioritization.

### **Unit IV: Conflict Resolution**

Understanding Conflicts: Conflicts of Interests in professional settings, Identifying sources of conflicts. Conflict Resolution Strategies: Negotiating to Win, Negotiating to Solve Problems, Steps for Effective Problem Solving.

### **Unit V: Negotiation Skills**

Communication in Conflict Resolution: Assertiveness and active listening, Refusal skills and maintaining professional relationships.

### **Suggested readings:**

1. Pease, A. (1998). Body Language: How to Read Others & 39; Thoughts by Their Gestures. Suda Publications.
2. Gardner, H. (1993). Multiple Intelligences: The Theory in Practice: A Reader. Basic Book.
3. De Bono, E. (2000). Six Thinking Hats (2nd ed.). Penguin Books.
4. De Bono, E. (1993). Serious Creativity (Reprint). Harper Business.
5. Peter, F. (2012). Soft Skills and Professional Communication. Tata McGraw Hill.
6. Pease, A.; Pease, B. (2006). The Definitive Book of Body Language. Random House

**Subject: Course 32**

**Course Code: MBA-916**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Industrial Training in Specialization and Presentation**

**Credit: 4**

**L-2 T-P-2**

**Course Objectives:**

1. To Discover career opportunities to students in exploring their areas of interest.
2. To help the students choose an area closely matching with their skill set.

**Course Outcomes:**

**CO1:** To Understand on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.

**CO2:** To Get an insight in working of the real organizations

**CO3:** To Understand the specific functional areas.

**CO4:** To Match linkages among different functions and departments.

**CO5:** To Understand perspective about business organizations in their totality.

Students are required to complete 6 to 8 weeks Summer Internship work in field/industry after second semester and shall submit a report of the same at the end of third semester. The work may be based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. A detailed report on the work will be submitted by the student.

**Format of the Report**

**A. Cover Page**

**B. Two certificates**

- Certified by the Respective Faculty Guide & Head of the Department (Certificate I)
- Certificate from the Industry (on company's letterhead) (Certificate II)

**C. Chapterization:**

1. **Executive Summary**
2. **Introduction:** Introduction of the Project



3. **Organization Profile:** Organization where the student has undergone training including the brief history of the organization, its structure, performance products/services and problems faced.
4. **Research Methodology:** Outline of the problem/task undertaken
5. **Research Analysis:** With relevant activity charts, tables, graphs, diagrams, etc.
6. **Conclusion:** Including Suggestion, Recommendations (if any), Student Learning and acknowledgement to the concerns.
7. **References:** In appropriate Referencing Styles. (APA, MLA, Harvard, Chicago Style etc.)

The PowerPoint presentation must include a brief from all the chapters of the report and should be prepared in consultation with the Internal mentor/guide.

### **ONE WEEK INDUSTRIAL VISIT DURING THE SEMESTER**

## SEMESTER 4

**Subject: Course 33**

**Core Compulsory/Elective: Core Compulsory**

**Course Code: MBA-1001**

**Course Title: Global business Marketing**

**Credit: 3**

**L-2 T-1 P**

### **Course Objectives:**

1. Develop a comprehensive understanding of globalization's impact on marketing, including the dynamic environment of international trade and key drivers influencing multinational corporations.
2. Analyze the global market environment, assessing political, legal, and cultural dimensions and their influence on marketing mix, consumer behavior, and social dimensions.
3. Enhance skills in assessing global market opportunities, conducting international marketing research, and formulating effective foreign market entry strategies.

### **Course Outcomes:**

**CO1:** Demonstrate proficiency in applying trade theories and understanding the complexities of the global market environment, including political, legal, and cultural factors.

**CO2:** Conduct quantitative and qualitative global marketing research, establish a marketing information system, and strategize for foreign market entry.

**CO3:** Develop insights into product strategy, including lifecycle management, branding, and new product development for global markets.

**CO4:** Analyze international pricing strategies, psychological pricing, and non-price factors, formulating effective strategies for price leadership.

**CO5:** Evaluate distribution patterns, alternative middlemen choices, and factors influencing channel selection in global marketing. Design and assess global promotion strategies, including advertising, sales force, and creative challenges.

## **Course Structure:**

### **Unit I**

Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Dynamic environment of international trade; Trade theories

### **Unit II**

Global market environment; political environment, political systems, dumping; legal environment; tariff barriers, multiplicity of legal environments; political risk; culture dynamics and influence on marketing mix; and consumer behavior and social dimensions

### **Unit III**

Assessing global market opportunities; global marketing research; Quantitative and qualitative research; Problems in gathering data; Data reliability; Marketing information system; Foreign market entry strategies; Market regions

### **Unit IV**

Product strategy: levels, lifecycle management, brand strategy, international branding strategy, brand levels and alternatives, new product development for global markets; Product and culture; International pricing: pricing strategies, psychological pricing, pricing models, non-price factors, strategy for price leadership

### **Unit V**

Distribution in global marketing: distribution pattern, alternative middlemen choices, factors affecting choice of channels; Export logistics; Global promotion: designing and selecting sales force, global advertising, creative challenges, advertising appeals, message strategy and advertising effectiveness

## **Suggested Readings:**

Cateora PR and Graham JL (2009). *International Marketing*. Boston: McGraw Hill/Irwin.

Czinkota M. R. and Ronkainen (2010). *International Marketing*. Cin OH: South-Western Cengage Learning.

Hollis, N (2008). *The Global Brands*. NY: Palgrave Macmillan.

Johansson, J.K. (2009). *Global Marketing*. NY: McGraw Hill.

Keegan W.J. and Green M.C. (2005). *Global Marketing*. Upper Saddle River: Prentice Hall.

**Subject: Course 34**

**Course Code: MBA 1002**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Management Innovation and Entrepreneurship**

**Credit: 3**

**L-2 T-1 P-0**

**Course Objectives:**

1. To develop students' capacity to think creatively and solve complex problems by exploring diverse techniques and methods
2. Focuses on nurturing leadership qualities among students to drive innovation initiatives effectively
3. To Examine the adoption life cycle, adopter categories, and the role of early adopters versus the early majority in the context of innovation adoption.

**Course Outcomes:**

**CO1:** Students will demonstrate a thorough understanding of innovation types, adoption cycles.

**CO2:** Learners will showcase competence in evaluating innovation adoption life cycles, adopter categories, and their implications.

**CO3:** Students will exhibit the ability to craft innovative solutions by integrating creative problem-solving techniques.

**CO4:** Learners will demonstrate proficiency in formulating innovation strategies.

**CO5:** The course will foster leadership qualities among students, enabling them to foster a culture of innovation.

**Course Structure**

**Unit I**

Innovation Management: Meaning and Scope Innovation, Innovation management; Product, Service and process innovations; Case studies on Innovation Management & entrepreneurship; Incremental and Radical Innovations; Architectural and Modular Innovations; Selected Case study on Innovation Management & entrepreneurship

**Unit II**

Adoption Cycle: The adoption life cycle; the adoption life cycle; Adopter Categories; Adoption life cycle; Chasm, and Categories; Early Adopters versus the early Majority; Innovation Adoption at the Individual Level; Evaluation of Alternatives; Implications for Innovation Adoption; Selected Case study on Innovation Management & entrepreneurship

### **Unit III**

Creativity and Idea Management: Introduction to creativity; What makes people creative; how can group be creative; Idea Management principles; Idea Management types; idea Management challenges; Selected Case study on Innovation Management & entrepreneurship

### **Unit IV**

Crafting an Innovation Strategy: Innovation Strategy in VUCA World; Disruptive Innovation; Portfolio Management; Protecting intellectual property; tools for portfolio management; Why is it important that firms engage in portfolio management; Selected Case study on Innovation Management & entrepreneurship

### **Unit V**

Execution- Implementing Innovation: Why stage gate models are important; Stage gate models in detail and practice; Management Innovation Projects: Enlightened experimentation; Teams, Social Networks, and Innovation: What is team; Key elements of team success; What is the process by which team contribute to innovation; What are effects of social network structure on innovation; Selected Case study on Innovation Management & Entrepreneurship

### **Suggested Readings:**

1. Maital, S., & Seshadri, D. V. R. (2012). *Innovation management: strategies, concepts and tools for growth and profit*. SAGE Publications India.
2. Galavan, R., Murray, J., & Markides, C. (Eds.). (2008). *Strategy, innovation, and change: Challenges for management*. OUP Oxford.
3. Tidd, J., Bessant, J., & Pavitt, K. (2013). *Managing Innovation: Integrating Technological, Market and Organizational Change*. John Wiley & Sons.
4. Chesbrough, H. W., Vanhaverbeke, W., & West, J. (Eds.). (2014). *New Frontiers in Open Innovation*. Oxford University Press.
5. Christensen, C. M. (2013). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business Review Press.

**Subject: Course 35**

**Course Code: MFM-1003**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: International Financial Management**

**Credit:2**

**L-2 T-0 P-0**

**Course objective:**

1. Develop a comprehensive understanding of the finance function in a global context, including global financial markets and the International Monetary System.
2. Acquire proficiency in currency trading, exchange rate mechanisms, and risk measurement, with a focus on managing transaction and operating exposures.
3. Understand and evaluate international financing options, including borrowing, equity financing, and the use of currency derivatives, ADRs, and GDRs.

**Course Outcomes**

**CO1:** Demonstrate knowledge of global financial markets, currency trading, and exchange rate regimes, solving numerical problems to reinforce understanding.

**CO2:** Apply risk measurement techniques and strategies to manage transaction and operating exposures, solving numerical problems for practical application.

**CO3:** Evaluate and make informed decisions on borrowing options, funding avenues, and international equity financing, including the use of derivatives, ADRs, and GDRs.

**CO4:** Analyze problems and issues in foreign investment, apply methods of capital budgeting, and solve numerical problems using NPV and APV methods.

**CO5:** Demonstrate proficiency in evaluating international capital structure, portfolio management, and private equity, integrating knowledge from the entire course for comprehensive financial analysis.

**Course Structure**

**Unit I**

Finance function in a global context, global financial markets, International Monetary System- Introduction to IDR-Sovereign Risk. International Financial Environment – IMF - SDR – EMU – CAD (BOP)

## **Unit II**

Structure, mechanism of currency trading, exchange rate quotations, forward contracts, interest arbitrage, exchange rate regimes and the foreign exchange market in India (Numerical Problems)

## **Unit III**

Measurement of exposure and risk, managing transaction exposure, operating exposure, short-term financial management in multinational corporation (Numerical Problems).

Currency Derivatives –Netting – forfeiting.

## **Unit IV**

Evaluating borrowing options, funding avenues in global corporate markets, international equity financing, introduction to ADRs, GDRs, Private Equity, understanding international transferring. International Capital Structure, International Portfolio

## **UNIT V**

Problems and issues in foreign investment analysis, methods of Capital Budgeting, NPV and APV methods (Numerical Problems).

### **Suggested Readings:**

Apte P.G (2014). *International Financial Management, 7th Ed*, Tata -McGraw Hill, New Delhi,

Madura J (2012). *International Financial Management. 11th Ed*, South Western Publishing Company, Cincinnati.

Seth A.K (2013). *International Financial management, 2nd Ed*, Galgotia Publishing, New Delhi.

Shapiro, Allen C. (2010). *Multinational Financial Management, 9th Ed*, John Wiley & Sons, New York

Sharpe J (2012). *Foreign Exchange: The Complete Deal: A Comprehensive Guide to the Theory and Practice of the Forex Market, 1st Ed*, Harriman House, Hampshire.

**Subject: Course 36**

**Course Code: MFM-1004**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Security Analysis and Portfolio Management**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Develop a deep understanding of investment concepts, risk measurement, and the valuation of securities, including equity shares, preference shares, and bonds.
2. Explore advanced topics in investment management, such as portfolio theory, capital asset pricing models, and the management of derivative securities portfolios.
3. Enhance practical skills in financial modelling, hedging using options and futures, and applying swaps in financial scenarios using R Studio

**Course Outcomes:**

**CO1:** Demonstrate proficiency in analyzing and valuing various types of securities, understanding the relationship between risk and return.

**CO2:** Apply efficient market hypothesis and portfolio theory principles to assess market efficiency, optimize portfolios, and manage international portfolios.

**CO3:** Utilize pricing models like Binomial and Black-Scholes for derivatives and employ option trading strategies effectively.

**CO4:** Evaluate the impact of economic, industry, and company analysis on investment decisions and understand the foundations of behavioral finance.

**CO5:** Implement risk management techniques, including interest immunization and hedging, and measure portfolio performance in different market conditions.

**Course Structure:**

**Unit I**

Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds. Value at Risk (VaR).



## **Unit II**

Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios

## **Unit III**

Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High-Frequency Trading, Algorithmic Trading.

## **Unit IV**

Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities.

## **Unit V**

Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps. Financial Modelling on R Studio.

### **Suggested Readings:**

Robert A Haugen, *Modern Investment Theory*, 5th Edition, Pearson

Sharpe, Alexander and Bailey, *Investments*, Wiley press

Reilly and Brown, *Investment Analysis and Portfolio Management*, 8th edition, South Western.

*Options, Futures and Other Derivatives*, John C Hull and Sankarshan Basu, Pearson

**Subject: Course 37**

**Course Code: MFM-1005**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Financial Derivatives**

**Credit: 2**

**L-2 T-0 P-0**

### **Course Objectives:**

1. Develop a comprehensive understanding of financial derivatives, trading mechanisms, and contracts, emphasizing clearing, settlement, and margin trading.

2. Analyze and differentiate between forwards and futures trading, exploring pricing and hedging strategies for various financial instruments.
3. Understand options market dynamics, trading, and hedging using options, including equity options and option pricing models like Black-Scholes and Binomial Analysis

### **Course Outcomes:**

**CO1:** Demonstrate proficiency in trading mechanisms, contracts, and the clearing/settlement processes of financial derivatives.

**CO2:** Apply theoretical knowledge to evaluate and implement hedging strategies for foreign exchange, interest rates, and index futures.

**CO3:** Utilize option pricing models and understand the Greeks to make informed decisions in the options market.

**CO4:** Implement various options trading strategies, including spreads (bull, bear, butterfly) and combinations (straddles, strangles, strips, straps).

**CO5:** Analyze and price different types of swaps (currency, interest-rate, equity, commodity) and perform pricing simulations, demonstrating practical understanding.

### **Course Structure:**

#### **Unit I**

Types of derivatives Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading.

#### **Unit II**

Trading in Forwards, Futures: theory, pricing and hedging strategies for foreign exchange, short and long-term interest rate and Index Futures.

#### **Unit III**

Trading and hedging using Options; equity Options; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency; Option Greeks; Exotic Options (Numerical Problems)

#### **Unit IV**

Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)

#### **UNIT V**

Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps - pricing simulations. (N.P. - Numerical Problems)

### **Suggested Readings:**

Gupta S. L. (2005). *Financial Derivatives: Theory, Concepts And Problems*, 1st Ed, Phi Learning, Delhi.

Parasuraman N. R. (2011). *Fundamentals Of Financial Derivatives*, 2nd Ed, Wiley India, New Delhi.

Baz, Jamil, Chacko, George (2009). *Financial Derivatives*, 1st Ed, Cambridge University Press, Delhi.

**Subject: Course 38**

**Course Code: MMK-1006**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Advertising and Brand Management**

**Credit: 2**

**L-2 T-0 P-0**

### **Course Objectives:**

1. Enable students to develop comprehensive marketing strategies for products and services, encompassing target market definition, positioning, and the selection of effective marketing channels. Emphasis on conducting market research to inform strategic decisions.
2. Equip students with the skills to plan, create, and execute advertising campaigns across various mediums, including digital, print, television, and social media. Focus on effective budget allocation and understanding the nuances of different advertising platforms.
3. Foster proficiency in analyzing consumer behavior and decision-making processes. Students should be able to identify factors influencing consumer choices and leverage this knowledge to develop impactful marketing campaigns.

### **Course Outcomes:**

**CO1** To create comprehensive marketing strategies for products or services, including defining target markets, positioning, and selecting appropriate marketing channels.

**CO2:** To plan, create, and execute advertising campaigns. This includes understanding various advertising mediums, such as digital, print, television, and social media, and how to allocate budgets effectively.

**CO3:** To be proficient in analyzing consumer behavior and decision-making processes and students are able to identify factors that influence consumer choices and use this knowledge to develop effective marketing campaigns.

**CO4:** To measure the effectiveness of marketing and advertising campaigns through key performance indicators (KPIs) and analytics.

**CO5:** To be aware of ethical considerations in advertising and branding, including issues related to consumer privacy, transparency, and responsible marketing practices.

### **Course Structure:**

#### **Unit I**

Overview of Advertising and Brand Management, Historical development and evolution, Importance of advertising in business, Basic principles of branding.

#### **Unit II**

Understanding consumer behavior, the role of market research in advertising and branding, conducting market research for brand development, Analyzing consumer trends and preferences.

#### **Unit III**

Developing effective advertising strategies, Creative aspects of advertising, Copywriting and visual elements in advertisements, Integrated marketing communication (IMC) strategies.

#### **Unit IV**

Importance of brand positioning, developing a unique selling proposition (USP), Building brand equity, Crisis management and maintaining brand reputation.

#### **Unit V**

The role of digital marketing in brand promotion, social media strategies for brand building, Influencer marketing and online reputation management, Analytics, and measurement in digital advertising.

### **Suggested Readings:**

Kelley, L. D., Sheehan, K. B., Dobias, L., Koranda, D. E.; Jugenheimer, D. W. (2022). *Advertising media planning: a brand management approach*. Taylor & Francis.

Belch, G. E., & Belch, M. A. (2018). *Advertising and promotion: An integrated marketing communications perspective*. McGraw-Hill.

Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). *Strategic brand management*. Oxford University Press, USA.

Martin, B., & Stephens, E. (2019). Strategic brand management. Scientific e-Resources.

Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers.

**Subject: Course 39**

**Course Code: MMK-1007**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Marketing Analytics**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Develop a comprehensive understanding of relevant data sources for marketing analytics, including social media, website analytics, and CRM systems. Gain skills in collecting and integrating data from diverse channels.
2. Attain proficiency in using analytical tools like Google Analytics, Adobe Analytics, and data visualization tools.
3. Develop the ability to segment and profile customers based on behaviours, preferences, and demographics & learn to leverage customer segmentation for tailoring effective marketing strategies to different target audiences.

**Course Outcomes:**

**CO1:** To demonstrate a comprehensive understanding and identify relevant data sources for marketing analytics.

**CO2:** To gain proficiency in using analytical tools commonly employed in marketing analytics, such as Google Analytics, Adobe Analytics, or other data visualization tools.

**CO3:** To develop the ability to segment and profile customers based on their behaviors, preferences, and demographics. Understand how to use customer segmentation to tailor marketing strategies for different target audiences.

**CO4:** To learn how to measure the effectiveness of marketing campaigns and activities. Understand key performance indicators (KPIs) and metrics relevant to marketing, and how to use them to optimize marketing strategies for better results.

**CO5:** To gain knowledge of predictive modeling techniques to forecast future trends and customer behavior.

## **Course Structure:**

### **Unit I**

Definition and importance of marketing analytics, Evolution of marketing analytics in the digital age, Key concepts and terminology in marketing analytics, Overview of tools and technologies used in marketing analytics, Ethical considerations in marketing analytics.

### **Unit II**

Sources of marketing data: internal and external, Data collection methods: surveys, social media monitoring, web analytics, Data cleaning and preprocessing, Database management and data storage, Privacy, and security concerns in data management

### **Unit III**

Summarizing and interpreting marketing data, Predictive analytics: forecasting and modeling consumer behavior, Prescriptive analytics: optimizing marketing strategies, A/B testing and experimental design, Case studies on successful marketing analytics implementations.

### **Unit IV**

Segmentation methods and criteria, Customer profiling and persona development, targeting strategies based on analytics insights, Personalization in marketing communications, Case studies on effective customer segmentation and targeting.

### **Unit V**

Key performance indicators (KPIs) in marketing, Dashboards, and reporting tools, Return on investment (ROI) analysis, Marketing attribution models, Continuous improvement, and feedback loops in marketing analytics.

## **Suggested Readings:**

Provost, F., Fawcett, T. (2013). *Data Science and its Relationship to Big Data and Data-Driven Decision Making*. *Big Data*, 1(1), 51-59.

Davenport, T. H., Harris, J., Shapiro, J. (2010). *Competing on Talent Analytics*. *Harvard Business Review*, 88(10), 52-58.

Wirth, R., Hip, J. (2000). CRISP-DM: Towards a Standard Process Model for

Data Mining. *Proceedings of the 4th International Conference on the Practical Applications of Knowledge Discovery and Data Mining*, 29-39.

**Subject: Course 40**

**Course Code: MMK-1008**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Rural Marketing**

**Credit:2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Develop a comprehensive understanding of the unique characteristics and dynamics of rural markets, including factors like income levels, infrastructure, and cultural aspects influencing consumer behavior.
2. Acquire skills to design and implement effective social marketing campaigns addressing social issues in rural areas, such as healthcare, education, or environmental conservation, with a focus on positive behavior change.
3. Develop the ability to segment rural populations based on various criteria and design strategies for targeting specific market segments with products or services that align with their needs and preferences.

**Course Outcomes:**

**CO1:** To demonstrate a comprehensive understanding of the unique characteristics and dynamics of rural markets, including factors like income levels, infrastructure, and cultural aspects that influence consumer behavior.

**CO2:** To develop the skills to design and implement effective social marketing campaigns aimed at addressing social issues, such as healthcare, education, or environmental conservation, in rural areas.

**CO3:** To be able to segment rural populations based on various criteria and develop strategies for targeting specific market segments with products or services that meet their needs and preferences.

**CO4:** To be proficient in using appropriate metrics and evaluation techniques to assess the success of rural and social marketing initiatives, including measuring their impact on behavior change, awareness, or other relevant outcomes.

**CO5:** To understand the ethical considerations involved in rural and social marketing and be able to design and implement strategies that promote sustainable and responsible marketing practices, considering the well-being of rural communities.

## **Course Structure**

### **Unit I**

Characteristics, demographics, and trends, Challenges and opportunities in rural marketing, Rural consumer behavior and decision-making, Role of agriculture in rural economies, Case studies on successful rural marketing campaigns.

### **Unit II**

Product adaptation and customization for rural consumers, Distribution channels in rural areas, Pricing strategies and affordability considerations, Promotional activities tailored for rural audiences, Case studies on effective rural marketing strategies.

### **Unit III**

Introduction to social marketing and its significance, Identifying and understanding social issues, social marketing vs commercial marketing, Behavior changes theories and their application in social marketing, Ethical considerations in social marketing.

### **Unit IV**

Formative research in social marketing, Segmentation and targeting in social marketing, Developing impactful messaging and creative materials, Channel selection and media planning for social marketing, Evaluation, and measurement of social marketing campaigns.

### **Unit V**

Overlapping challenges and opportunities in rural and social marketing, Case studies on successful integration of rural and social marketing, building partnerships with local communities and NGOs, Leveraging technology for rural and social marketing initiatives, Future trends, and innovations in rural and social marketing.

### **Suggested readings:**

Krishnamacharyulu, C. S. G. & Ramakrishnan, L. (2018). *Rural marketing: Concepts, practices, and challenges*. Pearson

Velayudhan, S. K. (2016). *Rural marketing: Targeting the non-urban consumer*. Oxford University Press.

Sharma, A. *Rural Marketing: Text and Cases*. Pearson Education.

Saxena, R. Ilavarasan, P. V. *Digital Marketing in Rural India: Opportunities and Challenges & Journal of Rural Marketing*, 12(2), 45-56.



**Subject: Course 41**

**Course Code: MHR-1009**

**Core Compulsory/Elective: Specialization (Human Resource)**

**Course Title: Performance Management**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Comprehend the role and dimensions of performance management in organizations, emphasizing contemporary relevance.
2. Integrate organizational and individual objectives with performance management processes, emphasizing the alignment with human resource management.
3. Apply effective performance planning, analysis, and review processes, including metrics identification and measurement.

**Course Outcomes:**

**CO1:** Demonstrate a strategic understanding of performance management's role, dimensions, and the significance of appraisals.

**CO2:** Align organizational and individual objectives within performance management, recognizing the interplay with human resource management.

**CO3:** Apply efficient performance planning and analysis techniques, including the use of key performance areas (KPA's).

**CO4:** Demonstrate proficiency in the performance review process, understanding factors affecting appraisals and the role of mentoring.

**CO5:** Operationalize change through performance management, understanding implementation factors and drawing insights from case studies.

**Course Structure**

**Unit I:**

Role of Performance in Organizations, What are Performance Management, Dimensions of Performance Management, and Role of Appraisals in Performance management, Performance Management in today's scenario.

## **Unit II**

Relevance of Objectives in organizations and Performance management, Organizational and Individual Performance in Performance Management, Process of Performance Management, Performance Management and Human Resource Management

## **Unit III**

What is Performance Planning, Performance Planning and Performance Analysis, KPAs and Performance Planning, Components of Performance Planning, Objectives of Performance Analysis, Performance Analysis Process? Perspectives to Performance Management System; Systems and Formats including Graphic Rating System, Behavioural Anchor System, Balanced Score Card System, and 360-Degree system; Identifying, defining, and measuring performance metrics and competencies (KRAs, KPAs, and KPIs); Formats for scaling and measurement; Designing Appraisal Form; Performance Feedback and Counselling; Potential Assessment and Performance Planning.

## **Unit IV**

Significance of Performance Review in Performance Management, Process of Performance Review, Performance Ratings: Factors affecting appraisals, Methods and Errors, Reducing Rate Biases.

Performance Review Discussions: Objectives, Requisites, Process, Role of Mentoring and Coaching in Performance Review Discussions

## **Unit V**

Operationalizing change through Performance Management Process, Factors affecting Implementation, Pitfalls of Implementation, Experiences in Performance Management: Traditional Practices in the Industry, Recent approaches in practice, Case studies of Performance Management Systems in select organizations

### **Suggested Readings:**

Caldwell, C. M. (2002, May 13). *Performance Management*. AMACOM Div American Mgmt Assn.

Varma, A., & Budhwar, P. (2019, October 11). *Performance Management Systems*. SAGE.

Murphy, K. R., Cleveland, J. N., & Hanscom, M. E. (2018, February 8). *Performance Appraisal and Management*. SAGE Publications.

**Subject: Course 42**

**Course Code: MHR-1010**

**Core Compulsory/Elective: Specialization (Human Resource)**

**Course Title: Industrial Labour Legislation**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objective:**

1. Comprehend Indian statutory provisions for social security and their application
2. Evolve and promote safe and healthy working conditions in work places
3. Develop an understanding of the legal provisions for administration of compensation to employees

**Course outcomes:**

**CO1:** Demonstrate understanding of the Payment of Wages Act, 1936, and Minimum Wages Act, 1948 and apply knowledge to address legal aspects related to wage payments and minimum wage regulations.

**CO2:** Comprehend the provisions of The Factories Act, 1948, and The Maternity Benefit Act, 1961 and analyze legal frameworks related to factory conditions and maternity benefits in the workplace.

**CO3:** Understand The Workmen's Compensation Act, 1923, The Payment of Gratuity Act, 1972, and The Payment of Bonus Act, 1966.

**CO4:** Grasp the implications of The Industrial Employment (Standing Orders) Act, 1946, and The Apprentices Act, 1969 and apply legal insights to address issues related to employment standing orders and apprenticeship.

**CO5:** Understand The Employees' State Insurance Act, 1948, The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, and POSH Act.

**Course Structure:**

The course consists of various Acts related to Labour and Employment Laws in India with respect to their enactment, definitions and different provisions. The Acts are as follows:

**Unit I**

Payment of Wages Act, 1936, Minimum Wages Act, 1948

**Unit II**

The Factories Act, 1948, The Maternity Benefit Act, 1961

### **Unit III**

The Workmen's Compensation Act, 1923, The Payment of Gratuity Act, 1972,  
The Payment of Bonus Act, 1966

### **Unit IV**

The Industrial Employment (Standing Orders) Act, 1946; The Apprentices Act, 1969

### **Unit V**

The Employees State Insurance Act, 1948 The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, POSH Act

### **Suggested Readings:**

1. S. N Mishra: *Labour Laws*, Deep; Deep Publications
2. S. C Srivastava: *Social Security and Labour Laws*, Universal Delhi

**Subject: Course 43**

**Course Code: MHR-1011**

**Core Compulsory/Elective: Specialization (Human Resource)**

**Course Title: Change and Intervention Strategies**

**Credit: 2**

**L-2 T-0 P-0**

### **Course Objectives:**

1. Develop a comprehensive understanding of change management principles and models, emphasizing the role of HR in organizational change initiatives.
2. Equip students with diagnostic tools and techniques to analyze organizational issues, assess culture, and manage resistance to change.
3. Establish foundations of Organizational Development (OD) by exploring its conceptual framework, historical background, and interdisciplinary nature.

### **Course outcomes:**

**CO1:** Understand the dynamics of organizational change and the role of HR in driving change initiatives.

**CO2:** Employ organizational diagnosis tools and techniques to assess culture and analyze resistance and conduct stakeholder analysis to enhance change management strategies.

**CO3:** Grasp the conceptual framework and historical background of OD, emphasizing values, assumptions, and systems theory.

**CO4:** Evaluate the impact of change, implement effective communication strategies, and consolidate organizational development and also explore the inter-disciplinary nature of OD, understanding power, politics, and ethics in the context of change.

**CO5:** Analyse characteristics of OD interventions, including structural, team, and intergroup interventions and apply OD interventions such as T-Groups, behavioural modelling, and team interventions to address organizational challenges.

### **Course Structure:**

#### **Unit I**

Understanding Change in Organizations, The Need for Change in HRM, Models of Change Management (e.g., Lewins Change Model, Kotter& 8-Step Model), Role of HR in Change Initiatives.

#### **Unit II**

Organizational Diagnosis Tools and Techniques, Assessing Organizational Culture, Analyzing Resistance to Change, Stakeholder Analysis.

#### **Unit III**

Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

#### **Unit IV**

Diagnosis and Resistance to Change; Implementing Change; Strategies and Skills for Communicating Change; Consolidating Change Introduction to Organizational Development; Foundations of Organizational Development; Process of Organizational Development; Diagnostic Strategies and Skills; Power, Politics and Ethics in OD; Evaluating change and future of Organizational Development.

#### **Unit V**

An overview, characteristics of OD interventions. Structural Interventions, Training Experience T-Groups, Behavioural Modelling and Career Anchors. Team Interventions, Intergroup and Third-Party Peace-Making Interventions.

### **Suggested Readings:**

Hayes, J. (2018). *The Theory and Practice of Change Management*. Palgrave Macmillan.

Kotter, J. P., & Schlesinger, L. A. (2008). *Choosing Strategies for Change*. Harvard Business Review.

Beer, M., & Nohria, N. (2000). *Breaking the Code of Change*. Harvard Business Review.

Cameron, E., & Green, M. (2015). *Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change*. Kogan Page.

Cummings, T. G., & Worley, C. G. (2014). *Organization Development and Change*. Cengage Learning.

**Subject: Course 44**

**Course Code: MOS-1012**

**Core Compulsory/Elective: Specialization (Logistics and Supply Chain Management)**

**Course Title: International Logistics & Global Supply Chain Management**

**Credit: 2**

**L-2 T-0 P-0**

### **Course Objectives:**

1. It aims to provide students with a comprehensive understanding of global logistics and supply chain management
2. It focuses on equipping learners with the skills to analyze and make strategic decisions in global logistics.
3. To develop skills in configuring supply chain networks, collaborative forecasting, and strategic sourcing, including e-procurement.

### **Course Outcomes:**

**CO1:** Students will demonstrate the ability to apply global logistics strategies.

**CO2:** Learners will showcase competence in configuring supply chain networks, implementing collaborative forecasting.

**CO3:** Students will critically analyze and address contemporary challenges in international logistics and global supply chains.

**CO4:** Students will demonstrate proficiency in measuring supply chain performance, addressing inventory policy issue.

**CO5:** Learners will develop the ability to adapt strategically to changing global dynamics.

### **Course Structure:**

#### **Unit I**

Impact of Globalisation on Value Chain, The Principles of Competitive Strategy and Organization, The Evolution of Manufacturing Strategies and Design of Supply Chain

#### **Unit II**

The Model of Global Logistics, Integration vs Decentralization in MNCs, Reorienting Channels for Distribution, Setting Customer Service levels, Choosing Logistics Technology

#### **Unit III**

Supply Chain Network Configuration, Collaborative Forecasting and Operations (CFAO), Strategic Sourcing & E Procurement

#### **Unit IV**

Measuring Performance, Inventory policy Issues, Transportation Cost Opportunities, Managing a Distribution Center, Planning and Control Systems

#### **Unit V**

Global Disruptions; Sustainability; Technology Integration; Regulatory Change; Reshoring and Nearshoring; Supply Chain Digitization and Cybersecurity; Supplier Relationship Management

### **Suggested Readings:**

Sople, V. V. (2009). *Logistics Management*, 2/E. Pearson Education India.

Raghuram, G., & Rangaraj, N. (2000). *Logistics and supply chain management cases and concepts*.

Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., Ji, J. (2000). *Designing and managing the supply chain*.

Waters, D. (2003). *Global Logistics: New Directions in Supply Chain Management*. Kogan Page.

Christopher, M., & Peck, H. (2016). *Principles of Supply Chain Management: A Balanced Approach*. McGraw-Hill Education.

**Subject: Course 45**

**Course Code: MOS-1013**

**Core Compulsory/Elective: Specialization (Logistics and Supply Chain Management)**

**Course Title: Circular Economy**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. Course aims to provide students with a comprehensive understanding of the circular economy concept
2. It focuses on equipping learners with the skills to analyze and implement circular business models
3. Demonstrates proficiency in circular design strategies, advocate for policies supporting a circular economy.

**Course Outcomes:**

**CO1:** Students will demonstrate a deep understanding of circular economy concepts

**CO2:** Learners will showcase the ability to develop and analyze circular business models

**CO3:** Students will apply circular design principles and innovation strategies, evaluating materials for circularity

**CO4:** Learners will analyze the role of governments, policies, and networks in fostering circular economies

**CO5:** Students will evaluate the societal impact of consumption, societal value, and engagement strategies required for building circular societies

**Course Structure:**

**Unit I**

where materials come from, and build a rationale for why society needs more circularity; Mining, Mining and Sustainability, From Mining to Metal- The Supply Chain; Value and Governance, Criticality and Circularity, Transition to a Circular Economy; Evolution of the concept; Selected Case Studies in Circular Economy and Sustainable Supply Chain Management

**Unit II**



circular business models are explored in-depth and a range of ways for business to create economic and social value are discussed, The role of business in the circular economy, The nuts and Bolts of a circular business model, Key strategies for circular business models, Combining circular strategies with the circular business model planning tool, Mapping the business and social environment; Selected Case Studies in Circular Economy and Sustainable Supply Chain Management

### **Unit III**

Designing materials for a circular economy: Opportunities and challenges; Ecodesign Strategies, Introduction to Nanotechnology, Assessing the environmental sustainability of circular systems: Tools and Methods, Assessing resource efficiency; Selected Case Studies in Circular Economy and Sustainable Supply Chain Management

### **Unit IV**

Role of governments and networks and how policies and sharing best practices can enable the circular economy, From waste to materials, past policy solutions, Overview of policies for a circular economy, extended producer responsibility, The ecodesign directive for circular economy; Selected Case Studies in Circular Economy and Sustainable Supply Chain Management

### **Unit V**

New norms, forms of engagement, social systems, and institutions, needed by the circular economy and how we, as individuals, can help society become more circular: Societal value, Societal impact of consumption, A global Value, A Local view- Change close to home, Who owns it; Selected Case Studies in Circular Economy and Sustainable Supply Chain Management

### **Suggested Readings:**

Ritchie, K. J., & Freed, E. C. (2021). *Circular economy for dummies*. John Wiley & Sons.

Weetman, C. (2020). *A circular economy handbook: How to build a more resilient, competitive and sustainable business*. Kogan Page Publishers.

De Angelis, R. (2018). *Business models in the circular economy: Concepts, examples and theory*, Springer.

Ellen MacArthur Foundation. (2019). *Completing the Picture: How the Circular Economy Tackles Climate Change*. Ellen MacArthur Foundation Publishing.

Stahel, W. R. (2016). *The Circular Economy: A User's Guide*. Routledge.

**Subject: Course 46**

**Course Code: MOS-1014**

**Core Compulsory/Elective: Specialization (Logistics and Supply Chain Management)**

**Course Title: Service Operations Management**

**Credit: 2**

**L-2 T-0 P-0**

**Course Objectives:**

1. To Develop a thorough understanding of the nature, characteristics, and classifications of services.
2. To Develop the skills to develop and align competitive service strategies, incorporating a strategic service vision.
3. To Demonstrate proficiency in technology use, automation in service operations, and effective management of service encounters and human resources.

**Course Outcomes**

**CO1:** students will demonstrate a thorough comprehension of the nature, characteristics, and classifications of services.

**CO2:** Students will be able to develop and align competitive service strategies that incorporate a strategic service vision.

**CO3:** students will possess the skills to effectively employ technology and automation in service operations.

**CO4:** Students will develop the capability to implement various service quality enhancement techniques

**CO5:** Learners will demonstrate the ability to identify and apply innovative strategies within service industries

**Course Structure**

**Unit I**

Understanding The Nature of Services and Service Operations: - Introduction and imperatives of services, Nature and characteristics of services, Classification of services and analyzing service operations, Forecasting Demand in Services

**Unit II**

Aligning Service Strategy and Service Competitiveness: Introduction to Service Strategy,

Competitive Service Strategies, Strategic Service Vision, New service design and development, Service system design and delivery process, Smoothing Customer Demand In Services

### **Unit III**

Technology & automation in services, Service encounter, Human resource planning & employee selection, managing people in Services organization, Work measurement in Services, Service Capacity Management

### **Unit IV**

Service Quality: Defining Service Quality, - Quality Service by Design, Service process control, Total quality management tools, Quality philosophy and performance excellence, - Service recovery and Service guarantee, - Resource and Workforce Scheduling in Services

### **Unit V**

Service facility design: Process analysis of facility layouts, Facility location decision factors, - Quantitative models for facility location: Service facility on a line or on a plane, - Quantitative models for facility location: Based on different objective functions of optimization criteria, Quantitative models for multiple service facilities

### **Further Readings**

Fitzsimmons, J. A., & Fitzsimmons, M. J. (2004). *Service management: Operations, strategy, and information technology*. Irwin/McGraw-Hill.

Haksever, C. (2000). *Service management and operations*. 2nd Ed., Prentice Hall, 2007

Heskett, J. L. (1987). *Lessons in the service sector*. Harvard business review, 65(2), 118-126.

Johnston, R. (2005), & *Service operations management: from the roots up* & *International Journal of Operations & Production Management*, 25, 12, 1298-1308.

Dellanna, L. (2019, December 19). *Best Practices for Operational Excellence, 2nd Ed.* Luca Dell'anna.

**Subject: Course 47**

**Course Code: MBA-1015**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Project Dissertation**

**Credit: 8**

**L-8 -T-P**

**Course Objectives:**

1. **Research Proficiency:** Develop advanced research skills, including literature review, data collection, and analysis techniques, to undertake a comprehensive exploration of a business-related topic.
2. **Critical Thinking and Problem-Solving:** Foster critical thinking and problem-solving abilities by engaging in independent research, allowing students to identify, analyze, and propose solutions to complex business issues.
3. **Effective Communication and Presentation:** Enhance communication and presentation skills through the preparation and delivery of a seminar, ensuring the ability to articulate research findings, methodologies, and implications effectively.

**Course Outcomes:**

**CO1: Research Competence:** Demonstrate advanced research competence by conducting a thorough literature review, selecting appropriate research methodologies, and executing an independent research project.

**CO2: Problem-Solving and Analysis:** Apply critical thinking and problem-solving skills to analyze business challenges, synthesize relevant literature, and propose meaningful solutions within the context of the chosen research topic.

**CO3: Effective Communication:** Showcase effective communication skills through the preparation and delivery of a seminar, demonstrating the ability to convey complex research findings, engage in academic discussions, and respond to queries.

**Syllabus:**

**Unit 1: Research Proposal and Topic Selection**

- Overview of research methodologies
- Formulating a research problem
- Developing a research proposal
- Ethical considerations in research

**Unit 2: Literature Review and Theoretical Framework**

- Conducting a comprehensive literature review
- Developing a theoretical framework
- Evaluating and synthesizing existing research
- Refining the research problem based on literature review

### **Unit 3: Data Collection and Analysis**

- Quantitative and qualitative data collection methods
- Data analysis techniques
- Validity and reliability in research
- Interpreting research findings

### **Unit 4: Seminar Preparation and Delivery**

- Structuring a seminar presentation
- Designing effective visuals and slides
- Rehearsing and refining presentation skills
- Handling questions and engaging with the audience

### **Unit 5: Final Dissertation Submission and Defence**

- Finalizing the research project
- Writing the dissertation
- Preparing for the dissertation defence
- Reflection on the research process and outcome