

ORDINANCE

FOR

MASTER OF BUSINESS ADMINISTRATION



(THIS ORDINANCE HAS BEEN APPROVED IN THE MEETING OF
BOARD OF STUDIES HELD ON DATED 2 June, 2022)

APPLICABLE W.E.F. ACADEMIC SESSION 2022-2023



SRI HARGOBINDGARH, PHAGWARA – HOSHIARPUR ROAD,
PHAGWARA 144401, PUNJAB

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ROAD, PHAGWARA 144401, PUNJAB

ORDINANCE FOR MASTER OF BUSINESS ADMINISTRATION

SHORT TITLE AND COMMENCEMENT

- I. This ordinance shall be called the ordinance for the Master of Business Administration of GNA University, Phagwara.
- II. This ordinance shall come into force with effect from academic session 2022-23.

1. Name of Program: MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Faculty: GNA BUSINESS SCHOOL

2. Program Outcomes:

- **PO-1** MBA degree opens up innumerable career options and opportunities to the aspiring managers both in India and abroad. Through the rich case-based and experience-based curriculum, students build deep general management and leadership skills, setting the foundation for lifelong impact on how they lead.
- **PO-2** MBA program also prepares students to start a business of his/her own in the capacity of an entrepreneur.
- **PO-3** The degree of MBA inculcates critical thinking and problem solving abilities among students. They will be able to apply the perspective of their chosen specialized area of study to develop fully-reasoned opinions on such contemporary issues as the need for integrity, leading and managing change, globalization and technology management.
- **PO-4** The students will be able to understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development.

3. Program Specific Outcomes:

- **PSO-1** The students would be able to consolidate the acquired knowledge into practical skills. The course inculcates students with Leadership Skills. They will be able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other MBA sanctioned initiatives.
- **PSO-2** The program of MBA enables the students to use the cross-disciplinary integration and strategic perspective in their decision making. They will be able to conceptualize, organize and resolve complex business problems or issues by using the resources available

under their discretion.

•**PSO-3** The students would understand the usage of modern tools. They will be able to create, select, and apply appropriate techniques, resources and modern management and IT tools including prediction and modeling to complex management activities with an understanding of the limitations.

•**PSO-4** The course leads the students with entrepreneurial perspective. They will be able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

•**PSO-5** The course of MBA in marketing imbues students with the ability to work how value is created and managed throughout the product lifecycle, using marketing strategy and supply chain management in a dynamic environment.

•**PSO-6** An MBA in Finance degree imparts knowledge in the subjects like Investment Management, Tax Planning, etc. to make students experts in the working of banking and financial institutions.

4. Program Duration: Total duration of the Program shall be of two years and each year will comprise of two semesters. In addition, each semester shall normally have 90 working days and Program has total 120 seats.

5. Eligibility for Admission: Graduation with 50 per cent marks in aggregate in any stream (45 per cent marks for SC/ST/OBC) from any recognized institute/university.

6. Admission Process: The centralized admission cell shall make selection for admission to the program. The selection of the candidate shall be strictly on merit basis, subject to fulfillment of eligibility criteria. Candidates are required to fill the prescribed application form and submit the same to the admission cell. The admission cell after verifying the eligibility will forward the form to the Office of Registrar for further processing. If the candidate is selected, he/she is required to deposit the prescribed fee along with the application form and the required documents to the Office of Registrar.

7. Curriculum: The two years curriculum has been divided into four semesters and shall include lectures/ tutorials/ laboratory work/ field work/ outreach activity/ project work/ viva/ seminars/ presentations/ term papers/ assignments etc. or a combination of some of these. The curriculum will also include other curricular, co-curricular and extra-curricular activities as may be prescribed by the University from time to time.

8. Choice Based Credit System:

The University has adopted Choice Based Credit System (CBCS), which provides an opportunity to the students to choose courses from the offered courses comprising of Core, Elective, Ability Enhancement and Audit Courses. The choice based credit system provides a "flexible" approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning. Following are the types of courses and structure for the program:

As per UGC

I. Core Course: A course, which should compulsorily be studied by a candidate as a core requirement to complete the requirement of program in a said discipline of study.

II. Elective Course: Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

i. Discipline Specific Elective (DSE) Course: Elective courses may be offered by the main discipline/subject of study, is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses from unrelated discipline (to be offered by main discipline/subject of study).

ii. Generic Elective (GE) Course: An elective course chosen generally from an unrelated discipline/subject, with an intention to add generic proficiency to the students.

Note: A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

Elective Course(s) may also be called an "Open Elective"

III. Ability Enhancement Courses (AEC): The Ability Enhancement (AE) Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement; i. Environmental Science ii. English/MIL Communication iii. Business Communication iv. Critical Thinking. These are mandatory for all disciplines. SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies,

- i. Ability Enhancement Compulsory Courses (AECC): Environmental Science, English Communication/MIL Communication, Business Communication and Critical Thinking
- ii Skill Enhancement Courses (SEC): These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

9. Medium of Instructions:

9.1 The medium of instructions and examination will be English.

9.2 Practical work/Project Work / Project Report / Dissertation / Field Work Report / Training Report etc., if any, should be presented in English.

10.Mode: The program is offered in Full Time/Regular mode of study only

11. Attendance Requirement to be Eligible to Appear in End Semester Examination

11.1 Every student is required to attend at least 75% of the lectures delivered squaring tutorials, practical and other prescribed curricular and co-curricular activities.

11.2 Dean of Faculty may give a further relaxation of attendance up to 5% to a student provided that he/she has been absent with prior permission of the Dean of the Faculty for the reasons acceptable to him/her.

11.3 Further, relaxation up to 10% may be given by the Vice Chancellor to make a student eligible under special circumstances only.

11.4 No student will be allowed to appear in the end semester examination if he/she does not satisfy the attendance requirements. Further, the attendance shall be counted from the date of admission in the University or commencement of academic session whichever is later.

13. Credit A unit by which the course is measured. It determines the number of hours of instruction required per week.

Contact Hours per Week	Credit Assigned
1 Hr. Lecture (L) per week	1 credit
1 Hr. Tutorial (T) per week	1 credit
2 Hours Practical (Lab) per week	1 credit

13. Program Structure:

UGC

Details of Courses under MBA

Course	Credits	
	Theory & Tutorials (A) Theory, Theory + Practical	
(B)		
I. Core Course:		12 x 4= 48
(14 Papers)		2 x 2= 4
II. Discipline Specific Electives		8 x 4=32
(8 papers of 4 credits each)		
Four papers from each discipline of choice		
III. Ability Enhancement Courses		
1. Ability Enhancement Compulsory		4 x 2=8
(4 Papers of 2 credits each)		
2.Generic Elective Courses(Skill Based)		
(4 Papers of 2 credits each)	3 x 2= 6	1 x 2= 2
(2Papers of 1 credit each)	2 x 1= 4	
IV. Summer Internship		02
V. Dissertation		04
VI. Audit Course		
Total Credits =	10(A)	100(B)
	GRAND TOTAL (A+B)= 110 credits	

Program Structure MBA

A) Core Courses

Sr. No.	Course Code	Course Name
C1	MBA 1101	Managerial Economics
C2	MBA 1102	Business & Legal Environment
C3	MBA 1103	Fundamentals of Management
C4	MBA 1104	Accounting For Managers
C5	MBA 1105	Business Statistics for Decision Making
C6	MBA 1201	Corporate Finance
C7	MBA 1202	Operations Management
C8	MBA 1203	Human Resource Management
C9	MBA 1204	Marketing Management
C10	MBA 1205	Organizational Behavior
C11	MBA 1206	Research Methodology
C12	MBA 1301	Strategic Management
C13	MBA 1302	Entrepreneurship and Innovation
C14	MBA 1303	Summer Internship Project Report
C15	MBA 1401	Business Ethics & Corporate Social Responsibility
C16	MBA 1402	Dissertation

B) Ability Enhancement Compulsory Courses (AECC)

Sr. No.	Course Code	Course Name
AECC1	COM 1101	English Communication
AECC2	COM 1201	Business Communication
AECC3	CTL 1304	Critical Thinking & Logic
AECC4	MBA 1403	Thought Clarity, Choice and Conviction

C) Skill Enhancement Courses (SEC)

Sr. No.	Course Code	Course Name
SEC 1	COM 1121	English Communication Lab
SEC 2	MBA 1123	Analytical Tools for Managers
SEC 3	COM 1221	Business Communication Lab
SEC 4	BUA 1207	Business Awareness
SEC 5	MBA 1222	Statistical Software Lab
SEC 6	MBA 1421	Leadership Lab
SEC 7	MBA 1123	Business Simulation Lab

D) Discipline Specific Electives (DSE) (Credit: 04 each)

Sr. No.	Pre-Requisites	Course Code	Course Name
DSE 1A	MBA 1104, MBA 1201	MBA 1331	Investment Analysis and Portfolio Management
DSE 1B	MBA 1104, MBA 1201	MBA 1332	Financial Markets and Services
DSE 1C	MBA 1104, MBA 1201	MBA 1333	Corporate Restructuring
DSE 1D	MBA 1104, MBA 1201	MBA 1334	Taxation
DSE 1E	MBA 1104, MBA 1201	MBA 1431	Financial Derivatives
DSE 1F	MBA 1104, MBA 1201	MBA 1432	Project Appraisal and finance
DSE 1G	MBA 1104, MBA 1201	MBA 1433	International Finance
DSE 1H	MBA 1104, MBA 1201	MBA 1434	Behavioral Finance

MARKETING MANAGEMENT

Sr. No.	Pre-Requisites	Course Code	Course Name
DSE 2 A	MBA 1204	MBA 1341	Consumer Behavior
DSE 2 B	MBA 1204	MBA 1342	Rural Marketing
DSE 2 C	MBA 1204	MBA 1343	Product and Brand Management
DSE 2 D	MBA 1204	MBA 1344	Digital and Social Media Marketing
DSE 2 E	MBA 1204	MBA 1441	Services Marketing
DSE 2 F	MBA 1204	MBA 1442	Advertising and Sales Management
DSE 2 G	MBA 1204	MBA 1443	International Marketing
DSE 2 H	MBA 1204	MBA 1444	Retail Management

HUMAN RESOURCE MANAGEMENT

Sr. No.	Pre-Requisites	Course Code	Course Name
DSE 3 A	MBA 1203	MBA 1351	Industrial Psychology
DSE 3 B	MBA 1203	MBA 1352	Employee Relations
DSE 3 C	MBA 1203	MBA 1353	Team Dynamics at Work
DSE 3 D	MBA 1203	MBA 1354	Strategic HRM
DSE 3 E	MBA 1203	MBA 1451	Organizational Change and Development
DSE 3 F	MBA 1203	MBA 1452	Compensation and Benefit Management
DSE 3 G	MBA 1203	MBA 1453	Manpower Planning
DSE 3 H	MBA 1203	MBA 1454	Performance Management System

BANKING AND RISK MANAGEMENT

Sr. No.	Pre-Requisites	Course Code	Course Name
DSE 4 A	MBA 1104	MBA 1361	Banking Principles and Operations
DSE 4 B	MBA 1104	MBA 1362	Credit Analysis and Advances
DSE 4 C	MBA 1104	MBA 1363	Valuation of Risk
DSE 4 D	MBA 1104	MBA 1461	Micro Finance and Financial Inclusion

DSE 4 E	MBA 1104	MBA 1462	Risk Management
DSE 4 F	MBA 1104	MBA 1463	Merchant Banking

INTERNATIONAL BUSINESS MANAGEMENT

Sr. No.	Pre-Requisites	Course Code	Course Name
DSE 5 A	N.A	MBA 1371	Foundations of International Business
DSE 5 B	N.A	MBA 1372	International Policy Framework
DSE 5 C	N.A	MBA 1373	International Marketing
DSE 5 D	N.A	MBA 1471	International Human Resource Management
DSE 5 E	N.A	MBA 1472	International Trade Practices, Procedures and Documentation
DSE 5 F	N.A	MBA 1473	International Finance

HOSPITALITY MANAGEMENT

Sr. No.	Pre-Requisites	Course Code	Course Name
DSE 9 A	N.A	MBA 1381	Front Office and Housekeeping Management
DSE 9 B	N.A	MBA 1382	Event Management
DSE 9 C	N.A	MBA 1383	Facility and Security Management
DSE 9 D	N.A	MBA 1481	Logistics and Supply Chain Management
DSE 9 E	N.A	MBA 1482	Tourism and Travel Management
DSE 9 F	N.A	MBA 1483	Airlines Operations and Airport Management

Business Analytics

Sr. No.	Pre-Requisites	Course Code	Course Name
DSE 10 A	N.A	MBA 1391	Data Mining
DSE 10 B	N.A	MBA 1392	Introduction to Machine Learning
DSE 10 C	N.A	MBA 1393	R Programming
DSE 10 D	N.A	MBA 1491	Introduction to Data Science
DSE 10 E	N.A	MBA 1492	Big Data Analytics
DSE 10 F	N.A	MBA 1493	Advanced Business Modeling and analysis using spreadsheet

Program Structure (MBA)

Semester	Core Course (CC)	Ability Enhancement Courses (AECC)	Skill Enhancement Course (SEC)	Discipline Specific Elective (DSE)
I	CC 1	AECC 1	SEC 1	
	CC 2			
	CC 3		SEC 2	
	CC 4			
	CC 5			
II	CC 6	AECC 2	SEC 3	
	CC 7			
	CC 8			
	CC 9			
	CC 10		SEC 5	
	CC 11			
III	CC 12	AECC 3		DSE 1
	CC 13			DSE 2
	CC 14			DSE 1
IV	CC 15	AECC 4	SEC 6	DSE 2
				DSE 3
	CC 16			DSE 4
				DSE 3
				DSE 4

Program Scheme (Semester wise)

Semester-I

Sr. No.	Course Code	Course Name	Contact Hours			Credits
			L	T	P	
1	MBA 1101	Managerial Economics	4	0	0	4
2	MBA 1102	Business & Legal Environment	4	0	0	4
3	MBA 1103	Fundamentals of Management	4	0	0	4
4	MBA 1104	Accounting For Managers	4	0	0	4
5	MBA 1105	Business Statistics for Decision Making	4	0	0	4
6	COM 1101	English Communication	2	0	0	2
7	COM 1121	English Communication Lab	0	0	2	1
8	MBA 1123	Analytical Tools for Managers	0	0	4	2
Total credits						25

Semester-II

Sr. No.	Course Code	Course Name	Contact Hours			Credits
			L	T	P	
1	MBA 1201	Corporate Finance	4	0	0	4
2	MBA 1202	Operations Management	2	0	0	2
3	MBA 1203	Human Resource Management	4	0	0	4
4	MBA 1204	Marketing Management	4	0	0	4
5	MBA 1205	Organizational Behavior	4	0	0	4

Sr. No.	Course Code	Course Name	Contact Hours			Credits
			L	T	P	
6	MBA 1206	Research Methodology	4	0	0	4
7	COM 1201	Business Communication	2	0	0	2
8	COM 1221	Business Communication Lab	0	0	2	1
9	BUA 1207	Business Awareness	2	0	0	2
10	MBA 1222	Statistical Lab	0	0	4	2
Total credits						29

Semester-III

Sr. No.	Course Code	Course Name	Contact Hours			Credits
			L	T	P	
1	MBA 1301	Strategic Management	4	0	0	4
2	MBA 1302	Entrepreneurship and Innovation	4	0	0	4
3	MBA 1303	Summer Internship Project Report	0	0	0	2
4	CTL 1304	Critical Thinking & Logic	2	0	0	2
5		Discipline Specific Elective(A) - I	4	0	0	4
6		Discipline Specific Elective(A) - II	4	0	0	4
7		Discipline Specific Elective(B) - I	4	0	0	4
8		Discipline Specific Elective(B) - II	4	0	0	4
Total credits						28

Semester-IV

Sr. No.	Course Code	Course Name	Contact Hours			Credits
			L	T	P	
1	MBA 1401	Business Ethics & Corporate Social Responsibility	2	0	0	2
2	MBA 1402	Dissertation	0	0	0	6
3	MBA 1421	Leadership Lab	0	0	4	2
4	MBA 1403	Thought Clarity, Choice and Conviction	2	0	0	2
5		Discipline Specific Elective(A) - III	4	0	0	4
6		Discipline Specific Elective(A) - IV	4	0	0	4
7		Discipline Specific Elective(B) - III	4	0	0	4
8		Discipline Specific Elective(B) - IV	4	0	0	4
Total Credits						28
Grand Total						110

***For syllabus of various courses, see Annexure-I (MBA)**

14. Examination/Continuous Assessment System (CAS):

For CAS two assessment components are adopted to evaluate students' s performance.

14.1 Internal Assessment, which includes attendance, mid semester examination and other components (Assignment, Snap Test, Project, Presentation/ Class Participation, Practical Lab Continuous Assessment, Quiz, Multiple Choice Questions, Case Study, Field Survey/ Field Report etc.) carrying a weightage of 40%.

14.2 External Assessment i.e End Semester, carrying a weightage of 60%.

14.3. Every student has to score at least 25% marks each in Continuous Assessment and End Semester examination. The minimum pass percentage is 40% in aggregate. In case a student scores more than 25% each in Continuous Assessment and End Semester Examination, but overall percentage in the concerned subject remains less than 40%, then student has to repeat End Semester Examination in that subject

Academic Performance	Range of Marks	Grades	Grades Points	Remarks
Outstanding	≥90	A+	10	
Excellent	≥80 & <90	A	9	
Very Good	≥70 & <80	B+	8	
Good	≥60 & <70	B	7	
Fair	≥50 & <60	C+	6	
Average	≥40 & <50	C	5	
Minimally Acceptable	40	D	4	
Fail	<40	F	0	
Incomplete		I	-	
Withdrawal		W	-	
Grade Awaited		GA	-	
Minor Project		S/US		S-Satisfactory US- Unsatisfactory

16. Grading System: University follows eight letter grading system (A+, A, B+, B, C+, C, D, and F) that have grade points with values distributed on a 10 point scale for evaluating the performance of student. The letter grades and the corresponding grade points on the 10-point scale are as given in the example below. Absolute Grading System will be followed for evaluation.

NB: The CGPA can be converted to percentage by using the given formula:

$$\text{CGPA} \times 10 = \%$$

e.g. $7.8 \times 10 = 78\%$

Note: Cumulative Grade Point Average (CGPA), it is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (Course title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.

16.1 Acceptance of MOOC courses

GNA Business School accepts the MOOC course available on SWAYAM platform for credit transfer 40% of the courses can be taken from the available list of MOOCs on SWAYAM.

Instructions for MOOC courses

I. MOOC courses taken for credit transfer must be approved and recommended by Dean Academics and Dean of the Faculty before the start of the semester. Get that course recommended by Dean and Dean Academics in triplicate, One copy with ERP, One with COE and one with respective departments.

II. MOOC course should be done from SWAYAM platform as per the guidelines of UGC.

III. To obtain the credit the student needs to complete the assessment of the course and provide the certificate of the course issued by the SWAYAM/NPTEL. After completing the certificate, the student must submit the certificate within a week to the department.

IV. The fees (if any) for the registration and / or assessment of the MOOC course must be borne by the student only.

V. The student can opt for a particular online MOOC course if and only if the credit of that course is equivalently mapped with the program structure.

VI. If the student obtains the same course credit which mapped with the course then credit shall be considered for this course and the grade/marks provided by the accessing authority shall be transfer to the student. The result of the MOOC shall be taken on record by the university examination cell and a result declared for these papers.

VII. For any particular semester, all results for the MOOC course must be submitted along with the marks of other papers of the same semester by the course coordinator.

VIII. MOOC course coordinators shall be appointed for each of the course taken by the student.

15. Re-appear: Student with backlog of one semester will be carried forward to next semester. Re-appear examinations will be conducted twice in a year after ESE of every semester.

17. Improvement of overall Score: A candidate having CGPA < 6.0 and wishes to improve his/her overall score may do so within two academic years immediately after passing the

degree program by reappearing into maximum four course(s)/subject(s). The improvement would be considered if and only if the CGPA becomes > 6.0

18. Program qualifying criteria: For qualifying the Program every student is required to earn prescribed credits (i.e.110). If any student fails to earn prescribed credits for the program then he/she will get a chance to complete his/her Program in two more years than the actual duration of degree.

19. Revision of Regulations, Curriculum and Syllabi: The University may revise, amend, change or update the Regulations, Curriculum, Syllabus and Scheme of examinations through the Board of Studies and the Academic Council as and when required.



GNA BUSINESS SCHOOL Annexure-I (MBA)

MASTER OF BUSINESS ADMINISTRATION

Semester-I

MBA 1101: Managerial Economics

Credits: 4

LTP 400

Course Description: The course aims to familiarize the students with the economic concepts & principles. Moreover, the course also enables them to address business problems in a globalized economic environment in order to analyze and make optimal business decisions.

Course Outcomes(CLO): Upon successful completion of the course, the students should be able to:

CO1: Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision making, and analyze the demand and supply conditions and assess the position of a company

CO2: Recognize the relationship between production function and cost function, and Compare and contrast four basic types of market, where price and output under different market will determine.

CO3. Understand basic concepts of macroeconomics and shall be able to measure national income using different approaches and basics concepts of all Macro-economic variables.

CO4: Understand the various concepts regarding the stability of the economy.

Course contents:

Unit I

Introduction to Managerial Economics, Relations with other disciplines, Marginal analysis, Indifference Curve Analysis, Introduction to Demand: Definition – Types of demand – Determinants of demand, Demand function – Law of demand, Elasticity of demand, Demand forecasting, Concept of utility – Law of diminishing marginal utility. Indifference

Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit II

Theory of production: Factors of production – Production function – Returns to scale. Theory of cost: Types of costs – Costs in short run and long run – Cost-Output relationship in short run and long run, Economies of scale. Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly,

Unit III

INational Income: Methods of National Income, method of measurement, limitation of national income, Theory of Income and Employment: Classical & Keynesian, Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, Multiplier Theory, Investment Multiplier, Balanced Budget and Foreign Trade Multiplier,

Unit IV

Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Business Cycle, Money supply, Inflation: Meaning, Types, Theories - Demand and Cost Push Inflation, Causes, Effects and Cures of Inflation Through Price, Demand and Income Policies, Monetary & Fiscal Policy. , Phillips curve.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Mithani D. M., Managerial Economics Theory and Applications, (7thEd.) Himalaya Publication
2. Peterson and Lewis, Managerial Economic, fourth edition Prentice Hall of India
3. Geetika, Ghosh Piyali & Choudhury P. Roy, Managerial Economics, Tata McGraw Hill
4. Dwivedi D. N, Managerial Economics, Vikas Publishing House
5. Gupta G.S, Managerial Economics, Tata McGraw Hill
6. Karl E. Case and Ray C. Fair, Principles of Economics, Pearson Education, Inc., 8th edition,

MBA 1102: Business and Legal Environment

Credits: 4

LTP 400

Course Description: The course aims to acquaint students with the issues of domestic and global environment in which business has to operate and to relate the impact of environment on business in an integrated manner, and also give an exposure to important business and corporate laws. The course includes Domestic environment, Global environment, Indian contract act 1872, Companies act, 2013 to know about changes that affect business environment

Course Outcomes: Upon successful completion of the course, the students should be able to:

CO1: Conduct an in-depth analysis of a specific component of the business environment and relate it to your own organization

CO2: Construct and present scenarios that synthesize international business environment information

CO3: Know about the essential elements of a valid contract and remedies for breach of contract.

CO4: Learn about the various requirements for the incorporation of Company.

Unit-I

Concept of business environment: its significance and nature, environment factors, Environmental Scanning: Meaning, importance, process of environment scanning. Macro environment: Economic systems, Industrial & Economic policies, Economic reforms, Emerging Economies, Monetary and Fiscal Policy. Micro Environment: Competitors, customers, suppliers, strategic partners, regulators.

Unit-II

Global Environment: Emergence of Globalization, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India, Trading Blocks- EU, NAFTA and USMCA, SAARC, BRICS, ASEAN. Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (Export Oriented Units), and Dumping and Anti-Dumping measures. Balance of Trade, Theories of International Trade

Unit-III

Indian Contract Act, 1872: Nature and classification of contracts, Essential elements of a valid contract: Offer and acceptance – Consideration – Competence to contract – Free consent – Performance of contracts – Discharge of contracts – Remedies for breach of contract – Damages, Indemnity and guarantee – Bailment – Pledge.

Unit-IV

Indian Companies Act, 2013: Incorporation of companies Memorandum of Association and Articles of Association Membership of a company, Prospectus, Issue of capital, LLP can be added Commodity Pricing: Economics of advertisement costs; Types of pricing practices. Note: Relevant Case Studies will be discussed in class.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Aswathappa K., *Essentials of Business Environment*, (15thEd.) Himalaya Publication House
2. Kuchhal M C, Kuchhal Vivek : *Business Law* ,(6th ed), Vikas Publishing House Pvt Ltd
3. Cherunilam F: *Business Environment: Text and Cases*, Himalaya Publication House
4. Maheshwari S.N., Maheshwari S.K, : *A manual of Business Laws*, Himalaya Publication House
5. Kumar Ravinder , *Legal Aspects of Business*, (4th ed), Cengage Learning

MBA 1103: Fundamentals of Management

Credits : 4

LTP 400

Course Description: The course aims to equip the students to develop an understanding of management and organization. It will demonstrate basic knowledge and skill in the use of cost and managerial accounting concepts and techniques as management tools for planning, controlling, evaluating performance and making decisions. The course includes an in-depth understanding of the basic concepts and theories of management while exploring the manager's operational role in all types of organizations.

Course Outcomes (CLO): Upon successful completion of the course, the students should be able to:

CO1: Understand thorough and systematic coverage of management theory and practice.

CO2: Learn fundamental knowledge and exposure of the concepts, theories and practices in the field of management.

CO3: Focus on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

CO4: Learn about the various functions of management i.e planning, organizing and control etc.

Course Content

Unit I

Introduction: Nature and purpose of management, Management as science or art, Managerial levels, roles and skills, Evolution of management thought: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach.

Unit II

Planning: Meaning, need and Importance, types of plans, and process of planning, MBO: Concept, importance, process, benefits and limitations. Strategic management: Nature, importance, purpose, types and process, McKinsey's 7-S Approach. Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions.

Unit III

Organizing: Concept of organizing, Formal vs. Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. Line & Staff: concept, line-staff conflict. Delegation: concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization.

Staffing: Definition of staffing, An overview of staffing function, Overview of functions: Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal,

Unit IV

Leading: Motivation: McGregor's Theory X and Theory Y, Maslow's Hierarchy of Needs Theory, Herzberg's Motivation- Hygiene Theory, Vroom's Expectancy Theory, Locke's Goal Setting Theory.

Leadership: Meaning, styles, qualities and functions of leader.

Control: Concept, importance, characteristics, process of control, types and techniques of control, Requirements of effective control, qualities of an effective Control System.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Stephen P Robbins, David A. Decenzo, (10th Ed.) *Fundamentals of Management*, Pearson.
2. Robbins, S.P., Coulter, M., Vohra, N; *Management*; Pearson Education
3. Koontz H, and Weihrich H, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
4. Rao P. Subba, *Principles of Management*, Himalaya Publishing

MBA 1104: Accounting For Managers

Credits : 4

LTP 400

Course Description: The course aims to equip the students with the fundamental's principles of financial, cost and management accounting. The course includes Introduction to Accounting, Financial analysis and Planning, Cost accounting, standard costing.

Course Outcomes (CLO): Upon successful completion of the course, the students should be able to:

CO1: Develop the ability to use the fundamental accounting equation to analyze the effect of business transactions on an organization's accounting records and financial statements.

CO2: Develop and understand the nature and purpose of financial statements in relationship to decision making.

CO3: Develop the ability to use a basic cost accounting system

CO4: Develop the ability to use techniques that act as an aid to management control.

Unit I

The nature and purpose of Accounting: The need for Information, The profession of Accounting, Approach to Accounting, Accounting Process, Basic Accounting concepts and conventions. Generally Accepted Accounting Principles (GAAP) Accounting records and systems: Record keeping fundamentals: The Accounting process, Transaction analysis and the adjusting and closing process. Income Statement, Balance Sheet.

Unit II

Financial Statement Analysis: Comparative, Common Size Statements and Trend Analysis, Ratio analysis: Profitability, Liquidity, Turnover, Solvency, Gearing, Investment. Cash Flow Statement, Fund Flow Statement.

Unit III

Cost Accounting: Records & processes, Preparation of Cost sheet, Marginal costing: Marginal costing equation, managerial application of marginal costing, Break Even analysis: Computation of break even point, Margin of safety, Graphical representation

Recommended Books / Suggested Readings:

1. Anthony, Hawkins & Merchant, Accounting: Text & cases, (13th Ed.) McGraw Hill.
2. Hanif & Mukherjee, Financial Accounting, Tata McGraw Hill
3. Horngren, T, Garry L Sundem, Stratton O William, Introduction to management accounting, Pearson Education.
4. Khan, M. Y., & Jain, P. K., Management accounting (5th Ed.) New Delhi: Tata McGraw Hill.
5. Dr. Ashok Sehgal & Dr. Deepak Sehga, Advanced Accounting, Taxmann

MBA 1105: Business Statistics for Decision Making**Credits : 4****LTP 400**

Course Description: This course provides an introduction to various decision-making tools and techniques, and to the basic statistical methods which are used both in the direct solution of managerial problems and as foundations for more advanced statistical analysis. It is expected that students will develop a good understanding of probability and its role in statistics and decision-making and be able to collect appropriate data and analyze it using appropriate statistical techniques. This course includes Introduction to Statistics, Skewness and Probability Distribution, Test of Significance, Correlation, Regression.

Course Outcomes (CLO): Upon successful completion of the course, the students should be able to:

CO1: Interpret statistical analysis tools commonly used in the workplace.

CO2: Critically evaluate a standard business report including the graphics, probability statements and resultant commentary

CO3: Perform Test of Hypothesis

CO4: Learn about the various techniques of time series analysis.

Course Content**Unit I****Introduction to Statistics:**

Definition of statistics, Application of statistics in Business, Using software Packages as a Tool for statistical Analysis -Understanding, organizing and Presenting Data by pie charts, bar charts, Histogram, Frequency Polygon. Measures of Central Tendency-Mean, Median, Mode, Measurement of Dispersion-Range, Quartile Deviation, Mean Deviation, Mean Deviation & Standard Deviation.

Use of (Excel) for Presenting Data by pie charts, bar charts, Histogram.

Unit II

Skewness and Probability Distribution: Introduction, Measures of Skewness- Absolute, Karl Pearson, Bowely's, Kelly's coefficient of skewness, Moments about Mean, Measures of Kurtosis. Basics concepts of Probability, its types, Binomial, Poisson and Normal Distribution

Unit III

Test of Significance: Hypothesis Testing about the Mean of Two Samples using t-Statistic, Hypothesis Testing of Means of Paired Samples, Chi-Square Tests, Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Unit IV

Correlation, Regression, Time series analysis

Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation. Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of Regression, and properties of Regression coefficients. Time Series Analysis: Components, Models of Time Series—Additive, Multiplicative and Mixed models- Trend analysis: Free hand curve, Semi averages, Moving averages, Least Square method.

Recommended Books / Suggested Readings:

1. Gupta S.C, Fundamentals of Statistics, Himalya Publishing Ltd.
2. Joseph Francis, Business Statistics, Cengage Learning
3. Levin R.I. and Rubin D.S., Statistics for Management, Prentice Hall of India Pvt. Ltd.
4. Srivatsava TN, ShailajaRego, Statistics for Management, McGraw Hill.
5. Anand Sharma, Statistics for Management, Himalaya Publishing House.
6. TR Jain, SC Aggarwal, Business Statistics, VK Global Publication Pvt Ltd.

MBA 1106: English Communication

Credits : 2

LTP 200

Course Objectives:

1. To make students capable of using English language in context.
2. To enhance effective reading and writing skills.

Course Outcomes:

After completion of this course, students will be able to -

1. The students will develop a minute practical knowledge about English grammar and its usage
2. The students will develop an understanding of the importance of free expression

Unit I

Reading Skills: Comprehension Strategies- Skimming, Scanning & Inferencing, Summarising of Newspaper Articles, Paraphrasing of Complex Sentences.

Unit II

English Grammar and Usage: Parts of Speech, Common Errors in writing, Tenses, Change of Voice, Transformation of Sentences.

Unit III

Basic Writing Practices: Paragraph writing, Picture Composition, University based Notices, Notes Making after listening to a Motivational Speech, Formal Letter based on University concerns, MS Word (font style, size, format, spacing)

Unit IV

Vocabulary Enrichment: Word Coinage, Synonym, Antonym, Homophones, Idioms and Phrasal verbs

Reference Book:

Functional English Grammar by Graham Lock, 1995

Suggested Readings:

Practical English Usage. Michael Swan OUP. 1995

On Writing Well. William Zinsser. Harper Resource Book. 2001

Communication Skills. Sanjay Kumar and Pushp Lata. Oxford University Press. 2006
 Exercises in Spoken English. CIEFL, Hyderabad. Oxford University Press

Internet Links:

- <https://www.englishgrammar101.com/>
- <http://learnenglish.britishcouncil.org/en/english-grammar>
- <http://www.englishgrammarsecrets.com/>
- <http://www.myenglishpages.com/>
- <http://www.english-for-students.com/Homonyms-B.html>

MBA 1123: Analytical Tools for Managers

Credits : 2

LTP 004

Course Description: In order to deliver optimum knowledge regarding the creation of the spreadsheets in Excel for various managerial purposes, the teaching method would include a mix of Faculty-Led Discussion, In Class participation through simulations and assessment. The learning approach will focus on delivering the subject with utmost clarity and providing a complete understanding for creating spreadsheets using different tools available in the toolbar

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

- CO1:** Define the importance of using spreadsheets from managerial perspective.
- CO2:** Format the worksheets by using variety of techniques
- CO3:** Implement the formulas as per the requirement
- CO4:** Create or modify the charts for representing the data in a visual format.
- CO5:** Apply data analytical formulas like VLookup, HLookup, Count, Sum, Subtotal, and Creating Formulas for Financial Applications

Course Content:

Unit I

Ref	Module	Title
1	Module 1: Introduction to Google Sheets	Getting Started; Understanding Application Window & Workbook Window; Why Google Sheets-Advantages of Google Sheets
		Managing Data in Google Sheets and Understanding the Worksheets: Data Entry and Editing, Defining Cells and Ranges, Opening & Closing Worksheets, Inserting & Deleting Worksheets, Formatting with Worksheets, Protecting the
2	Module 2: Ribbon Components in Sheets	Home Tab: Clipboard, Font, Alignment, Number, Styles, Cells,
		Insert Tab: Tables, Images, Drawings, Charts, Sparklines, Headers and Footers, Links, Text, Symbols, Table of Content
		Format: Text, Photography styles, Align and Intend, Line Spacing, Header and Footer, Table Formatting

		Format: Text, Photography styles, Align and Intend, Line Spacing, Header and Footer, Table Formatting
		Tools Tab: Spell Checker, Word Count, Compare Documents, Linked Objects
		Starring a Document, Activity Dashboard, Comment and Comment History, Share
3	Module 3: Ribbon Components in Sheets	Mathematical Functions: SUM, SUMIF, SUMIFS, COUNT, COUNTIF, COUNTIFS, AVERAGE, AVERAGEIF, MAX, MIN, MEDIAN, MODE, STANDARD DEVIATION, TRANSPOSE, DATE, DAY, TIME, NOW, TODAY Editing
		Date & Time Functions: DATE, DAY, TIME, NOW, TODAY
4	Module 4: Logical and Other Functions	Logical Functions: IF, AND, OR, NOT, NESTED IF
		Other Important Functions: VLOOKUP, INDEX, MATCH, TABLE, IMPORTRANGE; Data Formatting; Applying Data Filters; Sorting
5	Module 5: Working with Charts	Overview, Types of Charts, Layouts & Styles, Other Chart Options, Similarity and Difference with MS Excel

Unit II

Ref		Title
1	Unit/Module 1: Introduction to Lookup Functions	<ul style="list-style-type: none"> ● Concepts to be covered: Problem Solving & Critical Thinking ● Video Tutorial: Techniques – Problem Solving & Critical Thinking ● Discussion: General Problem Solving approaches & framework ● Activity: Critical thinking based quizzes – This will help the students learn the ● Importance of critical thinking & help them in good decision making. Debrief: Understanding the application of Critical Thinking & Problem Solving techniques in relevant situations.
		<ul style="list-style-type: none"> ● Understanding Lookup Functions ● CHOOSE Function ● Understanding of CHOOSE by using various examples ● VLOOKUP ● Understanding of VLOOKUP by using various examples ● Using VLOOKUP for Exact Matches ● HLOOKUP ● Understanding of HLOOKUP by using various examples ● VLOOKUP special conditions and Variations ● INDEX and MATCH Function ● Understanding of INDEX and MATCH by using various examples ● Introduction to XLOOKUP (Office 365) Worksheet

2	Unit/Module 2:	<ul style="list-style-type: none"> ● What is a Pivot Table?
	Introduction to Pivot Table	<ul style="list-style-type: none"> ● Inserting a Pivot Table ● Elements in a Pivot Table ● Creating a PivotTable from a Data Range ● Building a PivotTable Report ● Creating Pivot Charts ● Practice Data sets – Case Studies ● Dashboards using PIVOT Table/Slicer/Timeline ● Advanced Features and Customization of Pivot table <p>Worksheets</p> <ul style="list-style-type: none"> ● Concepts to be covered: How to handle large data, Analysis of large data in multiple variations ● Discussion: Importance of handling Large data & its impact on operations ● Activity: Puzzles (re-organize, sort & summarize) – Puzzle with dis-organized numbers which need to be arranged in the correct format. Steps taken must be limited. ● Make the student understand the importance of using the right sequence to get the expected results. 3 Unit/Module 3: What-If Analysis <ul style="list-style-type: none"> ● Understanding What-If Analysis using examples ● Create Different Scenarios ● Goal Seek ● Data Table - One Variable Data Table - Two Variable Data Table
3	Unit/Module 3: What-If Analysis	Worksheets
		<ul style="list-style-type: none"> ● Concepts to be covered: 5 Why Analysis ● Video Tutorial: The 5 Whys Explained - Root Cause Analysis ● Discussion: Understand the Root Cause Analysis ● Activity: Scenario based case studies (probability, goal & results) – Situations like work not done on time, Escalations not handled well, etc ● Debrief: Understanding the importance of Root Cause Analysis

4	Unit/Module 4: Basic Financial Functions:	<ul style="list-style-type: none"> ● PMT (rate, Interest, principal, EMI Calculator) ● Loans with Different Durations ● Investment and Annuity ● Net Present Value ● IRR ● Depreciation ● Profit Margin ● Loan Amortization Scheduling using Excel ● Worksheets
5	Unit/Module 5: Conditional Formatting	<p>Concepts to be covered: Data presentation to managers, gap identification</p> <p>Discussion: Importance of instructions / rules</p> <p>Activity: Case study (Data presentation) – Students are made in groups and different types of data are shared with each group. Students must present the data & interpret it based on the variables & expected outcome of the case.</p> <p>Debrief: Understanding the importance of interpreting data. Data storytelling.</p> <ul style="list-style-type: none"> ● Highlight cells rules ● Top/bottom rules ● Data Bars ● Color Scales ● Icon Sets ● New Rule

Suggested Readings

1. Textbook - Nancy Muir. Teach Yourself VISUALLY Excel 2007, Visual; 1 edition, ISBN-10: 0470045957 Stephen James Nelson, Excel Data Analysis for Dummies ,1st edition, ISBN-10: 047004599X
2. Sanjay Saxena, *A First Course in Computers*, Vikas Publishing House, New Delhi
3. Pradeep K. Sinha and Preeti Sinha, *Foundation of Computing*, BPB, Publication.
4. Deepak Bharihoka, *Fundamentals of Information Technology*, Excel Book, New Delhi
5. V. Rajaraman, *Introduction to Information Technology*, PHI. New Delhi
6. R. Hunt, J. Shelley, *Computers and Commonsense*, Prentice Hall of India New Delhi
7. Leon, M. Leon, *Fundamentals of Information Technology*, Leon Vikas, (4) Software

Semester - II
MBA 1201: Corporate Finance
Credits: 4
LTP 400

Course Description: The course aims to equip the students with understanding and analysing major financial problems of modern company in market environment. The course covers basic models of valuation of corporate capital, including pricing models for primary financial assets, real assets valuation and investment projects analysis, capital structure and various types of corporate capital employed, derivative assets and contingent claims on assets. The course includes introduction, Risk and return, Leverage capital structure, Dividend decision and working capital

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

- CO1:** To understand the concept of fundamentals of financial management specifically time value of money.
- CO2:** To develop the knowledge, allocation management & funding of long term financial resources.
- CO3:** To apply the decision theories in the area of determining capital structure of dividend policies.
- CO4:** To evaluate the importance of effective working capital management of its role in meeting the firm's strategic objective.

Course Contents:

Unit I

Overview of Financial Management, Goals of Financial Management, Long Term sources of Finance Time value of money, Valuation of securities: Debt, Preference and Equity valuation. Cost of capital: Cost of debt – Cost of equity – Weighted average cost of capital

Practice through Excel

Unit II

Risk and Return: An Overview of Capital Market Theory, Risk and Return of a Single Asset, Risk and Return of Portfolio: Assets Pricing Models – Capital Asset Pricing Model, Arbitrage Pricing Theory

Capital budgeting techniques: Capital budgeting process – Net present value – Internal rate of return – Payback period – Accounting rate of return.

Practice through Excel

Unit III

Leverage: Measuring and analyzing the implications of Leverage - Operating Leverage, Financial Leverage and Total Leverage.

Capital Structure: Determinants of Capital Structure Decision, Capital Structure Theories: Net Income Approach - Net Operating Income Approach - Traditional Approach - Modigliani-Miller Model (MM).

Dividend Policy: Forms of Dividend, Issues in Dividend, Dividend Theories: Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position - and Rational Expectations Model

Practice through Excel

Unit IV

Working Capital: Objectives, Types, Factors Affecting Working Capital, Estimation Working Capital Needs, Financing of Working Capital.

Inventory Management: Types & Cost of Inventory, Inventory Management Techniques, Receivable Management: Credit Policy, Credit Evaluation of Individual Accounts.

Practice through Excel

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Horne JCV, Wachowiz JM, *Fundamentals of Financial Management*, (13th Ed.), Prentice Hall/ Pearson
2. Stephen A. Ross, *Essentials of Corporate Finance*, 7th Edition, McGraw-Hill/Irwin
3. Khan, M.Y. and Jain, P.K.; *Financial Management*; Tata McGraw Hill, New Delhi
3. Aswath Damodaran, *Corporate Finance: Theory and Practice*, Wiley.
4. Chandra, Prasanna, *Fundamentals of Financial Management*, Tata McGraw Hill, New Delhi

MBA 1202: Operations Management

Credits: 2

LTP 200

Course Description: This course is to introduce you to concepts and techniques related to the design, planning, control, and improvement of manufacturing and service operations. The course begins with a holistic view of operations, where we stress the coordination of product development, process management, and supply chain management. This course includes Introduction to operations management, Capacity planning, Location planning methods, Total Quality Management (TQM)

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Evaluate the operations function in manufacturing and service production settings, appraise and apply forecasting methods as the basis of management's planning and control Activity.

CO2: Assess and formulate decision making strategies to address operating issues that have short, Intermediate or long lead times, evaluate approaches to problem solving and process improvement in Production settings.

Course Contents:

Unit I

Introduction to operations management, Services as a part of operations, Operations strategy: Relevance, Strategy formulation process, Design of processes: Types of processes, Process-product matrix, Technology issues in process design. Location planning methods: Location factor rating, Layout planning, Types of layouts, Performance measures for layout design, Layout design of services. Capacity planning, and its techniques along with its implications.

Unit II

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma, JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. Inventory Management: Concepts, classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ model, Re-order level, ABC analysis. Logistics and Franchising

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Mahadevan B, *Operations Management Theory & Practice*, Pearson Education
2. Heizer Jay and Render Barry, *Production & Operations Management*, Pearson Education
3. Chase R B, Aquilano N J, Jacobs F R and Agarwal N, *Production & Operations Management Manufacturing and Services*, Tata McGraw Hill
4. S.P. Gupta, *Statistical methods*, Sultan Chand & Sons.
5. Adam, E.E and Ebert, *Production & operations Management*, Prentice Hall of India, New Delhi
6. S.N. Chary, *Production & operations management* – Tata McGraw Hill, New Delhi
7. Buffa E S, & Sarin R K, *Modern Production / Operations Management (8th edition)* John Wiley, 1994
8. Gaither and Frazier, *Operations Management*, Thomson South-Western
9. Gupta P. K, Man Mohan, KantiSwarup, *Operations Research*, Sultan Chand
10. Kapoor V.K., *Operations Research*, Sultan Chand & Sons

MBA 1203: Human Resource Management

Credits: 4

LTP 400

Course Description: The course aims to equip the students with the techniques and principles to manage human resource of an organization and also focused on some contemporary issues in HRM. The course includes basics of Human resource management, Human resource functions, compensation management & health and safety, contemporary issues in HRM.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Gain knowledge of handling the human resources in organizations

CO2: Understand manpower procurement along with major related functions.

CO3: Understand the importance of performance appraisal system and compensation management.

CO4: Understand HRM in the international context.

Course Contents:

Unit I

Concept, Evolution of HRM, Personnel management Vs HRM, Objectives, Functions and significance of HRM, Job analysis: meaning, process, Job Description, Job Specification, Human Resource Planning, objectives, Process and importance, methods of Human Resources Planning. Diversity, Inclusion & Equity

Unit II

Recruitment and Selection: Source of Recruitment, Stages in Selection Process, induction, placement. Training and development: meaning, Training Vs Development, methods of Training & Development, Career Planning: meaning, types and importance, Job evaluation: meaning & methods, Performance Appraisal: concept, process, methods of appraisal, Balanced score card, Bell curve, No bell curve, errors in appraisal

Unit III

Introduction to Compensation Management, Elements & Methods of Wage & Salary Incentive Plans & Fringe Benefits, , Retention strategies as part of Compensation & Benefits, Internal Mobility: Promotion, Transfer, Demotion, Separation, Managerial Compensation. EVP- Employer & Employee Value Proposition

Unit IV

International HRM: Meaning of international HRM, Domestic Vs International HRM, cultural differences and HRM, International HRM Policies: Recruitment, Selection, Training & Development, Compensation & Performance Appraisal.

Note: Relevant Case Studies should be discussed in class.

Text Book:

1. Rao, V.S.P, *Human Resource Management*, Text & Cases, 3rd ed, Excel Books.
2. K. Aswathappa, *Human Resource and Personnel Management*, Tata McGraw-Hill
3. Dessler, Gary, and Biju Varkkey, *Human Resource Management*, 11th ed., Pearson Education, New Delhi, 2009.
4. David S . Decenzo and Stephen P. Robbins, *Personal/Human Resource Management*, 3rd edition,

Reference books:

1. RS Dwivedi, *Managing Human Resources in Indian Enterprises*, Galgotia Publishing Co., NewDelhi, Latest ed.
2. Biswajeet Pattanayak, *Human Resource Management*, 3rd ed., Prentice-Hall of India, New Delhi
3. Gomez-Mejia, et al., *Managing Human Resources*, 3rd ed., Pearson Education
4. Ivancevich, *Human Resource Management*, Tata McGraw-Hill
5. Yoder Dale, *Personal Management & Industrial Relations*, Tata McGraw Hill
6. Sharma, Aparna, Reality Bytes- The Role of HR in Today's World.

MBA 1204: Marketing Management

Credits: 4

LTP 400

Course Description: The course aims to equip students with introduction to the basic principles of marketing, practices and the application of these practices. This course includes the study of our present-day marketing system from a managerial point of view and has a current events component to help emphasize the marketing principles in today's business world. Subjects covered include consumers, market research and target markets, products, promotion, and channels of distribution, pricing, and digital marketing.

Course Outcomes (CLO):

After completion of the course, learners will be able to:

- CO1:** Enhance the understanding of marketing concepts, buying process and synthesis of marketing environment for developing pertinent marketing plans.
- CO2:** Acquire the knowledge of product and brand management perspectives for formulation of conducive marketing strategies.
- CO3:** Understand the decisions related to promoting and delivering a product including sales force management.
- CO4:** Gain familiarity with conceptual and practical understanding of Digital Marketing.

Course Contents:

Unit I

Understanding marketing and consumers, emerging marketing concepts, Marketing Mix, Effect Of Liberalization and Globalization, De-globalization, Analyzing Marketing Environment, , Marketing Planning Process. Marketing Information System, Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour. Marketing information Systems and Strategic Marketing.

Unit II

Creating and Managing Product, Market segmentation & targeting, differentiation & positioning, , Product Mix, Packaging and labeling decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies, Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Unit III

Delivering and Promoting Product: Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling Promotion Decisions: Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing. Personal Selling: Personal Selling Process, Managing the Sales Force

Unit IV

Digital Marketing, Creating initial Digital Marketing Plan, SWOT Analysis, Target Group Analysis, Content management, Optimization of Web Sites, MS Expression, SEO Optimization, CRM platform, Google Analytics, Social Media Marketing, Budgeting. Online Promotion Techniques, Viral Marketing, E-Payment System, Challenges in Digital Marketing, Mobile Marketing, E-Commerce.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Kotler, Keller, Koshy & Jha, *Marketing Management*, Pearson Education
2. Ramaswamy & Namakumari, *Marketing Management*, McMillan
3. Etzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGrawHill
4. Kurtz & Boone, *Principles of Marketing*, Cengage Learning
5. Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
6. Strauss, J. and Frost, R., *E-Marketing*, PHI.
7. Wind, J. and Mahajan, V., *Digital Marketing*, John Wiley & Sons

MBA 1205: Organizational Behaviour

Credits: 4

LTP 400

Course Description: The course aims to equip the students to develop an understanding of organization behavior. The course includes an in-depth understanding of the basic concepts and theories of organization behavior while exploring the manager's operational role in all types of organizations, understanding of the concepts of learning, attitudes, perception, personality, Motivation, group functioning, need and process organizational change and development.

Course Outcomes (CLO):

After completion of the course, learners will be able to:

CO1: Know the understanding and challenges in organization behavior.

CO2: Appraise the behavior of individuals in groups and what will be the factors that determine their behaviors.

CO3: Gain understanding of techniques to improve overall performance individually and in teams.

CO4: Identify role of stress in organizations and how to create learning organizations in cross-cultural environment in organizations.

Course Contents:

Unit I

Concept of organisation, meaning of Organisational Behaviour, why study OB, Scope & importance. contributing disciplines to OB, Challenges and opportunities for OB.

Unit II

Individual Behavior and managing diversity: individual behaviour, main reasons for diversity, Cross cultural diversity, impact of diversity, initiatives. Theories of Learning, Attitudes, Personality: Determinants of Personality, Perception, Motivation & its theories.

Unit III

Group Behavior: meaning, formal and informal group, stages of group development, group decision making, group effectiveness and self-managed teams. Decision making process, Steps in Decision making, Decision Making Styles, Consensus Decision Making in Groups , Leadership-meaning and styles, Power and politics.

Unit IV

Conflict and stress management: meaning, functional and dysfunctional conflict, conflict handling, Stress in Organizations, Management of Stress.

Management of change: concept, Lewin's stages of change, forces of change, resistance of change, and managing planned change. Manager as a change agent. Future trends in OB.

Note: Relevant Case Studies should be discussed in class.

Text Books

1. Robbins, *Organization Behaviour*, (7thEd.) Pearson Education

Recommended Books / Suggested Readings:

2. Luthans, *Organization Behaviour*, Tata McGraw Hill

3. Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill

4. Griffin & Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning

5. Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill

Aswathappa, *Organization Behaviour*, Himalaya Publication

MBA 1206: Research Methodology

Credits: 4

LTP 400

Course Description: The course aims to provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners.

This course includes introduction to research, Sources Of Data, Sampling Design and Techniques, Time Series and Business Forecasting

Course Outcomes (CLO):

After completion of the course, learners will be able to:

CO1: Make the best use of basic techniques for purpose of business marketing research

CO2: Know how to perform research work operations related to marketing activities

CO3: Know how to collect the data through various sources

CO4: Write a good introduction to an educational research study and the components that comprise such an introduction.

Course Contents

Unit I

Meaning, Definition, Objectives, And Process; Research Problem: Selection Of Problem, Understanding Problem, Necessity Of Defined Problem; Review Of Literature In Research. Research Design: Meaning, Types – Descriptive, Diagnostic, Exploratory, And Experimental.

Unit II

Sources Of Data: Primary And Secondary; Data Collection Methods; Questionnaire Designing: Construction, Types And Developing A Good Questionnaire. Sampling Design and Techniques, Scaling Techniques, Meaning, Types, Data Processing Operations, Editing, Coding, Classification, Tabulation. Research Proposal/Synopsis Writing.

Unit III

Statistical Software – Use of SPSS / GRETL and Excel: Windows Process, Basic Structure of Data File, Using Data Editor, Working With Multiple Data Sources, Graphs and Charts, Sorting And Selecting Data, Descriptive Statistics: Central Tendency and Dispersion, Correlation: Linear, Partial and Multiple, Simple and Multiple Regression.

Unit IV

Time Series and Business Forecasting. Applications Of Index Numbers; Sampling Distribution; Tests Of Significance: Z- Test, T- Test, Chi-Square Test, F -Test, And ANOVA; Use Of SPSS For T-Test, Chi-Square Test And ANOVA. Multi Dimensional Scaling, Factor Analysis, Discriminant Analysis, Cluster Analysis, Interpretation of Data, Report Preparation and Presentation

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Chawla D, & Sondhi N, *Research Methodology Concepts and Cases*
2. D R. Cooper, & P.S. Schindler, *Business Research Methods*, Tata McGraw Hill.
3. N. Malhotra, and S., Dash, *Marketing Research : An Applied Orientation*, Pearson Education.
4. C.R, Kothari, *Research Methodology: Methods & Techniques*, New Age International Publishers

BUA 1207: Business Awareness

Credits: 2

LTP 200

Course Description: This course attempts to deliver an overview of the key concepts and applicability of Business Awareness in real-world scenarios. The teaching method would include a mix of Faculty-Led Discussion, In Class participation through activities, case studies, and assessment. The learning approach will focus on delivering the basic understanding of Business Awareness in relevance to the industry.

Course Outcomes (CLO):

After completion of the course, learners will be able to:

CO1: Assess and summarize the impact of globalization on business, Analyze the strategies and solutions applied by different companies in times of critical circumstances

CO2: Recall and apply the knowledge of management theories to resolve the problems by participating in group discussions and debates. Create tagline and visual advertisements to showcase solutions adopted for the problems by various organizations. Define and articulate business strategies by writing formal essays/paragraphs using business vocabulary

Course Contents

Unit I: Business Model & Relevant case Studies.

Primary Resources

Class Notes, Videos

COM 1201:Business Communication

Credits: 2

LTP 200

Course Objective:

1. To make students develop business writing etiquette in terms of formats.
2. To develop their reading skills and enhance their vocabulary

Course Outcomes (CLO):

1. The students will be able to develop effective reading and writing skills.
2. The students will learn vocabulary and technical jargons as used in business communication.

Course Contents

Unit I: Communication & Interpersonal Skills

Process of Communication, Types of communication, Modes of Communication, Barriers to Communication, Delivering Effective PPT

Unit II: Technical Writing

Memorandum, Notices, Blog Writing, Report Making, Minutes of Meeting, E-Mail, Press Note, Resume & Cover Letter, Formal Letter- Complaint Letter, Inquiry Letter, Confirmation Letter, Resignation Letter, Permission Letter,

Unit III: Vocabulary Building

Misspelt words, Techno based Acronyms, Word formation- prefix, suffix, Foreign Words, Unit

Unit IV: Functional Grammar

Conditional Sentences, Degrees of Comparison, Punctuation, Question Tags

Reference Book: Functional Skills English by Roselyn Whitley, 2008

Suggested Readings:

1. Exercises in *Spoken English*. Parts. I-III. CIEFL, Hyderabad. Oxford University Press
2. *Study Writing*. Liz Hamp-Lyons and Ben Heasley, Cambridge University Press.2006.
3. *On Writing Well*. William Zinsser. Harper Resource Book. 2001
4. *Practical English Usage*. Michael Swan. OUP. 1995.

COM 1221: Business Communication Lab

Credits : 1

LTP 002

Course Description: The course aims to equip the students with business communication principles through creation of effective business and oral presentations and includes study and application of team communication and use of technology to facilitate the communication. The course includes designing and mastering the most important communication skills, from professional writing presentations.

Course Outcomes (CLO): Upon successful completion of the course, the students should be able to:

CO1: Acquire in-depth knowledge of principles of business communication.

CO2: Discuss the use of video in business messages

CO3: Deliver high-quality oral presentations

CO4: Non-verbal communication, interview preparation, resumes writing

Course Content:

Unit I

Listening Skills

Listening Exercises on Journeys (Unit 7), Fit and healthy (Unit 8), Clothes and shopping (Unit 9), Communication (Unit 10), Entertainment (Unit 11) and Travel (Unit 12)

Unit II Presentation

Skills

Making PPT and Presenting Power Point Presentation

Unit III

Phonological Skills

Pronunciation, syllables and word stress.

Unit IV

Speaking Skills

Interview skills

Recommended Books / Suggested Readings:

1. Cambridge English Empower Elementary Student's Book by Cambridge University Press

Suggested Readings

1. *Exercises in Spoken English*. Parts. I-III. CIEFL, Hyderabad. Oxford University Press

2. *Study Writing*. Liz Hamp-Lyons and Ben Heasley, Cambridge University Press. 2006. 3. *On Writing Well*. William Zinsser. Harper Resource Book. 2001 4. *Practical English Usage*. Michael Swan. OUP. 1995.

MBA 1222: Statistical Lab

Credits: 2

LTP 004

Course Description: The course aims to make familiar with how to use software for Market Research papers and which will also help in the Research Project. The course includes learning in the statistical software package and using the various techniques that could be helpful in research.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Familiarize with statistical procedures

CO2: Analyze data related to Statistics and Market Research papers

CO3: Formulate complete, concise, and correct mathematical proofs

CO4: Select appropriate statistical techniques for summarizing and displaying business data

Course Contents

Use of Excel and SPSS/GRETL: creating a spread sheet, Inserting Formulas, Graphical representation.

Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variable, Running Statistical Procedures – data entry and interpretation of the output
Descriptive Statistics

T-tests, Chi Square test, one-way Anova, Correlation, Linear regression including Multiple regression Cluster analysis, Discriminant Analysis, Factor analysis/Principal Components Analysis

Recommended Books / Suggested Readings:

1. Greg Harvey, Excel 2016 *All-in-One For Dummies Paperback* – 2015
2. Andy Field, *Discovering Statistics*, Sage
3. N. D. Vohra: *Quantitative Management* (3rd Ed.), Tata McGraw Hill

Semester-III

MBA 1301: Strategic Management

Credits:4

LTP 400

Course Description: Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision making abilities of students, especially in relation to understanding the employability of various strategies in different situations.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Analyze and evaluate critically real-life company situations.

CO2: Develop creative solutions, using a strategic management perspective.

CO3: Learn about the various corporate level strategies and its implementation in organizations

CO4: Understanding of the theories of industry level analyses and strategy implementation for risk free decisions.

Course Contents

Unit I

Nature of strategic management, Strategic management model, Benefits & pitfalls of strategic management. Strategy formulation: The Business Vision and Mission; process of developing vision & mission statements.

Unit II

PESTEL Analysis, Porter's 5 five forces model, Internal assessment: Resource based view, integrating strategy & culture, organizational capabilities in various functional areas, Internal factor evaluation matrix

Unit III

Porter's framework of competitive strategies; Blue Ocean Strategy, Generic Strategy add value chain. Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies, Nature of strategic analysis & choice, SWOT matrix, BCG matrix. Core Competence as root of competitive advantage.

Unit IV

Strategy implementation: The 7s Framework. Strategy evaluation, balanced scorecard, 21st century challenges in strategic management.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. David Fred, *Strategic Management*, (15th Ed.) Pearson India
2. Kazmi A. *Business Policy & Strategic Management* Tata McGraw Hill
3. Thomson & Strickland *Strategic Management: Concept & Cases* Tata McGraw Hill
4. S. Reddy, *Strategic Management* by Himalaya Publication
5. Wheelen & Hungee *Strategic Management & Business Policy* Addison- Wesley
6. Johnson & Scholes Exploring *Corporate Strategy* Prentice Hall India
7. Jauch & Glueck *Business Policy & Strategic Management* Tata McGraw Hill

MBA 1302: Entrepreneurship and Innovation

Credits: 4

LTP 400

Course Description: This program is designed to meet you wherever you are on your leadership journey. You have the flexibility to take the classes that best support your professional goals, whether that's launching a venture, joining a startup, growing and scaling an enterprise, or leading innovation within an established organization. This course includes Entrepreneurship, knowledge and skills requirement, starting the venture, designing organization structure, creativity and Innovation, Environment and social culture influence on innovation

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understanding of the importance of entrepreneurship for economic development of the nation.

CO2: Help learners in gaining knowledge in creating new ventures through environment scanning and feasibility studies.

CO3: Know that how to plan a project and manpower requirement for running the project.

CO4: Think out of the box for creating innovative changes in the entrepreneurial firms.

Course Content

Unit I

Entrepreneurship, knowledge and skills requirement, characteristic of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach and emergence of entrepreneurship. Entrepreneurship Theory, And Social entrepreneurship.

Unit II

Starting the venture: generating business idea – sources of new ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study, market feasibility, technical/operational feasibility, financial feasibility; drawing business plan(Practicals); preparing project report; presenting business plan to investors.

Unit III

Functional plans: marketing plan, marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning, and break- even analysis. Sources of Finance and various government of India Initiatives like making India & Start up India.

Unit IV

Invention, creativity and Innovation, role of creativity and innovation in Organizations, routine vs. innovative work, leadership of the creative organization and various leadership styles, Enterprise Environment and social culture influence on innovation, Competitive advantage and USP, Creative insight and product development, Creative Collaboration in Teams, Commercializing an Innovation

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Chhabra. T.N ,*Entrepreneurship Development*, Sun India Publications
- 2.Hisrich, Robert D., Peters M. and Shepherd D, *Entrepreneurship*, Tata McGraw Hill
- 3.Dyer Jeffrey, Gregersen Hal B., Clayton M., *The Innovator's DNA: Mastering the Five Skills of Disruptive*, Boston, Massachusetts: Harvard Business Press.
- 4.Mull Ed. C, Wallace Amy., *Overcoming the Unseen Forces That Stand in the Way of True Inspiration*, New York: Random house.
- 5.Charantimath, Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson Education, New Delhi.
- 6.H. Holt David, *Entrepreneurship New Venture Creation*, Pearson Education, New Delhi.

CTL 1304: Critical Thinking & Logic

Credits: 2

LTP 200

Course Description:Critical thinking is a logic-based course designed to help students articulate their thoughts into arguments and make critical statements. The course focuses on cultivating critical thinking skills by introducing the students to factors such as bias, flawed arguments, validity, causation and persuasion that help them differentiate and identify clarity and linearity in their ideas.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the principles of Logic

CO2: Understand and apply factors that influence cognitive thinking Outline and communicate thoughts and ideas in a clear and decisive manner Review

CO3: identify internal consistency and logical clarity in an idea

CO4: Demonstrate logical arguments and statements

Course Content

Unit I

Introducing critical thinking, Title, Introduction to Logic. Arguments, Identifying arguments, Strategies, Argument vs. non-argument, Analytical vs. descriptive writing, Consistency and clarity.

Unit II

Factors, Assumptions and persuasion, Cognitive biases, Flawed arguments, Sources of evidence, Note making, Discussions, Group Discussion, Student Presentation

Primary Resources:

- 1.Cottrell, S. (2017). Critical thinking skills (3rd ed.). London, UK: Palgrave Macmillan UK.
- 2.Van Den Brink-Budgen (2010). Critical Thinking for Students 4th Edition: Learn the Skills for Analyzing, Evaluating, and Producing Arguments

Semester IV

MBA1401: Business Ethics and Corporate Social Responsibility

Credits: 2

LTP 200

Course Objectives: Students will explore the challenges inherent in creating and leading organizations that perform well financially as well as environmentally and socially. The course will cover contemporary challenges in ethics, corporate social responsibility (CSR) and sustainability through the use of some or all of the following: case studies, readings, debates, guest speakers, multimedia, peer-to-peer learning, discussions, small group activities, games and on-line activities. Key questions to be considered include:

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand ethical issues in workplace and methods of dealing with them.

CO2: Find ethical solutions for the problems occurred in the organization.

CO3: Learning about the political and economic environment regulations for conducting business operations

CO4: Understand the need of corporate social responsibility and future of corporate governance.

Course contents:

Unit I

Definition & nature of Business ethics, Characteristics, Importance Myths about Business Ethics. Ethical theories; Absolutism verses Relativism, Teleological approach, the Deontological approach, Causes of unethical behavior Work ethics; Code of conduct; Public good. Management of Ethics; Ethical dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process Ethics in practice, ethics for managers; Role and function of ethical managers- Comparative ethical behavior of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics. Ethics v/s Ethos.

Unit II

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulations; Structure and development of boards; Future of governance- innovative practices. Corporate Governance in India:- Indian Model of Corporate Governance, Regulatory Framework of Corporate Governance in India, CII Initiatives, SEBI's Initiatives, Naresh Chandra Committee Report 2002, Narayana Murthy Committee Report 2003.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Banerjee S. B., *Corporate social responsibility: the good, the bad and the ugly*, Edward Elgar Publishing
2. Chakraborty, S. K., "Foundations of Managerial Work - Contributions from Indian Thought", Himalaya Publishing House, Delhi.
3. Fernanado, A.C., "Corporate Governance", Dorling Kindersley (India) Pvt Ltd. Pearson Education.
4. Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill. T
5. Modh, Satish "Ethical Management", MacMillan Publishers Ltd., New Delhi.
6. Prasad, Kesho "Corporate Governance", Prentice Hall of India Pvt. Ltd., New Delhi.
7. Shaw W.H., *Business Ethics*, Cengage Learning
8. William B. Werther and David B. Chandler, *Strategic corporate social responsibility*, Sage Publications Inc.

MBA 1421: Leadership Lab

Credits : 2

LTP 004

Recommended Books / Suggested Readings:

1. Leadership Development Activities, *John Adair*, (2nd Ed.) Jaico Publication
2. Leadership Games, *Stephen S Kogan*, Response Books
3. Case Studies on Leadership, *Menaka Rao & Sanghamitra Bhattacharya*, ICFAI Books

Course Description: The course includes activity based learning, reading the size of different leaders and the group discussions

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: To give students understanding of good Leadership Behaviors and gaining insight into their Patterns, Beliefs and Attitude

CO2: To give students hands on experience in Empowering, Motivating and Inspiring Others and Leading by Example

Course Contents:

Students are divided in a group. Students identify few Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class

With the help of games and activities bring out observations on Leadership qualities and traits. The games and activities shall focus on students; Developing leadership skills Raising awareness of group and people skills Developing empowering style of leadership Compile reflections of the students on Leadership qualities such as; Enthusiasm, Integrity, Toughness, Fairness, Warmth, Humility, Confidence & Fostering Collaboration, Managing Conflict, Using Diversity, Risking Innovation etc.

Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.

MBA 1403: Thought Clarity, Choice and Conviction

Credits : 2

LTP 200

Course Description: Enhances the ability to think independently and confidently about the future and develop practices to make decisions effectively with levels of conviction.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Practice methods of thinking clearly and practically

CO2: Enhance decision making skills

CO3: Exclusive and independent decision-making practices

CO4: Present ideas and decisions with conviction

Course Content:

Unit I

Introduction; Power Opening; Trainer and Participants' Introduction; Outcomes of the Program; Expectation Management; Ground Rules. Power Opening Trainer and Participants' Introduction; Outcomes of the Program; Expectation Management; Ground Rules , Discussion. Clear Thinking: Identify reasons why we cannot think clearly (barriers). Thinking routine: Process of Framing clear thoughts steps of thinking clearly

Unit II

Articulation; Process of preparing clear thoughts prior articulation, Major Choice v/s Minor choice. Choice making, An independent journey, Process of making a Choice, Decision Making ; Information at the Center
Synthesizing Our Learning, Prioritizing; Tackling too many Options; Introduction to Conviction; Impact of Different Levels of Conviction in One's Life; Steps involved in Building Conviction; Lead with Healthy Conviction; Summarizing and Revisiting the Role of Conviction in Choices and Thinking Clearly

Primary Resource:

- 1.IKIGAI (English, Hardcover, Garcia Hector)
- 2.The Remix: How to Lead and Succeed in the Multigenerational Workplace by Lindsey Pollak
- 3.Thank You for Disrupting: The Disruptive Business Philosophies of The World's Great Entrepreneurs by Jean-Marie Dru

MBA 1331: Investment Analysis and Portfolio Management

Credits: 4

LTP 400

Course Description: This course explores the theory and practice of investments, covering the topic areas of capital market structure, valuation, and security analysis and portfolio management. The course includes Introduction to investment, Analysis of Risk & Return, Fundamental & technical analysis and Portfolio Theory, Future & Options.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the types of securities and capital market.

CO2: Understand the various risk and return measurement techniques on securities.

CO3: Predicting the stock prices by learning about the movement of prices.

CO4: Learn about financial product of derivative market in India.

Course Content

Unit I

Introduction to investment Introduction: Concepts of investment Types of process – Objectives of financial investment – Investment Vs. speculation & gambling, Investment alternatives Types of Investors in capital market Securities Market: Primary market, Secondary market, Money Market, Government Securities Market

Unit II

Analysis of Risk & Return Concept of Risk, measuring risk and returns, Portfolio risk - measurement and analysis, mean - variance approach, business risk and financial risk and treatment in portfolio management, Portfolio diversification of analysis of portfolio of two risky assets.

Stock Return and Valuation – Anticipated returns, present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio. Mutual Funds: Types, Structure. Passive- Index funds of SIP.

Unit III

Fundamental & technical analysis Fundamental Analysis: Economic analysis, Industry analysis, Company analysis. Technical analysis: Technical tools – Dow Theory – Primary trend – The secondary trend – Minor trends – Support and resistance level – Indicators – Odd lot trading – Moving average – Rate of change – Charts. Elliot Wave Theory

Unit IV

Portfolio Theory, Future & Options Capital Asset Pricing Model, Arbitrage Pricing Theory, Efficient Market, Optimum portfolio management services:

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Bodie, Kane and Marcus; *Investments (10th Ed.)*; Tata McGraw Hill, New Delhi
2. Chandra, Prasanna; *Investment Analysis and Portfolio management*; 2nd Edition, Tata McGraw Hill, New Delhi
3. Bhalla, V.K.; *Investment Management*; S. Chand & Co.
4. Bhat, S.; *Security Analysis & Portfolio Management*, Excel Books

Finance

MBA 1332: Financial Market and Services

Credits: 4

LTP 400

Course Description: The course aims to equip the students with the competency of operating in the financial market as a key player which will help them to understand the money market, Indian equity market and other financial services in which they can deal. The course includes: Introduction to Financial system and its components, Financial markets, Financial institutions, Financial services including leasing and hire purchase.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: The students will be able to understand financial system & its components.

CO2: Students will learn fundamentals of money & capital market.

CO3: Students will learn about the financial service industry specific to commercial banks, mutual funds and insurance sector.

CO4: Students will be competent in dealing with the financial services, Specific to merchant banking, leasing and hire purchase.

Course Content

Unit I

Financial System and its Components – Evolution & role of financial services companies in India, financial markets and institutions; Financial intermediation; Flow of funds matrix; Financial system and economic development; An overview of Indian financial system

Unit II

Money market – functions, organization and instruments, Role of central bank in money market; Indian money market – An overview Capital Markets – functions, organization and instruments, Indian debt market; Indian equity market – primary and secondary markets; Role of stock exchanges in India. Mutual Funds: Types, Structure. Passive- Index funds of SIP.

Unit III

Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) – An overview and role in Indian economy; Insurance: Definition, classification, principles of insurance right & obligations of parties, Life and non-life insurance companies in India; Mutual Funds – Evolution, types, regulation of mutual funds, AMFI, Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

Unit IV

Overview of financial services industry: Merchant banking – pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India
Leasing and hire–purchase: Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial counseling.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Gordon E, Natrajan K, *Financial Market and Services (10th Ed. 2016)*, Himalaya Publishing House,
2. Khan, M.Y. *Indian Financial System*, McGraw-Hill Education.
3. Dhanekar. *Pricing of Securities*. New Delhi: Bharat Publishing House.
4. Prasanna, Chandra. *Financial Management: Theory and Practice*. McGraw-Hill Education.
5. Gomez C., *Financial Markets, Institutions and Financial Services*, PHI Learning
6. Khan M.Y. and Jain P.K.. *Financial Services*. McGraw Hill Education.
7. Singh, J.K., *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi. 8. Annual Reports of Major Financial Institutions in India.

MBA 1333: Corporate Restructuring

Credits: 4

LTP 400

Course Description: The course aims to equip the students with the conceptual competencies and key learning's of particular modes of corporate restructuring like joint ventures, Mergers and acquisition and they will be able to value the corporate entity in a phased manner. The course includes: Introduction to joint venture, Mergers and acquisitions, Demerger and its process, Deal valuation and evaluation.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

- CO1:** Apply current theory and knowledge in the field of finance
CO2: Develop the ability to apply theory and analytical skills in finance to real-world financial decisions.
CO3: Understand typical valuation techniques in M&A.
CO4: Apply the valuation techniques to M&A assessment and decision making.

Course Content

Unit I

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance, Some relevant case study of successful and failed joint ventures.

Unit II

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance

Unit III

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and

acquisitions, leverages and buyouts.

Unit IV

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Khan MY, *Financial Services (9th Ed.)*, Tata Mcgraw Hill
- 2.Gupta, Manju (2010): *Contemporary Issues in Mergers and Acquisitions*. Himalaya Publishing
- 3.Sundarsanam (2006); *Creating Value from Mergers and Acquisitions*, (1st ed.) Pearson Education
- 4.Ramanujan. S. (1999); *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill
- 5.Narayankar, Ravi, (2013): *Merger and Acquisitions Corporate Restructuring, Strategy and Practices*, (2nd ed.). International Book House Pvt. Ltd.

MBA 1334: Taxation

Credits: 4

LTP 400

Course Description: The course aims to equip the students with Basic knowledge of corporate tax planning and its impact on decision-making. The course includes tax planning, tax evasion, tax liability, MAT,tax planning with reference to setting up of a new business, tax planning with reference to specific management decisions,Special provisions relating to non-residents

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Identify the difference between tax evasion and tax planning.

CO2: Describe how the provisions in the corporate tax laws can be used for tax planning.

CO3: Explain different types of incomes and their taxability and expenses and their deductibility.

CO4: State the use of deductions of expenses to reduce the taxable income.

Course Content

Unit I

Tax planning, tax management, tax evasion, tax avoidance; Corporate tax in India; Types of companies; Residential status of companies and tax incidence; Tax liability and minimum alternate tax; Tax on distributed profits

Unit II

Locational aspect, nature of business, form of organization; Tax planning with reference to financial management decision - Capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to sale of scientific research assets

Unit III

Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration Tax planning with reference to receipt of insurance compensation Tax planning with reference to distribution of assets at the time of liquidation

Unit IV

Double taxation relief; Provisions regulating transfer pricing; Advance rulings; Advance pricing agreement, Tax Planning with reference to Business Restructuring Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Conversion of company into LLP, Transfer of assets between holding and subsidiary companies

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings

- 1.Singhania V. K. and Singhania M, *Corporate Tax Planning (22nd Ed.)*,Taxmann Publications Pvt. Ltd., New Delhi.
 - 2.Ahuja G and Gupta R. *Corporate Tax Planning and Management*. Bharat Law House, Delhi.
 3. Acharya S and GurhaM.G.*Tax Planning under Direct Taxes*. Modern Law Publication, Allahabad.
 - 4.Mittal D.P., *Law of Transfer Pricing*. Taxmann Publications Pvt. Ltd., New Delhi.
 - 5.IAS – 12 and AS – 22.
 - 6.Ghosh T.P., *IFRS*, Taxmann Publications Pvt. Ltd. New Delhi.
- Journals
- 1.Income Tax Reports, Company Law Institute of India Pvt. Ltd., Chennai.
 - 2.Taxman, Taxman Allied Services Pvt. Ltd., New Delhi.
 - 3.Current Tax Reporter, Current Tax Reporter, Jodhpur

MBA 1431: Financial Derivatives

Credits: 4

LTP 400

Course Description: The course aims to equip students with analyses derivatives, such as forwards, futures, and options.

The course defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, introduces a framework for pricing derivatives, linear time series analysis goodness of fit and payoff.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

- CO1:** To understand the basics of financial derivatives
- CO2:** Demonstrate an understanding of pricing futures and forwards
- CO3:** Explain the strategies, pricing models of options contracts
- CO4:** To understand the risk management system of derivatives.

Course Content

Unit I

Introduction to derivatives: Meaning, definitions, nature, derivative markets: types of derivative markets, derivative markets in India, need of derivatives, mechanism of derivatives, clearing house.(Added)

Unit II

Future and forwards: Types of future, functions of future and forward markets, difference between future and forward, commodities future of India, pricing and valuation of futures, transaction in future, advantages and disadvantages of future. Trading of futures in different markets

Unit III

Options: Meaning, features, Types of options: call option, put option, In the money option, Out of the money option and At the money option, strategies of options: mechanics and properties of options, American option, European option, swaps, Pricing of Options: Option greeks Black-Scholes Model, Binomial model, Monte Carlo Simulation.

Unit IV

Risk Management: types of risk: credit risk, market risk, liquidity risk, risk in option valuation, understanding Weiner and Markov process, Commodity derivatives: commodity futures market exchanges for commodity futures in India.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings

- 1.O.P Agarwal, *Financial derivatives and risk management (2nd Ed.)*, Himalya Publishing house,
- 2.Chance D. M. "Introduction to Derivatives & Risk Management" Thomson Learning
3. Hull, John C.: *Options, Futures and Other Derivatives*, Prentice Hall of India

MBA 1432: Project Appraisal and Finance

Credits : 4

LTP 400

This course will consolidate and expand knowledge of project costing and deepen understanding of its relevance to the broader project development process. You will acquire the theoretical knowledge and project management skills required to distinguish and compare alternative financing schemes for project performance, and you will also analyse and appraise the economic status of projects and corporations. This course includes Project appraisal and evaluation, Project identification and formulation, Financial needs of a Project, Monitoring and Evaluation of a Project.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

- CO1:** Apply specialized knowledge of traditional and contemporary costing methods and systems to diverse projects.
- CO2:** Utilize specialized economic evaluation techniques to determine and evaluate project feasibility.
- CO3:** Apply knowledge of complex project management theory, principles and best practice to applied projects that will contribute to the profession and discipline of project management
- CO4:** Professionally communicate and justify project scope

Course Content:

Unit I

Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective

Unit II

Project Finance : Meaning and nature of finance, need and importance of finance in projects, Methods of evaluating the projects, Payback Period Methods, Rate of Return Methods, NPV vs. IRR, Factors influencing Project Finance decisions, Sources of Finance to the projects.

Unit III

Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

Unit IV

Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis
Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.ChandraParsanna, *Project, Preparation, Appraisal budgeting and implementation (3rd Ed.)*, Tata McGraw Hill
- 2.Khan M.Y., *Financial Services*, Tata McGraw –Hill.
- 3.Machiraju:*Indian Financial System*, Vikas Publishing House.

MBA 1433: International Finance

Credits : 4

LTP 400

Course Description: The course aims to equip the students with a basic knowledge of how international financial markets work, with an understanding of exchange rates and currency values fluctuate. This course includes Foreign Exchange Market, Foreign Exchange risk Management and International Sources of Finance

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Knowledge of International finance, its recent changes and challenges

CO2: To know about foreign exchange market and the factors effecting it.

CO3: To measures and manage various foreign exchange risks

CO4: To determine the sources of international finance.

Course Content:

Unit I

International Finance: An overview, Importance, nature and scope, recent changes and challenges in IFM. International Flow of Funds: Balance of Payments (BOP), Accounting components of BOP, Factors affecting International Trade flows, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements.

Unit II

Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions, Foreign exchange quotations, Factors influencing foreign exchange rates. Parity Conditions in international finance and currency forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory.

Unit III

Foreign Exchange risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures

and option Markets, Swap and Interest rate derivatives

Unit IV

International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfaiting.

International Financing Decision: Issues in Overseas Funding Choices; Economic Circumstances and overall funding Choices; Funding and Risk Management Aspects

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Apte P.G., *International Financial Management*, (7th Ed.) Tata McGraw-Hill, New Delhi.
2. Shapiro A. C., *Multinational Financial Management*, Prentice Hall India Private Ltd,
3. Madura J, *International Financial Management*, Thomson Publications.
4. Maurice D. Levi, *International Finance*, Tata McGraw-Hill, New Delhi.
5. Choel S.E. and Bruce R, *International Financial Management*, Tata McGraw Hill,
6. Avadhani, V.A. *International Finance*, Himalaya Publishing

MBA 1434: Behavioral Finance

Credits : 4

LTP 400

Course Description: This course provides an alternative framework for understanding financial market behavior and demonstrates how cognitive biases and heuristics influence investment behavior and determine asset price. The course includes Introduction to Behavioral Finance, Limits of Arbitrage & Systematic Trading, Biases, heuristics, and the individual investor, mental accounting, Prospect Theory, & Attention.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Students will understand various concepts of behavioral finance.

CO2: Students will understand the role of heuristics and biases in influencing asset pricing and investment behavior of others

CO3: Students will know the theoretical and empirical evidence for a variety of investment strategies based on the assumption of inefficient markets

CO4: Students will be able to apply core theories of behavioral finance and how these relate to today's business environment.

Course Content:

Unit I

Introduction to Behavioral Finance: The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse – Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles, Experimental Bubbles – Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs. **Limits of Arbitrage & Systematic Trading:** Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies

Unit II

Biases, heuristics, and the individual investor: Individual investors –why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem, Estimate probabilities – Returns, Variance, Co-variances, Match with own preferences, i.e., choose

portfolio , Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success – Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence. Positive self-illusions investors, Volume Volatility Price and Profit, Learning - Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident - Do investors trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment – psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment – investors, Mutual funds, The Inside View.

Unit III

Preferences: Framing, Prospect Theory, and violations of Expected Utility, Expected Utility Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, “Coherent Arbitrariness.” **Mental accounting, Prospect Theory, & Attention:** Mental accounting, Prospect Theory & mental accounting— investors, Disposition effect – Are investors reluctant to realize their losses? IPOs revisited— money on the table, Attention - All that Glitters, Anomalies revisited - Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based, anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum Representativeness, Overconfidence and self-attribution bias, Disposition effect.

Unit IV

Behavioral Corporate Finance: Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors - Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Ackert and Deaves, *Behavioral Finance: Psychology (2009)*, Decision-Making, and Markets,
2. John R. Nofsinger, *The Psychology of Investing*, Pearson Prentice Hall, (4th Edition)
3. Statman M. , *What Investors Really Want - Learn the lessons of behavioral Finance* , McGraw-Hill
4. Goldberg J, Rüdiger von Nitzsch, *Behavioral finance*, - Wiley Finance

MBA 1341: Consumer Behavior

Credits : 4

LTP 400

Course Description: To equip students with the basic knowledge about the issues and dimensions of consumer behavior. The course includes relationship of consumer and marketing, consumer needs and motivation, consumer perception, personality of consumer, consumer attitude, effect of family, reference groups on consumer decision making

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Develop the understanding of consumer behavior along with perspective of market segmentation and motivation.

CO2: Assimilate the knowledge of consumer behaviour perspective related to personality, perception and attitude which can be applied to various marketing efforts.

CO3: Acquire the knowledge related to experiences based on external influencers and related decision making along with application of family life cycle for marketing decision making

CO4: Develop the acumen of use of culture & sub-culture in making appropriate marketing decisions through relevant understanding of adoption and diffusion of innovation.

Course Content:

Unit I

Consumer Behavior, scope, importance, consumer vs. customer, evolution of marketing concept and interdisciplinary nature. Marketing Intelligence. Decision Making Process & Factors Affecting: B2C, B2B and B2G Market. Segmentation: meaning and bases for segmentation, concept of targeting, positioning and repositioning. Motivation: Dynamics of motivation, Motivational theories (Maslow Need hierarchy theory, Alderfer's ERG Theory)

Unit II

Personality: Theories, Personality traits and consumer behavior, self and Self-image. Consumer Perception: Concept and Elements of Perception, Perceptual Organization, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioral and

Cognitive Learning Theories, Outcomes and measures of consumer learning. Consumer Attitude: Attitudes and their formation, tri-component attitude model and cognitive dissonance theory, changing the motivational functions of Attitudes.

Unit III

External Influences on Consumer Behaviour: Group behaviour: Meaning and types of reference groups, Influence of Reference Groups, Opinion leadership and its strategic application, Profile of an Opinion Leader, Opinion leadership and Firm's Promotional Strategy. Family: decision making, Family Life Cycle. Introduction to Consumer Decision Making: levels, decision making process, Decision Making Models: Nicosia Model and Howard Sheth Model.

Unit IV

Diffusion of innovation. Diffusion and adoption of innovations, types of innovations, adoption of innovations, Marketing ethics and social responsibilities. Measurement and Applications of Social Class, Culture: learning cultural values, Effect of Indian core values on Consumer Behaviour, sub culture, cross cultural consumer.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Schiffman, L.G., Wisenblit J. and Kumar R., '*Consumer Behavior*' (11th Ed.), Pearson Education
- 2.Loudon, D. and Bitta, D., '*Consumer Behaviour*', Tata McGraw Hill
- 3.Assael, H., '*Consumer Behaviour in Action*', Cengage Learning

MBA 1342: RURAL MARKETING

Credits : 4

LTP 400

Course Description: The course aims to equip the students with the fundamental knowledge of rural marketing and strategies in dealing with rural markets. The course includes study of rural marketing concepts, rural marketing information system, rural marketing mix, selection of marketing, rural marketing research and reaching rural markets in efficient way.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand how rural consumer behaves and how to make the strategies for the maximum population in India.

CO2: Explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.

CO3: Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.

CO4: Understand the concept and methodology for conducting the research in rural market.

Course Content:

Unit I

Introduction to rural marketing Concept, Meaning and definition of rural market in India, scope of rural marketing, Rural - Urban disparities, rural Communication, rural development exercises in the last few decades. Sustainability marketing in rural markets.

Unit II

Nature of rural markets, attractiveness of rural markets, Rural versus Urban Marketing, Characteristics of rural consumers, Buying decision process, Rural Marketing Information System, Potential and size of the Rural Markets

Unit III

Selection of Markets, Product Decisions, Competitive product strategies for rural markets, Pricing strategy, innovative pricing methods for rural markets, promotion strategy, appropriate media, Designing right promotion mix, promotional campaigns, Rural Marketing

Unit IV

Distribution, Logistics Management and its Problems, selection of appropriate channels, New approaches to reach out rural markets, corporate social responsibility in rural markets, e-rural marketing, rural market mapping .

Note: Relevant Case Studies should be discussed in class

Suggested Readings:

1. Balaram Dogra & Karminder Ghuman, *Rural Marketing: Concept & Cases (2008)*, Tata McGraw-Hill Publishing Company, New Delhi
 2. A.K. Singh & S. Pandey, *Rural Marketing: Indian Perspective*, New Age International Publishers
 3. CSG Krishnamacharyulu & Laitha Ramakrishna, *Rural Marketing*, Pearson Education Asia
- MBA 1343: Product and Brand Management .

MBA 1343: Product and Brand Management

Credits : 4

LTP 400

Course Description: The course aims to equip the students with necessary knowledge and skills needed to attain and maintain strong brand equity in a competitive marketplace. The course includes Product management, Product planning and development, Brand concept, Brand Positioning.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand appropriate theories, models and other tools to ensure better product management, and to make these concepts relevant for any type of organization.

CO2: Explore conceptual and contemporary issues in product planning development and sustainability.

CO3: Enhance the learning of concepts related to brand and brand equity management for formulation of pertinent branding strategies.

CO4: Develop the understanding of brand positioning and extension strategies across globe.

Course Content:

Unit I

Product management: meaning, importance the product manager's job, planning and control systems for product management, product portfolio planning and analysis, The BCG Growth Matrix, GE Matrix, Shell's Directional Policy Matrix, Mapping, understanding company product/brands and competitive brand market position, Impact of global forces on products.

Unit II

Product planning and development: Meaning, objectives, processes, challenges and issues, Forecasting demand, Estimating market opportunity, test marketing, types, design issues, Evaluation of test marketing results. Market entry decisions - Launching new product programs, National launching of new products, Tracking the launch, absorbing the new product in the mix.

Unit III

Brand concept: meaning, nature and importance of Brand; Types of brands, Strategic Brand, Management Process; Brand Identity perspectives, Brand Identity Prism, Aaker's Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity, Brand Loyalty, Measures of Loyalty, Branding strategies – product, line, range and umbrella branding, Brand Personality: Definition, Measures and Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

Unit IV

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements. Brand Extension: need, various types, implication of extension, Managing Brands Across Geographical Borders and Managing brands over time, Brand reinforcement, brand revitalization, measuring brand value, managing global brands, Branding in different sectors,

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Tapan K. Panda, Product and brand Management (2016), Oxford University Press.
2. Venugopal 'Product and Brand Management' Himalaya Publications 2017.
3. Murthi YRL, Brand Management, Vikas Publications.
4. Keller K. L., Strategic Brand Management, Pearson Education.
5. Aaker, David, Managing Brand Equity, Prentice Hall of India.
6. Verma H 'Brand Management', Excel Books.
7. Sasikumar and Chandrasekar 'Brand Management Practices' Himalaya Publications.

MBA 1344: Digital and Social Media Marketing

Credits : 4

LTP 400

Course Description: The course aims to equip student with an overview on how to- define web marketing goals, assign resources and asses growth opportunities, adapt web marketing strategies and best practice, understand the concepts of web marketing and keep up-to-dates on web marketing best practices.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Develop an in-depth understanding of top-of-mind digital marketing functions such as paid marketing, social media marketing and web analytics

CO2: Become competent in planning, managing, and executing integrated multi-channel campaigns

CO3: Learn how social media marketing disciplines all work together and how to optimize your use of each.

CO4: Familiarize themselves for effectively managing online brand.

Course Content:

Unit I

Introduction to Digital marketing- Importance and scope of digital marketing; how web sites; how to create a blog, Concepts of Digital marketing -Search engine optimization marketing, Introduction to Search Engines: Quality guidelines, Design guidelines; Search engine page results –familiarizing Google results.

Unit II

Techniques to get on top of Google, Social Media-Introduction to social media, Impact of social media in search Benefits of social media: Social media profile creation and optimization. Online Ads –Types of online advertisements, Blogging for businesses Creative Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization.

Unit III

Face book strategy, Twitter Management, You Tube, Digital Marketing Management , Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel.

Unit IV

Online Reputation Management: Brand management, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. Web Analytics: Concept & Tools. Google Analytics: Google Analytics, Audience Analysis, Acquisition Analysis, Behavior Analysis, Conversion Analysis.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Evans D., Bratton S, (2010), *“Social Media Marketing: The Next Generation of Business Engagement”*, Wiley
- 2.Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer, Joe Teixeira, Wiley 2010

MBA 1441: Services Marketing

Credits :4

LTP 400

Course Description: The course aims to equip the students with deep understanding of service marketing along with pertinent strategies to deal with the challenges of service sector. The course includes the study of growth of service sector, service characteristics, service marketing, service marketing mix, service quality gaps and their resolution and marketing of emerging service sectors.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the concepts and terminologies related to services marketing

CO2: Enhance the knowledge related to use of service scape in service blueprinting, delivering services through intermediaries along with pertinent pricing strategies for proper service delivery.

CO3: Develop the knowledge of service promotions and service quality framework for adequate understanding of Service Quality Gaps Model.

CO4: Understand the application of Service Failure, Customer Loyalty & Customer Citizen Behaviour to effectively delivering the services in an appropriate way and to create lifetime value.

Course Content:

Unit I

Marketing of Services: Introduction: Growth of the Service Sector- The Concept of Service - Characteristics of Services. Classification of Services. Product vs service. Services Marketing Mix. Service Marketing continuum. New Service Development Process.

Unit II

Physical Evidence & Servicescape: Nature, types and its impact on consumers' behaviour. Designing the Service Blueprinting, Using Technology Delivering and performing service through Employees, Intermediaries and Customer Participation, Pricing of services: Pricing approaches, Pricing Strategies model

Unit III

Integrated Services Marketing Communications and Services marketing triangle, Expectations and Service Quality, RATER Model, Delivering Quality Services, Causes of Service-Quality Gaps, Factors and Techniques to resolve these Gaps in Service, Managing Demand and Capacity, Waiting Line Strategies.

Unit IV

Service Failure: Reasons of service failure and Service recovery strategies. Customer Loyalty, Service Culture, managing by values, role of employee empowerment in effective services delivery; E-Services Marketing, relationship marketing, bonding and customer life time value. Customer Citizenship Behaviour.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Zeithmal A Valarie and Bitner Mary, '*Services Marketing*' (4th Ed.), Tata McGraw Hill
2. Rajendra Nargundkar, *Services Marketing: Text & Cases*, Tata McGraw-Hill Publishing Company, New Delhi
3. Christopher H. Lovelock, *Services Marketing: People, Technology, Strategy*, Pearson Education Asia.
4. Srinivasan R., *Services Marketing*, Prentice Hall of India Private Limited, New Delhi.
5. Shanker R, *Services Marketing: The Indian Perspective*, Excel Books, New Delhi

MBA 1442: Advertising and Sales Management

Credits :4

LTP 400

Course Description: The course aims to equip the students with fundamentals of advertising and sales management. The course includes the evolution and business of advertising; understanding the communication process and appeals; the creative process; and media planning and buying, advertising budget and scheduling. Additional emphasis is placed on platform specific advertising considerations for print, television, radio, and digital interactive media advertising agencies and advertising effectiveness, personal selling along with sales force management.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the basics of advertising and its role in organizational and economic development.

CO2: Enhance the knowledge of Advertising Media's and Media Planning & Scheduling for development of creative strategy and advertising plan

CO3: Acquaint knowledge related to approaches and methods to develop, execute and evaluate advertising campaigns.

CO4: Understand the basics and concepts related to sales and distribution management along with the techniques of training & controlling the sales force.

Course Content:

Unit I

Advertising, role of advertising and its importance, Classification of Advertising, Integrated marketing communication, AIDA Model, Setting goals and advertising objectives, concept of DAGMAR in setting objectives, Role of advertising in India's economic development, Ethics in advertising, Social, Economic and Legal aspects of advertising.

Unit II

Advertising Media: functions, advantages, disadvantages of Print, Television, Radio, Internet, Outdoor, Media Planning, Media Selection, Media Scheduling strategy, Media budget: Aim, Scope & Process. Planning and managing creative strategies, creative approaches, Building Advertising Program: Message, Theme, advertising appeals, art of copywriting, Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media.

Unit III

Advertising layout: how to design and produce advertisements, Advertising Budget: nature and methods of advertising appropriation. Stages of evaluations and various types of testing- Pre and Post testing, Advertising, Advertising agencies: history, role, importance, organizational structure, functions, selection of agency, client agency relationship, compensation strategies.

Unit IV

Sales Management: Scope, Importance, Objectives, Selling process, Personal Selling objectives. Sales organization structures: Types of sales organization structure, Sales Force Management: Recruiting and selecting sales personnel, Training sales force Motivating Sales Personnel, Compensating Sales Personnel, Controlling the Sales Force: Sales Budget, Sales Quotas, Sales Territories, Sales control.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Belch, G. E. & Belch, *Advertising and Promotion (9th Ed.)*, Tata McGraw
2. Panda, T. K. & Sahadev, S., *Sales and Distribution Management*, Oxford University Press
3. Aaker, D A, Myers and Batra, *Advertising Management*, Pearson Education
4. Chunawalla S.A., *Foundation of Advertisement Theory and Practices*, Himalaya Publications

MBA 1443: International Marketing

Credits :4

LTP 400

Course Description: The course aims to equip student with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations. The course includes factor influencing international trade, entries in global marketing, barriers for entry, export and import, international trade blocks, international trade institutions, international product pricing.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Analyze the environmental variables that influence international marketing

CO2: Describe the strategies and tactics that can lead to successful international marketing given those environmental constraints

CO3: Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations

CO4: Produce a comprehensive international marketing plan.

Course Content:

Unit I

Definition, scope, importance and challenges of international marketing, International trade theories, Reasons for going international, economic analysis of multinational trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market ntry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances

Unit II

International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System, International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR, International

Marketing Research, Selection of export markets.

Unit III

Direction & composition of Indian exports, Indian export and import policy export promotion organizations, export, incentives, Producing for exports, export quality control; export finance, shipment and procedures thereof, Export documents

Unit IV

Processing of an export order, organisation and structure of export and import houses, International product policy: Product standardization & adaptation, international, product mix, International product life cycle, new product development, exports packaging, International pricing policy: Factors influencing selection of pricing policies, international pricing strategies, International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution International communication policy: communication strategies in international marketing, international promotion mix.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Onkvisit S. & Shaw, J., *International Marketing: Analysis & Strategy* (4th Ed.), Pearson Education
2. Czinkota M, Ronkaine I, Sutton Brady, C. and Beal, T. *International Marketing*, Cengage Learning.
3. Cherunilam F, *International Trade & Export Management*, Himalaya Publishing.
4. Cateora & Graham, *International Marketing*, McGraw Hill.
5. Keegan, *Global Marketing Management*, Pearson Education Asia.

MBA 1444: Retail Management

Credits : 4

LTP 400

Course Description: The course aims to equip students with the marketing and decision making skills related to retailing. The course includes trends in retailing, Indian retail industry, retail formats, store planning and management, merchandise management, opportunities in retailing, various retail operations, inventory management.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Students will be able to manage their marketing activities related to retail.

CO2: They will be able to know how to make retail formats and setting price for their products.

CO3: Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.

CO4: Students will become familiar with the retail industry work.

Course Content:

Unit I

Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry, Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Nontraditional selling.

Unit II

Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. IT Systems and Store Planning. Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing Mix, CRM, Advertising in Retailing.

Unit III

Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management. Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing

Unit III

Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Unit IV

Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Gibson G Vedamani: *Retail Management: Functional principles & practices (4th Ed.)*, Jaico Publishing House
2. Berman & Evarv: *Retail Management*, Prentice Hall
3. Bajaj, Tuli & Srivastava: *Retail Management*- Oxford University Publications
4. Cullen & Newman: *Retailing – Environment & Operations*, Cengage Learning EMEA
5. Harjit Singh, *Retail Management*, S. Chand Publication

MBA 1351: Industrial Psychology

Credits:4

LTP 400

Course Description: The Course aims to equip students with the basic understanding of the major areas of organizational and industrial psychology, including human resources; leadership development; employee training, motivation, and satisfaction; group dynamics, organizational climate; and team-building. The course includes an introduction to organizational psychology, understanding of motivation and morale, job satisfaction, stress management, leadership theories and the knowledge of maintaining healthy environment.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Identify major theoretical concepts in psychology, trace their historical development, and integrate theory, research, and domain-specific knowledge to explain and interpret how the field of psychology currently advances knowledge.

CO2: Identify the varied aspects of workplace and their impact on individuals

CO3: Understand group dynamics and organizational culture.

CO4: Identify the various factors affecting industrial safety and health at workplace

Course Content:

Unit I

Introduction, Nature, Scope and Problems faced by industrial psychologists, origin & Importance of Industrial and Organizational Psychology, I/O psychology as a career, methods of psychological research, Individual differences : individual differences and their evaluation, nature-nurture controversy.

Unit II

Group Dynamics & Organizational Culture: formal and informal group, stages of group development, group functions, Organizational Culture-meaning, characteristics, Types of culture, functions, development of organizational culture,

Leadership- Leaders vs. Managers, Leadership Styles.

Unit III

Group Dynamics & Organizational Culture: formal and informal group, stages of group development, group functions, Organizational Culture-meaning, characteristics, Types of culture, functions, development of organizational culture, Leadership- Leaders vs. Managers, Leadership Styles.

Unit IV

Industrial safety, violence and health : Industrial accidents, Behavior based safety model and accident prevention, five S model of house -keeping, Kaizen, Alcoholism and drug use at workplace, work-family conflicts and working conditions: physical and psychological, Boredom, Fatigue and monotony,

Note: Relevant Case Studies should be discussed in class.

Text Books:

1. Duane P. Schultz, Sydney Ellen Schultz, *Psychology And Work Today* , Pearson
2. Singh, N, *Industrial Psychology*, Tata McGraw Hill Education Private Limited.

Suggested Readings:

1. Blum M.L. & Naylor J.C., *Industrial Psychology (3rd Ed.)*, CBS
 2. Ghosh, P. K. & Ghorpade, M. B. '*Industrial Psychology*, Himalaya Publications
 3. Miner, J. B. '*Industrial-Organisation Psychology*' - Tata McGraw Hill
 4. Riggio '*Industrial/Organisational Psychology*, Prentice Hall India
 5. Dubrin '*Applying Psychology: Industrial & Organisation Effectiveness*, Prentice Hall India
- MBA 1352: Employee Relations

MBA 1352: Employee Relations

Credits: 4

LTP 400

Course Description: The course aims to equip the students with understanding of the key participants in any industrial relations system – workers, employers, trade unions, employer organizations and the state – and how they interact, sometimes cooperatively and sometimes in conflict. The course includes Introduction to Industrial relations, Industrial Conflicts, Trade Unions, and Indian Labour Laws.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: To help the students to get exposed to different concepts of Industrial Relations

CO2: To make the students understand the relationship between the employee, employer, union and Government.

CO3: To help students understand the basic framework of laws governing industry in relation to employees.

CO4: The students will understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees

Course Content:

Unit I

Concept and Importance of Industrial relation; Scope and actors of Industrial relations; Approaches to industrial relations; evolution of Industrial relations in India. Pre – requisites for successful industrial relations program.

Unit II

Industrial Conflicts- Nature, types, causes and effects of industrial disputes; prevention and settlement of industrial disputes in India: Code of conduct, Collective bargaining, Workers participation in management, Grievance Redressal, Quality Circles.

Unit III

Trade Union: Birth and growth of Trade Union Movement; Trade Union philosophy; Objectives; Structure and Strategies, Problems and prospectus of Trade Unions.

Unit IV

Labour Laws: Factories Act, 1948; Industrial Disputes Act, 1947; Trade Union Act, 1926; Payment of Wages Act, 1936; Payment of Bonus Act, 1965; ESI Act, 1948: **(Salient features, and latest amendments only)**

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Agarwal, S. L., *Labour Relations Law in India (4th Ed.)*, New Delhi, MacMillan.
2. Nath S., Gosh P., *Labour Relations in India*, New Delhi: Sudha Publications Pvt. Ltd.
3. Mamoria, C. B., Mamoria, S., & Gankar, S. V., *Dynamics of industrial relations*. Himalaya Publishing House
4. Tripathi, P. C.: *Personnel Management and Industrial Relations*, New Delhi: Sultan Chand & Sons

MBA 1353: Team Dynamics at Work

Credits: 4

LTP 400

Course Description: The course aims to equip the students with the knowledge of team dynamics at work with understanding of team leadership. The course includes team dynamics, team effectiveness, team development, team performance and motivation, team norms, team leadership, team cohesiveness and performance and team conflict management.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Examine their own ideas and beliefs about team dynamics

CO2: Understand team performance and motivation

CO3: Understand team leadership and strategies.

CO4: Understand and manage team conflict.

Course Content:

Unit I

Team dynamics: meaning, nature and importance of team dynamics in an organization. Types of teams, Team composition, team formation, team effectiveness model, and team design elements and stages of team development

Unit II

Team Performance and Motivation, Team Leadership, role of leader in teams, team morale, Team Decision Making, Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T-group sensitivity training,

Unit III

Team norms, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building,

Unit IV

Team cohesiveness and performance, Team Conflict, Impacts of conflict on teams, conflict prevention and management, competitive vs. collaborative behavior, developing collaboration between team members,

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Thomas H, *Patten Organization Development through Team Building*, Thomas Publication
2. Haldar U. Kumar, *Leadership and Team Building*, Oxford University Press, 2011
3. Robbins, Stephen P.; Judge, Timothy, and Sanghi, Seema; *Organization Behaviour: Concepts, Controversies and Applications*; 13th Edition; Prentice Hall of India, New Delhi
4. Lussier Achua, *Effective Leadership, Cengage Learning*, 5th Edition

MBA 1354: Strategic Human Resource Management

Credits: 4

LTP 400

Course Description: The course aims to explore the relationship between the management of people and pursuit of an organizations strategic goals and objectives. At the completion of the course, students should be familiar with key ideas and approaches in SHRM across various industries. The course includes human resource planning and strategy, strategic perspective in HRM, keys to strategic HR success in the coming decade, SHRM & Talent Management, SHRM & employee engagement, SHRM & knowledge management, SHRM & Business ethics, CSR and sustainability, Future of SHRM

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the concepts that helps in strategic formulation for human resources.

CO2: Understand the strategic role and strategic contribution of HR heads.

CO3: Learns to synthesize the strategic HR impacts on organizational performance

CO4: Familiar with key ideas and HR strategies which are used in various industries.

Course Content:

Unit I

Strategic HRM: Meaning, definition, Characteristics, aim, principles, concepts of strategic hrm, perspective in strategic HRM, Fitting HR characteristics to competitive strategies, practical implications of strategic HRM theory, HR strategies, specific HR strategies, developing HR strategies, integrating business and HR strategies, implementing HR strategies and its barriers to the implementation.

Unit II

The strategic nature of HR, The strategic partner model, Strategic Role of HR Head, HR business partners and HR as Internal Consultant.

Unit III

Practice of Strategic HRM: Strategic HR Planning, acquisition and development, Job analysis, job design, compensation, benefits and budgeting, Strategic recruitment and selection, Leadership development.

Unit IV

Corporate social responsibility strategy, Organization development strategy, Employee engagement strategy, Knowledge management Strategy, Talent management strategy, Learning and development Strategy, Reward strategy, Employee relations strategy.

Text Book-

1. Armstrong Michael, (2008) *Strategic Human Resources Management: A guide to action* (4th ed) :Kogan Page London and Philadelphia

Recommended Books / Suggested Readings:

1. Bailey Catherine, Mankin David, Kelleher Clare, Garavan Thomas, *Strategic Human Resource Management, (2nd ed.)* : Oxford university press
2. K Prasad, (2008) *Strategic Human Resources Management: Text and Cases*: Macmillan India Limited

MBA 1451: Organizational Change and Development

Credits: 4

LTP 400

Course Description: The course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes by using pro-active strategies. The course includes planned change, general model of planned change, different types of planned change, various types of changes, Assembling a Change, Setting up of Change Teams, Absorbing Changes into Organization, Problem Diagnosing models, Human process interventions, Techno structural interventions, HRM interventions, Strategic interventions, OD in: health care organizations, family owned organizations, educational institutions, public sector organizations and future directions in OD.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand and analyze different approaches to managing organizational change and utilize the competencies required for effective change management at organization, group and individual levels.

CO2: Appreciate the need for a contextual understanding, management and implementation of organizational change 'projects'.

CO3: Critically evaluate in an organizational development framework, the theoretical and practical links between development models / philosophies such as learning organization and knowledge management which can be used in organizations.

CO4: Devise effective intervention strategies and function as an internal HR consultant to an organization in transition, critically address problems of implementation, responsibility and measurement of effectiveness and be aware of external consultancy interests

Course Content:

Unit I

Organizational Change: An Introduction, Importance of change, forces of change, types of planned and unplanned change, Models of change. **Types of Change:** Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive

Change; Attitudinal Changes; Individual Behavior Changes and Organizational Performance Changes

Unit II

Change and its impact: operational effect, psychological effect, social effect; people reactions to change. Implementing Change: Steps in Assembling a Change, Removing road Blocks; Absorbing Changes into Organization Resistance to change: driving forces and restraining forces blocking change, overcoming and minimizing resistance to change.

Unit III

Organizational development: An introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values. OD practitioners, Role and style of OD practitioners. **Process Intervention Skills:** Process interventions, Group process, types of process interventions, Results of process interventions

Unit IV

OD Interventions: Human process interventions, HRM interventions, Strategic interventions, Techno structural interventions, **Organizational Transformation:** Organizational transformation, role of culture, changing the culture Power, politics and ethics in OD. OD for Future: Organizations for the future, monitoring and stabilizing action programs, emerging issues and future trends in OD

Note: Relevant Case Studies should be discussed in class.

Text Books

1. Singh, K., *Organization Change and Development*, Excel Books, New Delhi

Recommended Books / Suggested Readings:

1. Nilakant, V. and Ramnaryan, S., *Managing Organisational Change*, Response Books, New Delhi

2. Beckhanrd, Richard and Harris, Reuben T., *Organisational Transitions : Managing Complex Change*, Addison, - Wesley, Mass

3. Kanter, R.M., Stein, B.A and Jick, T.D., *The Challenge of Organisational Change*, Free Press, New York.

4. Hammer, Michael and Champy, James, *Reengineering the Corporation : A Manifesto for Business Revolution*, Harper Business, New York.

5. Hurst, David K., *Crisis and Renewal : Meeting the Challenge of Organisational Change*, Harvard University Press, Mass

MBA 1452: Compensation and Benefit Management

Credits: 4

LTP 400

Course Description: The course aims to equip the students with knowledge of compensation and benefit management with understanding of job evaluation.

The course includes wage determination and wage differential, Wage Determination Process and Wage, Administration rules, job evaluation, wage incentive and profit sharing & benefit programs, Compensation Survey & Methodology

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the impact of compensation on performance and outcomes.

CO2: Understand the legal and regulatory aspects of compensation and benefits.

CO3: Understand the key concepts involved in day-to-day compensation management, including focal reviews, merit increases, market adjustments, salary planning, and compensation planning and budgeting.

CO4: Examine the relevance of compensation and benefits in today's work environment and the ever-changing nature of compensation & benefits

Course Content:

Unit I

Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration rules; Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration Theory of Wages: Introduction to Minimum, Fair and Living Wage. Basic Kinds of Wage Plans; Introduction to Wage Differentials & Elements of a Good Wage Plans; Institutional Mechanisms for Wage Determination

Unit II

Job Evaluation; Nature and Objectives, Principles and Procedure of Job Evaluation Programs; Basic Job Evaluation Methods; Implementation of Evaluated Job; Determinants of Incentives; Classification of Rewards; Incentive Payments and its Objectives

Unit III

Wage Incentives in India; Introduction to Types of Wage Incentive Plans; Prevalent Systems & Guidelines for Effectives Incentive Plans; Non- Monetary Incentives

Unit IV

Profit sharing & benefit programs; Cafeteria Style of Compensation; Problems of Equity and Bonus; Profit Sharing & Stock Options; Introduction to Features of Fringe Benefits; History and Growth Factors; Coverage of Benefits; Employee Services & Fringe Benefits in India. Benefit Programs; for Management & Administration of Benefits & Services; Planning Compensation for Executives & knowledge Workers

Note: Relevant Case Studies should be discussed in class

Text Books

1. Milkovich George, Newman Jerry, Venkata Ratnam C.S, (2014), Compensation, 9th edition, Tata McGraw Hill.
2. Henderson, Richard I; Compensation Management: Rewarding Performance; Prentice Hall of India

Recommended Books / Suggested Readings:

1. P. SubbaRao, *Personal & Human Resource Management*, Himalaya Publishing House.
2. L.M Prasad, *Human Resource Management (3rd Ed.)*, Sultan Chand & Sons.
3. K. Aswathappa, *Human Resource Management*, Tata McGraw Hill Publishing Company Ltd.

MBA 1453: Manpower Planning

Credits:4

LTP 400

Course Description: The course aims to equip the students about the importance of manpower planning specially in today's dynamic environment with emphasis on effective recruitment and selection. The course includes Human Resource Planning, organizing planning, Recruitment and Selection, The Recruitment Process, Conducting Interviews.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the integrated perspective on role of HRM in modern business.

CO2: Understand the ways to recruit, train, and appraise the performance of employees.

CO3: Understand the rational design of compensation and salary administration

CO4: Understand ways to handle employee issues and evaluate the new trends in HRM.

Course Content:

Unit I

Human Resource Planning; Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning, Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment.

Unit II

The Recruitment Process; Advertising for Recruitment; Issues in Recruitment; Screening Applications; Measuring and Interpreting Individual Differences; Creating Psychometric Tests, Validation of Measurement; Using Psychometric Tests.

Unit III

Conducting Interviews, Types of Interviews, Group Discussions; Decision Making for Selection; Managerial Selection; New Tools for Recruitment,

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Dessler Gary & V. Biju, *Human Resource Management (15th Ed.)*, Pearson Education,
2. Roberts. Gareth, *"Recruitment & Selection- A competency approach"*, Chartered Institute

of Personnel & Development, London

3. Billsberry Jon, *Experiencing Recruitment & selection*, Wiley Publications

4. Cooper Dominic, Robertson T Ivan & Tinline Gordon, *Recruitment & Selection –A 5. Framework for success*, Thomson Publications, London

MBA 1454: Performance Management System

Credits: 4

LTP 400

Course Description: The course aims to have a comprehensive knowledge of Performance Management System and the principals involved in design of PMS. It also focuses on contemporary practices and future challenges in PMS. The course includes Performance Indices, Measuring Performance levels of Individuals and Teams, Performance Feedback Sessions, Reviewing & Managing Performance, Ethics in Performance Management, Performance Management and Rewards.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: List and understands the performance Indices. .

CO2: Understands about performance feedback sessions & also identify some of the common problems with the performance appraisal process

CO3: Know about Performance Management & models for Assessing Performance.

CO4: Brief about the ways of Building a High Performance culture.

Course Content:

Unit I

Defining Performance Management and PMS; Defining and Identifying Performance Indices, Advantages and Disadvantages of Poor PM System, Aims and role of PM system, ideal PM system, performance management process, performance management and strategic planning. .

Unit II

Defining performance and choosing a measurement approach, Performance Planning and Setting Performance Targets and Standards, Integrating Performance Evaluation with HR systems, measuring result and behavior, implementation of PMS.

Unit III

Performance management and employee development, personal development plan, development activities skills of performance management, 360 feedback system.

Unit IV

Building a High Performance culture-Performance Management t, Performance Management and Rewards-Ethics in Performance Management,
Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. AguinisH *Performance Management (3rd Ed.)*, Pearson Publication
2. RaoT.V. *Performance Management and Appraisal Systems*, Sage Publications
3. Axson D.A.J, *Best Practices in Planning and Performance Management*, Wiley .

MBA 1361: Banking Principles and Operations

Credits: 4

LTP 400

Course Description: The course aims to equip the students with various functions associated with banking, Practice and procedures relating to deposit and credit, documentation, monitoring and control. The course includes Origin & Development of banking system in India, Capital Adequacy in Banks, deposit & Advances and Technology in Banking

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the banking system in India

CO2: Able to advice customers with appropriate product and service

CO3: Understand various concepts of banking like capital adequacy, NPA etc

CO4: Able to cross sell the other relevant / allied products and services.

Course Content:

Unit I

Introduction – Scheduled and non-scheduled banks – Origin & Development - Evolution and growth of banking system in India. Types of Accounts in banks and commercial banks in India (Classification and Functions of Commercial banks, Functions of central bank,

Recommendations of Narasimham Committee –Challenges before Indian commercial banks – Opportunities for Indian commercial banks – Strengths and weaknesses of Indian commercial banks –Banking sector reforms.

Unit II

Capital Adequacy in Banks - Functions of capital funds in commercial banks – Capital adequacy – Basic norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian commercial banks, Concept of NPAs, NPAs in Indian commercial banks, Causes, Suggestions and steps for containing NPAs, Prudential norms.

Unit III

Deposit & Advances: Demand Deposit, Time Deposit, Hybrid Deposits, Tailor-Made Deposit Schemes, Special Schemes for NRI Credit Management-Types of Advances-Credit creation process -objectives of credit control – Methods of credit control

Unit IV

Electronic fund transfer – SWIFT – Electronic clearing system – Debit and Credit Clearing – RBI – Net data – Net bank wire, Internet Banking, Debit & Credit Card, Electronic Banking, RTGS, MICR, OCR, OMR and DATANET.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Gordon & Natranjan, *Banking Theory Law & Practice (27th Ed.)*, Himalya Publishing House

2. D. Muraleedharam, *Modern Banking theory & Practice*, Prentice Hall of India

MBA 1362: Credit Analysis and Advances

Credits: 4

LTP 400

Course Description: The course aims to equip the students with the basics of credit analysis and credit ratings so as to enable them in understanding the credit risks and efficient analysis of financial statements and the supervision and follow up of credit. The course includes: Introduction & overview of credit, credit appraisal and credit rating, analysis of financial statements and monitoring, supervision and follow up

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: The students will be able to understand the types of loan and the process of granting the loan.

CO2: The student will be able to learn the relevance and process of credit rating.

CO3: It will help the student in understanding the analysis of financial statement and various credit schemes.

CO4: To understand credit monitoring, supervision and follow up process.

Course Content:

Unit I

INTRODUCTION & OVERVIEW OF CREDIT: Principles of Lending: Safety, Liquidity, Profitability, Purpose of Loan, Diversification Risk, Types of Borrowers. Types of Credit Facilities: Various Types of Credit Facilities - Cash Credit, Overdrafts, Demand Loan, Bills Finance - Drawee Bill Scheme, Bills Discounting. Credit Delivery: Types of Facilities, Modes of Delivery, Sole Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication

Unit II

CREDIT APPRAISAL & CREDIT RATING: Validation of proposal, Dimensions of Credit Appraisals, Six "C" s, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow and Collateral. Credit rating: Measurement of Risk, Objective of Rating, Internal & External Rating.

Unit III

ANALYSIS OF FINANCIAL STATEMENTS & OTHER CREDITS: Balance Sheet Analysis, Analysis of Profit & Loss Account. Ratio Analysis - Classification of Ratios, Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios, Other important Ratios. Micro Credit, Government Sponsored Schemes, Swarnajayanti Gram Swarozgar Yojana (SGSY), Swarna Jayanti Shahari Rozgar Yojana (SJSRY), Self Employment Scheme for Rehabilitation of Manual Scavengers (SRMS), Swarna Jayanti Shahari Rozgar Yojana, Education Loans, Housing Finance, Weaker Sections, Export Credit

Unit IV

MONITORING, SUPERVISION & FOLLOW UP: Credit Monitoring: Meaning, Monitoring Goals, Process of Monitoring, Different Monitoring Tools, Check-list for Monitoring, Monitoring by using various statements, QIS Formats / guidelines, Supervision & Follow Up. Management of Impaired assets : Introduction, Credit Monitoring, NPA why & how?, NPA Management Policy, Definition of Sick Unit, Non-Performing Assets (NPA). New RBI Framework for Distressed Assets, Willful Defaulters, Penal Measures, Compromise, Legal Action, Civil litigation, Pre and Post - filing precautions, Type of Decrees, Modes of Execution of Decree, Lok Adalats, Debt Recovery Tribunal, SARFAESI, Write Off. Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.S.K. Puri and G.S. Popli, 2013. *Strategic Credit Management in Banks. Edition.* PHI Learning.
- 2.Hrshikes Bhattacharya, 2011. *Banking Strategy, Credit Appraisal, and Lending Decisions: A Risk-Return Framework.* Oxford University Press.
- 3.Benton E. Gup, Commercial Banking: *The Management of Risk. Edition.* John Wiley & Sons Australia.
- 4.Bart Baesens, 2009. *Credit Risk Management: Basic Concepts. Edition.* Oxford University Press
- 5.Saunders, A., & Cornett, M. M. (2007). *Financial institutions management: A risk management approach* (6th ed.). New Delhi: McGraw-Hill.

MBA 1363:Valuation of Risk

Credits: 4

LTP 400

Course Description: This course explores how to measure both the costs and benefits of managing risks and therefore be able to identify sound financial risk management practices leading to increase in firm value. The course includes introduction to risk, analysis of risk and return, Volatility Models, Valuation methods of options

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: The student will able to describe and identify the major classes of risks that business face

CO2: Student can apply portfolio management and traditional corporate finance theory to risk management problems

CO3: They will be able to identify, measure, evaluate and document the extent to which a corporation faces various financial risks using Value-at-Risk and other risk measures

CO4: Students will understand model the economic risk exposure of the firm

Course Content:

Unit I

Risk - credit risk, operational risk, default and credit migration. Portfolio models of credit risk, Hedging with forward, futures and options contracts

Unit II

Analysis of Risk & Return Concept of Risk, measuring risk and returns, Portfolio risk - measurement and analysis, mean - variance approach, business risk and financial risk and treatment in portfolio management

Stock Return and Valuation – Anticipated returns, present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.

Unit III

Managing risk with and without derivatives, Measuring risk, Introduction to Value at Risk Models, Cash Flow at Risk, Estimation of VaR: Historical and Monte Carlo approaches, accounting for fat tails.

Volatility Models: EWMA, ARCH and GARCH

Unit IV

Valuation methods for options - binomial trees, closed form models like Black Scholes along with calculation of sensitivities or greeks and for fixed income securities including estimating single factor and multi factor risk sensitivities

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. John C. Hull, *Risk Management and Financial Institutions (5th Ed.)*, Prentice-Hall Inc
2. Rene Stulz, *Risk Management and Derivatives*, Thomson South- Western: Mason OH
3. Chandra, Prasanna; *Investment Analysis and Portfolio management*; 2nd Edition, Tata McGraw Hill, New Delhi
4. Bodie, Kane and Marcus; *Investments*; Tata McGraw Hill, New Delhi
5. Bhalla, V.K.; *Investment Management*; S. Chand & Co.
6. Bhat, S.; *Security Analysis & Portfolio Management*, Excel Books

MBA 1461:Micro Finance & Financial Inclusion

Credits:4

LTP 400

Course Description: The course aims to equip the students with competency of understanding the framework of microfinance and financial inclusion in India. This course aims to build an understanding that how microfinance institutions are working to achieve the financial inclusion the economy. The course includes: Introduction to Microfinance, Financial evaluation, Microfinance in India, Issues and trends in microfinance.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Development of an understanding of key issues and debates in microfinance.

CO2: This course will provide an understanding of the utility of microfinance – and its limitations – in addressing poverty.

CO3: It will enable the students to analyze the impacts of microfinance on women's well-being.

CO4: It will improve the skills in relating the theoretical perspectives and debates about microfinance to practice and policy situations

Course Content:

Unit I

Introduction to Microfinance, Demand and Supply of Micro finance, Major components of Microfinance's ecosystem, Role of Grameen Banks in Microfinance

Unit II

Analyzing and Managing Financial Performance of MFIs, Financial Ratios, Capital Adequacy, IRAC and Provisioning Norms, Revenue Models of Microfinance, Role of Subsidies and Donors in Microfinance

Benchmarking and Rating of MFIs, Financial Accounting and Reporting system of Micro Finance Institutions in India.

Unit III

State Intervention in Rural Credit, Bank Linkup and Program, Governance and the Constitution of the Board of Various Forms of MFIs in India, Intermediaries for Microfinance,

Microfinance Delivery Models and Banks Linkages Program

Unit IV

Emerging Issues in Microfinance, Role of Technology in Microfinance, Micro Credit as Priority Sector Lending, Recent developments of Micro Finance in India. Financial Inclusion: Extent and its need, initiative of NABARD & RBI with relation to financial Inclusion in India. Legal and Regulatory Framework.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Biswal KC, *Micro Finance: issues and challenges in new era*, Himalaya Publishing, House
2. Khan, M.Y., *Indian Financial System*, Tata McGraw Hill Publishing Company Ltd., New Delhi
3. Philip Mader, 2015. *The Political Economy of Microfinance: Financializing Poverty Studies in the Political Economy of Public Policy*. 1st ed. 2015 Edition. Palgrave Macmillan.
4. Joanna Ledgerwood, *Microfinance Handbook: An Institutional and Financial Perspective (Sustainable Banking with the Poor)*. Edition. World Bank Publications
5. Beatriz Armendáriz and Jonathan Morduch, *The Economics of Microfinance*, Second Edition (Cambridge, MA: The MIT Press, 2010).
6. David Hulme and Thankom Arun, eds., *Microfinance: A reader* (Oxon, UK: Routledge, 2009).
7. Thomas Dichter and Malcolm Harper, eds., *What's Wrong with Microfinance?* (Bourton on Dunsmore, UK: Practical Action Publishing, 2007).
8. Indian Institute of Banking and finance, *Micro finance- Perspective and operations*, Mcmillan Education

MBA 1462:Risk Management

Credits: 4

LTP 400

Course Description: This course explores how to measure both the costs and benefits of managing risks and therefore be able to identify sound financial risk management practices leading to increase in firm value. The course includes introduction to risk, analysis of risk, models of risk management cost of risk and reinsurance

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: To understand different types of risk

CO2: To understand the approach to risk management through risk identification, risk measurement and risk management.

CO3: To understand the concept of insurance, reinsurance, and types of liability risk

CO4: To understand product development of life and non-life insurance product.

Course Content:

Unit I

Understand the meaning of risk, Difference between risk and uncertainty, Probability theory, Types of Risk, Difference between pure and speculative risk. Models of Risk Management

Unit II

Components of the cost of risk, Risk management process and analysis, Evaluating the costs of a loss, PML. Retaining risk - client side & insurer side Partnership between parties and insurance. Enterprise Risk Management.

Unit III

Analysis of Strategies for client and insurer, Basics of financial side for insurers, Legal Principles in Risk & Insurance, Personal Property and Liability Risks, Credit risk spreads, risk migration and credit metrics , Counterparty risk. Credit exposures, recovery rates, risk mitigation techniques, Reinsurance: reinsurance in the insurance sector. Areas of the application of reinsurance.

Unit IV

Components of the distribution system of life insurance companies in the country, Role of agents in the life insurance sector in India, important activities carried out in a life insurance organization product Design and Development: Product and Price development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Michel Crouhy, Dan Galai, Robert Mark, *The Essentials of Risk Management (2nd Ed.)*, McGraw-Hill
- 2.Rene Stulz, *Risk Management and Derivatives*, Thomson South- Western: Mason OH
- 3.Douglas W. Hubbard, *The Failure of Risk Management: Why It's Broken and How to Fix It, 2009*, John Wiley & Sons

MBA 1463: Merchant Banking

Credits: 4

LTP 400

Course Description: The course aims to equip the students with to become familiar with the theory of services rendered by Merchant Banking. The course includes Introduction to Merchant Banking, Financial Services, Factoring and Depository

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand the various concepts of Merchant Banking and its structure.

CO2: Understand the various financial services and their future

CO3: Understand the concept of factoring, securitization and mortgages

CO4: Examine Financial Services management as an important and contemporary area of financial management.

Course Content:

Unit I

Merchant Banking 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 Services: Meaning and Definition, Role of Financial Services in a financial system. Leasing: Meaning and features. Introduction to equipment leasing: Types of Leases, Evolution of Indian Leasing Industry. Legal Aspects of Leasing: present Legislative Framework. Hire purchase: concept and characteristics of Hire purchase, Difference between hire purchase and leasing.

Unit III

Factoring concept, nature and scope of Factoring - Forms of Factoring - Factoring vis-à-vis Bills Discounting - Factoring vis-à-vis credit Insurance Factoring vis-à-vis Forfeiting-Evaluation of a Factor - Evaluation of Factoring - Factoring in India current Developments. Securitization / Mortgages: Meaning, nature and scope of securitization, securitization as a Funding

Mechanism, securitization of Residential Real Estate - whole Loans - Mortgages -Graduated-payment.

Unit IV

Depository: Meaning, Evolution, Merits and Demerits of Depository, Process of Dematerialization and Dematerialization. Brief description of NSDL and CDS, Unit-VI Security Brokerage: Meaning of Brokerage, types of brokers, Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Gurusamy, *Merchant Banking & Fin Services (2010)*, Tata McGraw-Hill Education
/

MBA1371: Foundations of International Business

Credits: 4

LTP 400

Course Description: The course aims to equip the students with learning of nature, scope and structure of International Business, and help them to understand the influence of various environmental factors on international business operations. The course includes: Introduction to International Business, International business environment, global business standards, and international bodies regulating international business and contemporary issues and trends in international business environment. .

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Development of an understanding of key issues involved in international business.

CO2: This course will provide an understanding of the international business environment.

CO3: This course will make the students familiar with the global business standards.

CO4: It will help the students in understanding the working of international bodies.

Course Content:

Unit I

Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

Unit II

International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment. Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

Unit III

Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit IV

International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements. Contemporary Issues in International Business: Labour and Environmental Issues. Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Bennet, Roger, *International Business, Financial Times (3rd Ed.)*, Pitman Publishing, London.
2. Bhattacharya, B., *Going International: Response Strategies of the Indian Sector*, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortwort

MBA 1372: International Policy Framework

Credits: 4

LTP 400

Course Description: The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade. This course includes: Theoretical Foundations of International Trade, FDI in the world economy, Factor Movements and International Trade in Services

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand Modern theories of trade

CO2: Know about the Cost and Benefit of FDI to Host and Home Countries

CO3: Understand the Trade regulations and WTO

CO4: Understand the barriers to foreign investments

Course Content:

Unit I

Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Unit II

Direct Investment: FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation. Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

Unit III

Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services. Regional Economic Integration: Levels of Regional Economic

Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN

Unit IV

Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Salvatore., *International Economics (12th Ed.)*, Wiley
2. Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
3. Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
4. Salvatore, D., *International Economics*, John Wiley and Sons.
5. Sodersten, BO, *International Economics*, McMillan, London

MBA 1373: International Marketing

Credits: 4

LTP 400

Course Description: The course aims to equip student with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations. The course includes factor influencing international trade, entries in global marketing, barriers for entry, export and import, international trade blocks, international trade institutions, international product pricing.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Analyze the environmental variables that influence international marketing

CO2: Describe the strategies and tactics that can lead to successful international marketing given those environmental constraints

CO3: Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations

CO4: Produce a comprehensive international marketing plan.

Course Content:

Unit I

Introduction to International Business- an overview; International marketing management process, International marketing information system. International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International marketing information system. International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard.

Unit II

Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade

product life cycle; New product development. Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.

Unit III

Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.

Unit IV

Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign. International Marketing through Internet; Ecological concerns and international marketing ethics.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing (9th Ed.)*, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan, *International Marketing*, Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainen, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Sarathy R, *International Marketing*, Naper Press.

MBA 1471: International Human Resource Management

Credits: 4

LTP 400

Course Description: The course aims to equip the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective. The course includes the concept of human resource management, International Context of HRM, International Staffing, Training, Development and Compensation in International Perspective, Direction and Control, Industrial Relations and Other Issues in IHRM.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understanding of key terms, theories/concepts and practices within the field of IHRM.

CO2: Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace

CO3: Develop competencies in dealing with cross cultural situations.

CO4: Evaluate the developing role of human resources in the global arena.

Course Content:

Unit I

Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM, Introduction to IHRM; Human Resource Management in the International Firm- The Framework; Cross national differences in personnel and organizations- Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

Unit II

Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems.

Unit III

Training and development for expatriates; Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context, Direction and Control: Issues and strategies for directing in international context; Enhancing interpersonal communication; Multinational performance appraisal – Criteria and process, Performance management; International control mechanism.

Unit IV

A framework for international industrial relations; Employees participation – Practices in various countries; Cross border ethics management; Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- Complexities, challenges, and choices in future.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Dowling P.J., *International human resources management* (6th Ed.), Cengage EMEA.
2. Harzing, A. W. and Pinnington, A., *International human resource management*, Sage Publication, London.
3. Saini, D. S. and Sami A. K., *Human resource management – Perspectives for the new era*, Response Books (A Division of Sage), New Delhi.
4. Aswathappa, K. and Dash, S., *International human resource management*, McGrawHill Education India.
5. Hollinshead, G., *International and comparative human resource management*, McGrawHill Education India.
6. Evans, P., Pucik, V. and Bjorkman, I., *The global challenge: International human resource management*, McGrawHill Education India.
7. Tayeb, M.H., *International human resource management*, Oxford University Press, India.
8. Dessler, G., and Varkkey, B., *Human resource management*, Pearson Education, Delhi.
9. Decenzo, D.A., and Robbins, S. P., *Fundamentals of human resource management*, Wiley, India.
10. Rao, V. S. P., *Human resource management: Text and cases*, Excel Books.

MBA 1472: International Trade Practices, Procedures and Documentation

Credits: 4

LTP 400

Course Description: The course aims to equip the students with the knowledge of international trade practices, procedures and documentation of international trade. The course includes EXIM Policy Framework and Foreign Exchange Regulations, International Trade Terms and Trade Finance, Pre and post-shipment export credit schemes and methods of financing, Export Payment Terms and EXIM Operations and Documentation.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand EXIM Policy Framework and Foreign Exchange Regulations.

CO2: Understand different International Trade Terms and trade finance.

CO3: Understand different export payment terms and processes.

CO4: Understand export clearance in detail.

Course Content:

Unit I

EXIM Policy Framework and Foreign Exchange Regulations; Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business; Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA.

Unit II

International Trade Terms and Trade Finance; Trade contract and trade terms; Trade terms and need for standardization; INCO terms, Concept of Contract and formation of contract; Sources and schemes of trade finance; Pre and post-shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing.

Unit III

Credit risk management and payment terms; Main features of payment terms-Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC-Major clauses; Consignment sale.

Unit IV

Central Excise Clearance and Custom Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements. Export Custom Clearance Procedure.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Ministry of Commerce, *Export import Policy*, Government of India, New Delhi.
- 2.Ministry of Commerce, *Handbook of Procedures, Volumes I and II*, Government of India, New Delhi.
- 3.Ram, Paras, Exports: *What, Where and How?*Anupam Publications, New Delhi.

MBA 1473: International Finance

Credits:4

LTP 400

Course Description: The course aims to equip the students with a basic knowledge of how international financial markets work; with an understanding of exchange rates and currency values fluctuate. This course includes Foreign Exchange Market, Foreign Exchange risk Management and International Sources of Finance

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by globally active firms.

CO2: Demonstrate the ability to select global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.

CO3: Demonstrate the ability to deliver an effective oral presentation with appropriate visuals.

CO4: Demonstrate the ability to produce a clear and concise written report that demonstrates higher order understanding of key concepts in international finance

Course Content:

Unit I

Globalization and the multinational firm, Complexities and issues in financial decisions of a multinational firm, Foreign investment decision; exchange rate movement and decision to invest; foreign direct investment theories and strategies. Greenfield investment Vs. Cross border MandAs, Foreign exchange market-spot and forward market, Participants in foreign exchange market, Arbitrage, hedging and speculation, covered interest arbitrage, Contemporary issues in international financial management.

Unit II

Estimation of cash flows from cross border investment projects, Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision-

currency risk, political risk, country risk, inflation risk etc. Techniques for incorporating risks in cross border investment decision, Assessment and management of political risk, Country risk analysis.

Unit III

International capital structure and cost of capital, Determinants of capital structure of MNEs, Financing of foreign subsidiaries or projects- Internal and External sources, Parent Debt and Parent Equity, Bank Guarantees etc, Dividend policy of MNEs, International working capital management- Cash management, inventory management and receivables management.

Unit IV

Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure, Management of currency risk using currency forwards, currency futures, currency options and currency swaps. Assessment of interest rate risk, Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps, Risk factors in international investing, International diversification- risk and return aspects. International CAPM, Identification of optimal portfolio.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Eun, Cheol S. and Resnick, Bruce G., '*International Financial Management*' (5th Ed.), Tata McGraw- Hill.
- 2.Apte P.G., '*Multinational Financial Management*', Tata -McGraw Hill, New Delhi.
- 3.Bekaert, Greet and Hodrick, Robert J., '*International Financial Management*', Prentice Hall.
- 4.Madura, Jeff, '*International Financial Management*', Cengage Learning.
- 5.Shapiro, Alan C., '*Multinational Financial Management*', John Wiley.
- 6.Levi D, Maurice, '*International Finance*', Routledge.
- 7.Sharan, V., '*International Financial Management*', PHI Learning Pvt. Ltd.

Hospitality Management
MBA 1381: Front Office and Housekeeping Management

Credits: 4

LTP 400

Course Description: The course aims to study the flow of activities and functions in today's lodging operation and also establish the importance of Front office and House Keeping and its role in the hospitality industry. The course includes Classification of Hotels, Duties and responsibilities of Front office personnel, front office operations, housekeeping operations and management, Housekeeping expenses.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understands the best practice in Front Office and Housekeeping operations methodology by the practical application of theoretical knowledge.

CO2: Learn about the range of front office and housekeeping tasks and situations in a commercial environment

CO3: Know about the importance of communication

CO4: Understand the importance of House Keeping

Course Content:

Unit I

Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Interdepartmental coordination.

Unit II

Sections and Layout – Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.

Unit III

Evaluating Hotel performance – Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.

Unit IV

Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities – Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk
Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room – Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Jatashankar R. Tewari. *Hotel Front Office Operations and Management*. Oxford 2009.
2. G. Raghubalan and Smritee Raghubalan. *Hotel Housekeeping Operations and Management*. Second Edition. Oxford 2007.
3. Anutosh Bhakta. *Professional Hotel Front Office Management*. Tata McGraw Hill 2012
4. Casado, M. *Housekeeping Management*. John Wiley and Sons, Inc. 2000
5. Ahmed Ismail. *Front Office Operations and Management*. Cengage Learning. 2008

MBA 1382: Event Management

Credits: 4

LTP 400

Course Description: The course aims to equip students with understanding of the process of planning, organizing and conducting a variety of events successfully. The course includes an introduction to the events industry, pricing and promotions of events, conferences, event planning, logistics, networking and venue essentials.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

- CO1:** Analyse financial management in events.
- CO2:** Evaluate the event management process
- CO3:** Compose a sample event.
- CO4:** Assess successful events in the world.

Course Content:

Unit I

History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behavior

Unit II

Event planning, pricing and promotion; volunteer team building; sourcing and managing staff
Special events-types, traditional, cultural, Riviera, galas, mega-events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, out-door events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up

Unit III

Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give-aways, Event planning, space management, use of web technology, Develop In-Office and On-Site Ethics and Business Etiquette Policies.

Unit IV

Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist.

Venue Essentials, Creative events concepts, tabletops, other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Lynn, Brenda R. Carlos, *Event Management*.
2. Judy, *Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management*, 2009.
3. Johnny Allen, William O'Toole, Robert Harris, Ian McDonnell, *Festival and Special Event Management*.
4. Joe Success, Judy, *Special Events: A New Generation and the Next Frontier*.
5. Julia Rutherford Silvers, Professional Event Coordination, *The Wiley Event Management Series*.
6. Allison, *The Event Marketing Handbook: Beyond Logistics & Planning*.

MBA 1383: Facility and Security Management

Credits: 4

LTP 400

Course Description: To prepare students for responsible, educated, effective and efficient management of the physical plant demands; especially in the areas of energy, water and waste as related to their impact on the environment and facilities management. The course includes introduction to facility management, maintenance management system and safety system, heating, electrical, lighting and laundry systems and environment and sustainability management

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1:The student will able to explain goals and objectives of facilities and maintenance management

CO2: The student can describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design.

CO3:The student can understand the organization and management of maintenance department

CO4:The student will able to describe the basics of HVAC, electrical, water, sewer, refrigeration and illumination system and safety and security systems in the hotel and

Course Content:

Unit I

Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management's responsibilities towards facility management- Responsibilities of facility manager and facility department.

Unit II

MAINTENANCE MANAGEMENT SYSTEM AND SAFETY SYSTEM: Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.

Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, anti-social and extra ordinary events

Unit III

HEATING, ELECTRICAL, LIGHTING AND LAUNDRY SYSTEMS: Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipmentdesign factors- maintenance- emerging trends.

Unit IV

ENVIRONMENT AND SUSTAINABILITY MANAGEMENT: Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff, customers, communities and partnerships

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.David M. Stipanuk, *Hospitality Facilities Management and Design*, The American Hotel & Lodging Educational Institute, 3rd Edition, 2006.
- 2.Darrell Clifton, *Hospitality security- Managing security in today's hotel, lodging, entertainment and tourism environment*, CRC Press, Taylor & Francis group, 2012.
- 3.SujitGhosal, *Hotel Engineering*, Oxford University Press, NewDelhi, 2011.
- 4.John Edwards, *Applied facilities management for the hospitality industry*, Cognella Academic Publishing, 2011.
- 5.Frank D. Borsenik and Alan T. Stuss, *The management of maintenance and engineering system in the hospitality industry*, John Wiley & Sons, Inc., New York, 1997.
- 6.Philip Sloan, Willy Legrand and Joseph S. Chen, *Sustainability in the hospitality industry*, Butterworth- Heineman, 2009.

MBA 1481: Logistics and Supply Chain Management

Credits: 4

LTP 400

Course Description: The course aims to equip the students with understanding of business logistics and supply chain management and transportation decisions. The course includes study of Business logistics and supply chain, Organization Structure, Planning Networks, Logistics information system, inventory management, models of inventory management and transportation decisions.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Understand logistics and supply chain management of the organization.

CO2: Understand decision making under uncertainty

CO3: Understand inventory management and its models

CO4: Understand transportation strategies in supply chain management

Course Content:

Unit I

Introduction to Business logistics and supply chain – importance, objectives, study approach, strategy – planning, selecting proper channel, performance measuring, Outsourcing- Make vs buy approach – sourcing strategy.

Organization Structure – need and development. Organizational – Choices, Orientation and positioning, Inter-functional and interorganizational management – alliances and partnerships.

Control – Process framework, system details, information, measurement and interpretation

Unit II

Planning Network – Decision making under risk– Decision trees – Decision making under uncertainty, Distribution Network Design – Role - Factors Influencing Options, Value Addition, Supply Chain Network optimization models, Logistics information system - Role of IT – Framework for IT adoption,

Unit III

Inventory Policy Decisions – objectives – control - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand – With and without shortages - Quantity discount models, Probabilistic inventory models.

Unit IV

Transportation – Drivers, Modes, Measures - Strategies for Transportation – Vehicle Scheduling – Vehicle Routing and Scheduling-Transportations Models (Maximizing and Minimizing)- Initial Basic Feasible Solutions – Test for Optimality – Iteration towards optimality, Assignment Models (Minimizing and Maximizing) – Solution thro' Hungarian Algorithm – Traveling Salesmen models – Crew assignment problems.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Ronald H. Ballou and Samir K. Srivastava, *Business Logistics and Supply Chain Management*, Pearson education, Fifth Edition
2. Janat Shah, *Supply Chain Management*, Pearson Education, 2008.
3. Sunil Chopra and Peter Meindl, *Supply Chain Management-Strategy Planning and Operation*, PHI Learning / Pearson Education, 2007.
4. Mohanty R.P and Deshmukh S.G, *Supply chain theories and practices*, Biztantra publications, 2007.

MBA 1482: Tourism and Travel Management

Credits: 4

LTP 400

Course Description: The course aims to equip the students with knowledge and skills essential to know what is tourism, its types and the nations contribution to the industry. The course includes: Introduction to eco-tourism, travel management, tour planning and tour management.

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Develop an understanding of key concepts of eco-tourism.

CO2: This course will provide an understanding of the travel management.

CO3: This course will make the students familiar with the tour planning.

CO4: It will help the students in understanding the procedure of tour management.

Course Content:

Unit I

Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, recreation and leisure, their inter–relationships – Tourism organization / Institutions –Role and functions of International agencies in Hospitality industry.

Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism.

Unit II

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a fullfledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel and Health Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

Unit III

Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies

Unit IV

Tourism infrastructure- Tourism organizations-Travel motivators-Leisure or holiday Tourism Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism Tourism Products and types.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

1. Foster Dennis L., *The Business Of Travel Agency Operations and Administration* (1993) Macmillan/ McGraw, Singapore
2. Roday S., Joshi V., *Tourism Operations and Management*, Oxford University Press
3. Kumar S., Mishra J., *Tourism principles and practices*, Oxford University Press

MBA 1483: Airlines Operations and Airport Management

Credits: 4

LTP 400

Course Description: The course aims students to equip with understanding of the airlines ground handling and in-flight operations and to make student able to discuss and appraise the roles and functions of aviation industry

Course Outcomes (CLO):

Upon successful completion of the course, the students should be able to:

CO1: Handle dangerous goods with proper technique

CO2: To actively share their learning with their fellow classmates through teamwork and discussion.

CO3: Face emergency situation i.e. Fire, first aid etc.

CO4: Do job in cabin crew

Course Content:

Unit I

Passenger Service and Principles of Handling-Principles of Service, Flight Information Facility, Handling, Transit/Connection, Connection/Transfer-Special Passenger, Special Passenger Handling, Interline Connection Process, Safety and Emergency Procedures

Unit II

Introduction to Dangerous Goods -Introduction to Dangerous Goods: Dangerous Goods Precautionary Measures, Enforcement and Reporting, Classifications of Dangerous Goods, List of Dangerous Goods, Emergency procedures, Non-Dangerous goods acceptance.

Unit III

Cabin crew Duties- Roles and Responsibilities, Pre-Take-Off Preparations, Passenger Safety, Brief Introduction of Cabin Crew, Pre-flight Preparations, Flight Preparation, Boarding Process, Crew Resource Management (CRM).

Unit IV

Airport Procedures- Airport Structures, types of Airports, Airport customs Passenger facilities, Airport Layout, Airport Lounges, Announcements and Public-address system, airport security systems. Baggage Handling Procedure, X ray, Terminal, List of Airport Jobs.

Note: Relevant Case Studies should be discussed in class.

Recommended Books / Suggested Readings:

- 1.Gerald N. Cook and Bruce Billig,*Airline Operations and Management*: Feb 26, 2017 by Routledge; 7 edition (July 28, 2011)
- 2.Alexander T Well, Seth Young, *Principles of Airport Management*, McGraw Hill publication
- 3.P S Senguttuvan, *Fundamentals of Airport Transport Management*, McGraw Hill publication
- 4.Harry A Kinnison, *Aviation Maintenance Management*, McGraw Hill publication