



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

SHREE GURU GOBIND SINGH TRICENTENARY  
UNIVERSITY,  
BUDHERA, GURGAON



**SYLLABI & SCHEME OF EXAMINATION OF  
MASTER OF BUSINESS ADMINISTRATION**

**FOR 1<sup>st</sup> to 4<sup>th</sup> Semester**

**(2021-2023)**

  
Dean  
Faculty of Commerce & Management  
SGT University  
Budhera, Gurugram



# Faculty of Commerce and Management

## SOE, MBA (BATCH : 2021-23) CORE and DSE Subjects

SOE, MBA (BATCH : 2021-23) CORE and DSE Subjects																																		
S. No.	Semester	Subject Code	Nomenclature	Theory/ Practical	Core/ AECC/ VACI/ DSE/ MGE	For ERP	Theory				Theory (Internal)				Practical				Practical (Internal)				Scheme of Examinations (Theory+Internal +Practical+Oral/ Theory+Internal +Practical/ Theory+Practical)											
							L	T	P	Credits	Max	Pass	Midterm	Assignment	Professional Activities	Max	Pass	Demonstration/Presentation	Viva-Voce	Max	Pass	Attendance		Project/Laboratory Work	Midterm	Conduct/Demonstration	Max	Pass	Total					
1	1	06090101	Accounting for Managers ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16											100	40	Theory + Internal				
2	1	06090102	Basics of Entrepreneurship Skills ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal			
3	1	06090103	Marketing Management ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal			
4	1	06090104	Organisational Behaviour ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal			
5	1	06090105	Managerial Economics ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal			
6	1	06090106	Business Law ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal			
7	1	-	MGE	Theory	MGE	MGE	4	0	0	4	60	24	20	10	10	40	16												100	40	Theory + Internal			
8	1	-	AECC	Theory	AECC	AECC	2	0	0	2	30	12	10	5	5	20	8												50	20	Theory + Internal			
9	2	06090201	Financial Management ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16													100	40	Theory + Internal		
10	2	06090202	International Business ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16													100	40	Theory + Internal		
11	2	06090203	Human Resource Management	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16													100	40	Theory + Internal		
12	2	06090204	Business Research Methods ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16													100	40	Theory + Internal		
13	2	06090205	Operations Management ✓	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16													100	40	Theory + Internal		
14	2	06090206	Business Analytics	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16													100	40	Theory + Internal		
15	2	-	MGE	Theory	MGE	MGE	4	0	0	4	60	24	20	10	10	40	16													100	40	Theory + Internal		
16	2	-	AECC	Theory	AECC	AECC	2	0	0	2	30	12	10	5	5	20	8													50	20	Theory + Internal		
17	3	06090301	Operations Research	Theory	Core	Core	3	0	0	3	60	24	20	10	10	40	16														100	40	Theory + Internal	
18	3	06090302	Summer Internship Report	Practical	Core	Core	0	0	6	6							100	100	40					50						150	60	Practical + Internal		
19	3	06090303	Consumer Behaviour ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16														100	40	Theory + Internal	
20	3	06090304	Sales & Distribution Management ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16														100	40	Theory + Internal	
21	3	06090305	Marketing Strategy	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16														100	40	Theory + Internal	
22	3	06090306	Google Data Analytics	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16														100	40	Theory + Internal	
23	3	06090307	Tax Laws & Planning	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
24	3	06090308	Marketing of Financial Services/Products	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
25	3	06090309	Project Finance	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
26	3	06090310	Digital Banking ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
27	3	06090311	Human Resources	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
28	3	06090312	Industrial Relations & Labour Law ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
29	3	06090313	Strategic Human Resource Management ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
30	3	06090314	Talent Acquisition & Management ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
			Human Capital Management	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal
			International Business	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16															100	40	Theory + Internal



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S. No.	Semester	Subject Code	Nomenclature	Theory/ Practical	Core/ AECC/ VAC/ DSE/ MGE	For ERP	Theory			Theory (Internal)			Practical			Practical (Internal)					Scheme of Examinations (Theory+Internal +Practical+Oral/ Theory+Internal +Practical/ Theory+Practical)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
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31	3	06090315	Legal Dimensions of International Business	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										



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International Business																															
61	4	06090415	Export and Import Documentation ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
62	4	06090416	International Business Finance ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
63	4	06090417	International Marketing	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
64	4	06090418	International Business & Trade Practices ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
Entrepreneurship																															
65	4	06090419	Entrepreneurial Finance ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
66	4	06090420	Advanced Entrepreneurship Skills	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
67	4	06090421	Social Entrepreneurship ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
68	4	06090422	Innovation Technology Management ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
Analytics																															
69	4	06090423	Big Data Analytics	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
70	4	06090424	Predictive Analysis	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
71	4	06090425	Knowledge Management & Digital Strategy	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
72	4	06090426	Strategy Analytics	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
Operations																															
73	4	06090427	Digital Operations ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
74	4	06090428	Logistics and Transportation Management ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
75	4	06090429	Advanced Operations Management ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal
76	4	06090430	Six Sigma & Lean Management ✓	Theory	DSE	DSE	3	0	0	3	60	24	20	10	10	40	16												100	40	Theory + Internal

**Important Note:**

1. MGE & AECC will be selected from university umbrella.

2. (For 3rd and 4th Semester only) Discipline Specific Electives (DSE): Select any TWO Electives from the area of Finance / Human Resources / Marketing/International Business/ Entrepreneurship / Analytics / Operations. Under the selected each Elective, choose any three DSEs.

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Program Name : MBA			Semester: I		
Course: Accounting for Managers			Code: 06090101		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
Course Rationale: The rationale is to acquaint the students with concepts and problems of management accounting and to enable them to use to address various business problems for decision making in the global business environment.					
Course Objectives: The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.					
Learning Outcomes: 1: Student is able to differentiate between different types of accounting. 2: Student is able to understand various aspects related to cost, volume and profit 3: Student is able to analyze the financial position of the business. 4: Student is able to analyze and control variances.					
Prerequisite(s): Basic knowledge of accountancy and mathematical calculations.					
Pedagogy: Lectures, Caselet, Problem based Learning, Projects.					
Syllabus: Unit I: Accounting: - concept, importance and scope, accounting principles, types of accounting, Financial accounting: journal, ledger, trial balance, preparation of final accounts without adjustments. Unit II: Management Accounting -evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting. Budgets and budgetary control - meaning, objectives, classification of budgets and preparation of cash budget, importance of budgets. Unit III: Cost Volume Profit Analysis - meaning, objectives, advantages, methods of cost volume profit analysis. Ratio Analysis - meaning, objectives, significance, limitations, classification and computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.					

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Unit IV: Funds Flow Statement: meaning, objectives, limitations, preparation of funds flow statement. Cash Flow Statement: meaning, objectives, limitations, difference between cash flow statement and fund flow statement.

Unit V: Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment. marginal costing and its application in managerial decision making.

**Textbook:**

1. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi

**Reference Books:**

1. Hansen & Mowen, Cost Management, Thomson Learning
2. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi.
3. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
4. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
5. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
6. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
7. M.S Narasimhan-Management Accounting , Cengage.
8. Brigham , Ehrhardt, Financial Management, Cengage Learning.
9. S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

**Journals:**

1. Management Accounting Research Journals- Elsevier
2. Journal of Management Accounting Research

**Case Study:**

**Evaluation Scheme:**

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name : MBA			Semester: I		
Course: Basics of Entrepreneurship skills			06090102		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials		Continuous Evaluation	End Examination
40	-	-	4	40	60
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> The primary objective of course is to develop entrepreneurial mindset of the students through experiential learning techniques and equip the students with the concepts of entrepreneurship.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>Acquire the skills and knowledge related to the various phases in venture creation process such as creating a business model and building a prototype.</li> <li>Practice entrepreneurship by forming and running a Campus Venture as part of a team.</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> Videos and quizzes through the on-line Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.					
<b>Syllabus:</b> <b>Unit-1: Discover Yourself:</b> Identify individual's Hobbies, Interest, and Passion/Flow; Discuss and analyse the case studies related to effectuation and effectuation principles; Identify individual's entrepreneur style <b>Unit-2: Idea/Problem:</b> Go out of the building and conduct problem interview with prospects; Identify a problem worth solving using Design Thinking Process (Wadhvani Foundation/Stanford D-School); Design a Value Proposition canvas and Deep dive into Gains, Pains and "Jobs-To-Be-Done" <b>Unit-3: Business Model:</b> Design a Lean Canvas for the problem worth solving identified, Identify Riskiest Parts of Plan; GO Out of the building and Run Solution interviews; Design MVP- Build-Measure-Learn Feedback Loop <b>Unit-4: Revenue &amp; Cost:</b> Download the Annual report of a company and submit analysis report on financial statements including income, costs, gross and net margins; Download the Annual report of a company and submit analysis report on Primary and Secondary Revenue Stream, Different Pricing Strategies, Product and Operations Costs; Design an investor's pitch based on various sources of funds. <b>Unit-5: Team:</b> Design the roles and responsibilities of a Leader and Pitch for candidates to join startups; Create company profile page and strategy based on Bulls Eye Framework; List out all necessary documents needed for starting and operating a business; Create a compliance report					

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**Textbook:**

1. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

**Reference Books:**

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
5. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
6. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
7. Gifford Pinchot, Intrapreneuring, Harper & Row

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Links to websites:**

1. Entrepreneur Notes and Study Material ([mbaexamnotes.com](http://mbaexamnotes.com))
2. Value Proposition Canvas – Download the Official Template ([strategyzer.com](http://strategyzer.com))
3. Lean Canvas | LEANSTACK
4. Create a new Lean Canvas - Canvanizer
5. Lean Canvas - Business Model Toolbox ([bmtoolbox.net](http://bmtoolbox.net))

**Evaluation Scheme:**

- |                                      |         |
|--------------------------------------|---------|
| • Class participation and attendance | 05marks |
| • Mid Term Exam                      | 20marks |
| • Assignment                         | 05marks |
| • Team Project Presentation          | 10marks |
| • Term-End Exam                      | 60marks |

**Total****100marks**

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<b>Program Name : MBA</b>			<b>Semester: I</b>		
<b>Course: Marketing Management</b>			<b>Code:06090103</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> From a customer value creation and delivery perspective the Marketing Management course is a foundation since understanding the market and identifying and creating what is of value for the identified market is the logical starting point of business. This course focuses on formulating marketing Plans and policies based on deep insights about market; both customers and competition					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To provide a systematic framework for understanding customer, company, competition, collaborators and context for marketing management.</li> <li>2. To develop an understanding on Market Segmentation, Targeting and Positioning.</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Appreciate the differences between consumer and business marketing</li> <li>2. Apply concepts and tools relevant to Segmentation, Targeting and Positioning</li> <li>3. Design the marketing plan for new products and services.</li> </ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>UNIT-I</b> Introduction to Marketing Management: Customer need focus, Profitability Focus, Assessing Market Opportunities and Customer Value: Scanning Market Environment, Creating Customer Value and Customer Relationship. Introduction to International Marketing.					
<b>UNIT –II</b> Analyzing Consumer Behaviour: Factors influencing consumer behavior, Cultural and Social factors influencing consumer decisions. Psychological factors, Influencing consumer decisions, Understanding Competition In Market, Strategies of Leader, Challenger and Followers in Market Place, Balancing Customer and Competition Orientation, Marketing Research: Elements of the Marketing Information Systems, Marketing Research Methods					
<b>UNIT III</b> Market Segmentation: Bases for Segmenting Consumer Markets, Bases for Segmenting Business Markets, Target Market Selection: Differentiated Positioning, Marketing Mix, Product Decisions: Classification of Products, Product mix and product line decisions, Packaging, Product Decisions:					

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New product Development, Product Life Cycle management, New product options Challenges in New Product Development, Organizational arrangement for new products, Diffusion of innovation

## UNIT IV

Designing and Managing Services: Nature of services, Categories of the services, Distinctive Characteristics of Services, Service Blueprint Pricing Decisions, Consumer psychology and pricing: Reference Pricing Selecting the pricing objective Determining demand Selecting the pricing method, Adapting the price, Promotional Pricing, Differentiated pricing, Initiating price cuts, Initiating price increases

## Unit V

Place Decisions: Distribution channels, Integrating Multi-Channel Marketing Systems, Value Networks, Channel Functions and Flows, Identifying Channel alternatives, Evaluating Channel Alternatives.

### Textbook:

- *Marketing Management: A South Asian Perspective*, Philip Kotler, Kevin Lane Keller, Pearson Education
- *Marketing Management*, Ramaswamy, Mc Graw Hill India.

### Reference Books:

- *Marketing Management*, Dawn Iacobucci, Cengage
- *Marketing Management*, Rajan Saxena, McGraw Hill
- *Principles of Marketing*, Philip Kotler and Gary M. Armstrong, Prentice Hall
- *Fundamentals of Marketing*, William J. Stanton, Charles M. Futrell, McGraw-Hill

### Journals:

- Journal of Marketing
- Journal of Consumer Research
- Journal of Marketing Research

### Links to websites:

- <http://www.mmaglobal.org/>

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

**Cases:** The Faculty should discuss at least one case per unit.

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<b>Program Name : MBA</b>			<b>Semester: I</b>		
<b>Course: Organisational Behaviour</b>			<b>Code:06090104</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
40	-	-	3	40	60

## Course Rationale:

Organizations have to manage its tangible and intangible resources. Amongst all resources human resources offer organizations distinct advantage. This course exposes students towards the behavioural aspects of individuals working in an organization.

## Learning Outcomes:

1. To apply organizational behavioural theories / frameworks /models to business context.
2. To analyze business situation and individual behaviour.
- 3) To understand Organizational change & Development interventions.

## Prerequisite(s):

Understanding of principles of management and basics of human resources and human behavior at work.

**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

## Syllabus:

### Unit-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour.

### Unit-II

Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

### Unit-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management. Transactional analysis and Johari Window

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**Unit-IV**

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership.

**Unit-V**

Organizational Culture, Organization Change: Importance, Resistance to Change, Managing Change, Organization Development (OD), Pre-requisites for effective OD, Factors affecting OD, Effectiveness of OD Program.

**Textbook:**

Robbins, Stephen P., Judge, Timothy A., & Vohra, Neharika., *Organizational Behaviour*. (18th ed.). Pearson.

**Reference Books:**

1. Luthans, Fred., *Organizational Behaviour*, (18ed), McGraw-Hill International Edition.
2. Newstorm John. W. & Davis Keith., *Organizational Behaviour, Human Behaviour at Work*, (12 ed.). Tata McGraw-Hill Publishing Company Ltd., New Delhi.
3. Aswathappa K., *Organizational Behaviour Text, Cases and Games*. (8<sup>th</sup> ed). Himalaya Publishing House, New Delhi.
4. Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
5. Hersey, Paul, Blanchard, Kenneth H. & Johnson, Dewey E. *Management of Organisational Behaviour*, Utilizing Human Resources, Prentice Hall, New Delhi.
- 6) Ivancevich, John. & Micheel T. Matheson, *Organisational Behaviour and Management*, Tata McGraw, New Delhi. Hill

**Journals:**

1. *Journal of Organizational Behaviour*
2. *Journal of Organizational Behaviour Management*

**Case Study:**

1. Apple goes global, *Organizational Behaviour* 16e, Robbins, Judge & Niharika Vohra, pp 64-65.
2. The treasure trove of the aging workforce, *Organizational Behaviour* 16e, Robbins, Judge & Niharika Vohra, pp 38.

**Links to websites:**

- <http://obweb.org/>

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- <http://www.tandfonline.com/loi/worg20>
- [www.12manage.com](http://www.12manage.com)

## Evaluation Scheme:

- |                                      |                  |
|--------------------------------------|------------------|
| • Class participation and attendance | 05 marks         |
| • Mid Term Exam                      | 20 marks         |
| • Assignment                         | 05 marks         |
| • Presentation                       | 10 marks         |
| • Term-End Exam                      | 60 marks         |
| <b>Total</b>                         | <b>100 marks</b> |

**Cases:** The Faculty should discuss at least one case per unit.

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Program Name : MBA			Semester: I		
Course: Managerial Economics			Code: 06090105		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>This course's goal is to teach students how to evaluate business decisions made by businesses using microeconomic ideas and tools.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>Learn how to think economically (rational choice, optimal allocation of resources, models, etc.)</li><li>Learn about the different market structures (competition, monopoly, oligopoly) to understand how businesses could compete and what potential equilibriums might exist. consequences of strategic management.</li><li>Discover the key categories of costs and cost functions, as well as how they are used in decision-making.</li><li>Understanding and building capacity of students to analyse Business Environment.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to :</p> <ol style="list-style-type: none"><li>Use your understanding of supply and demand mechanics to describe how markets operate.</li><li>Describe the impact of changes in supply and demand on markets.</li><li>Understand the decisions made by rational buyers</li><li>Describe how production and costs are related.</li><li>Explain the main traits and effects of the various market types.</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>Good Communication skills</li><li>Basic knowledge of Economic Terminology</li></ol>					
<b>Pedagogy:</b> <ol style="list-style-type: none"><li>Lectures, Discussions and Storytelling</li><li>Teaching Economics Through Problems Based Learning</li><li>Simulation Games.</li><li>Using Media and Technology in Economics</li><li>Concept Mapping and Flow Charts</li></ol>					

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## Syllabus:

Unit – I General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

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

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

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

Unit – V Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment (FDIs).

## Textbook:

1. *Managerial Economics*, Tata McGraw-Hill, New Delhi, 2011

## Reference Books:

2. *Yogesh Maheshwari, Managerial Economics*, Phi Learning, New Delhi, 2005
3. *Gupta G.S., Managerial Economics*, Tata McGraw-Hill, New Delhi
4. *Moyer & Harris, Managerial Economics*, Cengage Learning, New Delhi, 2005
5. *Geetika, Ghosh & Choudhury*

## Journals:

1. *Managerial and Decision Economics*. <https://onlinelibrary.wiley.com/journal/10991468>
2. *Learning and Teaching Managerial Economics*.  
<https://journals.sagepub.com/doi/10.1177/030981688803600106>

## Case Study:

<https://www.etcases.com/case-categories/managerial-economics-case-studies.html>

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## Links to websites:

- <https://ndl.iitkgp.ac.in/>

## Evaluation Scheme:

- |                                      |         |
|--------------------------------------|---------|
| • Class participation and attendance | 05marks |
| • Mid Term Exam                      | 20marks |
| • Assignment                         | 05marks |
| • Team Project Presentation          | 10marks |
| • Term-End Exam                      | 60marks |

**Total**                      **100marks**

**Cases:** The Faculty should discuss at least one case per unit.

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Program Name : MBA			Semester: I		
Course: Business Law			Code:06090106		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <p>It is imperative that the various acts of business laws in Indian context to be understood by the students pursuing this program. The study of Business Law prepares students for a variety of practice areas, including business transactions, commercial litigation, tax, nonprofit law, and more.</p>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To demonstrate an understanding of the Legal Environment of Business.</li><li>To apply basic legal knowledge to business transactions.</li><li>To understand legal processes involved in management of an organization and utilize the provisions of law in the best interest of the organization without violating them.</li></ul>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to :</p> <ul style="list-style-type: none"><li>Students would learn the basics of Laws governing commercial contracts and nuances of competency to contract. They will learn to handle the execution of special contracts used in different types of business.</li><li>Students would learn the basics of Laws governing a Partnership and a Company.</li><li>Students will learn about Consumer Protection Act which will help them in making sound consumer policies in the business.</li><li>Students will understand the concepts of business laws and learn to apply them to the business environment.</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>Basic understanding of different types of business.</li></ul>					
<b>Pedagogy:</b> <ul style="list-style-type: none"><li>A mix of pedagogy would be adopted consisting of lecture, discussion, presentation, demonstration and class test.</li></ul>					
<b>Syllabus:</b>					
<b>Unit-I</b>					

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The Indian Contract Act 1872: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

**Unit-II**

Sale of Goods Act 1930: Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

Consumer Protection Act, 1986: Basic concepts, Rights of Consumers, Redressal Machinery under the act

**Unit-III**

Right to Information Act, 2005: Meaning, features, procedure for obtaining information, appeal and penalty. Exemption from disclosures. Central and State Information Commission and their powers and function.

**Unit-IV**

Limited Liability Partnership (LLP), 2008: Salient features of Indian Partnership Act, 1932, Difference between LLP and Partnership; Partners and their relation with LLP; Designated Partners; Formation of LLP, Extent of LLP Liability; Extent of Partner's Liability; Winding up and dissolution of LLP.

**Unit-V**

The Companies Act, 2013: (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions.

**Textbook:**

1. Kuchhal, M.C. and Deepa Parkash, **Business Legislation Management**, Vikas Publication
2. M.C. Kuchhal, and Vivek Kuchhal, **Business Law**, Vikas Publishing House, New Delhi
3. Ramaiyam, A., **Guide to the Companies Act**, Wadhwa, Nagpur

**Reference Books:**

1. Shah, S.M., **Business Law for Managers**, Sultan Chand, New Delhi
2. Tulisian P.C., **Busienss Law**, TMH, New Delhi
3. Bulchandani, **Business Law for Management**, Himalaya Publishing House.
4. Kumar, **Legal Aspect of Business** 1st Edition, Cengage Learning.
5. Ravinder Kumar, **Legal Aspects of Business**, Cengage Learning
6. Dr. Singh, Avtar; **Company Law**, 17th ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018
7. Kapoor N.D., *Company Law: Incorporating the provisions of the companies Amendment Act*. Sultan Chand and Sons

**Journals:**

- Indian Journal of Law and Legal Research
- Journal of Human Right and Practice

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## Links to websites:

- <https://www.hzu.edu.in/uploads/2020/10/business-law.pdf>
- [https://books.google.co.in/books/about/Business\\_Law.html?id=SrhwCgAAQBAJ&redir\\_esc=y](https://books.google.co.in/books/about/Business_Law.html?id=SrhwCgAAQBAJ&redir_esc=y)

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA			Semester: II		
Course: Financial Management			Code:06090201		
Teaching Scheme			Evaluation Scheme		
ClassroomSession / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60

## Course Rationale:

The objective of a business enterprise is to generate profits and remain viable and sustainable. Sustainability necessitates value creation by organizations not for just their stakeholders but also for society at large.

In the process of value creation, financial managers are increasingly supplementing the traditional metrics of performance with new methods that encourage a greater role for risk assessment and critical analysis of alternatives. The purpose of this course is to enable students to understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation. Thus there are four major decision-making areas in financial management: the financing, investment, liquidity, valuation and asset management decisions.

Financial assets are changing their characteristic performance in rapidly changing financial markets which is posing a challenge to financial analysts. These challenges are further magnified by wide fluctuations and volatility in exchange rates, interest rates, tax laws, technology changes which are making decision making an even more challenging task. Today's financial manager must have the flexibility to adapt to the changing external environment if his or her firm is to survive.

This course will enable students to develop skills to assess the sources of finance and analyze investment decisions in terms of the different types of cash flows. Students will also be able to analyze the liquidity of the firm and learn to manage cash, receivables and inventory to maintain optimum liquidity in the firm. Students will also understand the significance of value creation by the firm and analyze the corporate governance of the firm.

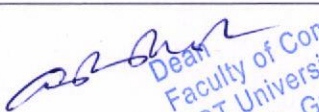
## Learning Outcomes:

After completion of the course, students would be able to:

1. Identify the best source of financing suitable to a business
2. Review investment decisions on the basis of the associated risk and return based on the concept of Time Value of Money
3. Calculate the cash flows from complex investment decisions
4. Calculate the cost of capital under different capital structures and assess the optimal capital structure and value for the firms
5. Evaluate the critical factors influencing liquidity of the firm through cash, inventory, and receivables of the firm

## Prerequisite(s):

Basic knowledge of Accounts & Finance.

  
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**Pedagogy:**

Exercises in the text book and Cases would be used for extensive practice both in the class and for self-study.

**Syllabus:**

**Unit 1: Introduction**

Concept, Nature, Scope, Function and Objectives of Financial Management. Long term and short term sources of finance.

Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical returns, expected return; Risk - Systematic & unsystematic risk – their sources and measures.

Ratio Analysis: Liquidity, Profitability, Leverage and Activity Ratios & Funds Flow Statement.

**Unit 2: Investment**

Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method, RADR (Risk Adjusted Discount Rate), Certainty Equivalent method, Simulation method, Sensitivity Analysis using practical questions.

**Unit 3: Financing Decision**

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital.

Capital structure –Theories of Capital Structure: Net Income, Net Operating Income, MM Hypothesis, Traditional Approach

**Unit 4: Leverage Analysis & Dividend Decisions**

Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model, Alternate forms of Dividends

**Unit 5: Working Capital Decisions**

Working Capital: Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management: Cash Management, Receivables management, Inventory Management.

Filling of CMA form for Working Capital.

**Textbook:**

- Financial Management by IM Pandey, Vikas Publishing (11<sup>th</sup> Edition)

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- Khan and Jain. Financial Management, Text, problems & Cases (Eight Edition) McGraw Hill Education

## Reference Books:

- R.P. Rustagi, Financial Management (14<sup>th</sup> edition), Taxmann Publications
- Chandra, P. Financial Management: theory & Practice. (10<sup>th</sup> edition) McGraw Hill Education
- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning

## Evaluation Scheme:

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Team Project Presentation 10 marks
- Term-End Exam 60 marks

**Total 100marks**

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Program Name : MBA			Semester: II		
Course: International Business			Code: 06090202		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>The present course aims at familiarizing the participants with various aspects of macro and micro-environments that impacts the business enterprises in India in their global business forays. The objective is also to facilitate students with recent business practices and strategies learnt by the students in international markets.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To provide a broad understanding of international business and trade practices with functioning of this practices throughout globe.</li><li>Analyze the framework of various macro and micro environmental factors in Indian business organizations.</li><li>To impart knowledge about actual practices of Indian businesses at play learnt by the students.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to :</p> <ol style="list-style-type: none"><li>Comprehend and evaluate different micro and macro environments for making informed decisions on international business strategies and offerings.</li><li>Understand and develop skills for execution of effective environmental scanning and strategies for new frameworks.</li><li>Analyze and comprehend strategic international business analysis into strategic programs that integrate product/service, pricing, communications and channel decisions in global markets.</li></ol>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>Good Communication skills</li><li>Basic knowledge of business and management practices in India.</li></ul>					
<b>Pedagogy:</b> Course will be taught using classroom teaching, case studies and multiple different tools of education.					
<b>Syllabus</b>					

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**Unit - I**

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's & TNCs in the developing countries. Environment of international business: Social, economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

**Unit - II**

International business Competitive strategies: Porter's model; Prahalad and Do's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment. International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

**Unit - III**

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product

Life Cycle.

**Unit - IV**

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse BOP, Convertibility of Capital Account, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory.

**Unit - V**

Role of emerging regional trade association throughout the world in the contemporary times, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Contemporary Critical issues in the international trade.

**Textbook:**

1. Krugman, Paul R., & Obstfeld Maurice – International Economics, 8th Edition 2013 Pearson.
2. Aswathappa- International Business (Tata McGraw-Hill, 2002).

**Reference Books:**

1. Daniels- International Business (Pearson Education) 2004.
2. Paul J- International Business (Prentice-Hall, 2004)
3. Deresky H- International Business (PHI, 2003)
4. Hill C W- International Business (Tata McGraw-Hill,2002.)
5. Varma M L- International Trade (Vikas, 2003)
6. Taggart- The Essence of International Business (PHI)
7. Farooque M U & Et al, International Trade, First Edition December 2013 Alphabet Publication.
8. Amin, Samir – Beyond US Hegemony, Zed Books Ltd. First E-book edition 2013

**Journals:**

1. FIIB Business Review
2. Scholedge International Journal of Business Policy and Governance
3. International Journal of Development and Emerging Economics
4. Journal of Finance and Marketing
5. Journal of marketing

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## 6. Economic Development and Cultural Change

Case Study:

Links to websites:

- World Bank Publications
- <https://data.worldbank.org/> (World Bank Open Data)
- [https://www.mindtools.com/pages/article/newLDR\\_66.htm](https://www.mindtools.com/pages/article/newLDR_66.htm) (Hofstede Cultural Dimensions)

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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Program Name : MBA			Semester: II		
Course: Human Resource Management			Code: 06090203		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <p>This course is an introduction to Human Resource Management. HRM involves all management decisions and actions that affect the nature of the relationship between the organization and its employees. Effective Human Resource Management creates a win-win relationship with employees by seeking the best fit between organizational and individual goals. The focus of the course is on the various human resource policies as recruitment, selection, performance management, rewards, staffing and development. Students will get insight into the basic challenges, approaches and tools within these fields.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand challenges of human resource management in today's competitive environment.</li><li>2. To apply the knowledge of talent management, recruitment, selection, training &amp; development in organization.</li><li>3. To evaluate performance &amp; potential appraisal in developing compensation structure in organization.</li><li>4. To understand role of international human resource management and cultural diversity in global business environment.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Understand the nature, role and importance of the Human Resource in organization.</li><li>2. Analyze employee recruitment, selection, retention plans and their development processes.</li><li>3. Demonstrate the skills for solving HR issues and the formulation of appropriate HRM responses.</li><li>4. Explain the purpose, need and relevance of HRIS.</li></ol>					
<b>Prerequisite(s):</b> <p>Knowledge of principles of management and basics of human resources.</p>					
<b>Pedagogy:</b> Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.					

  
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**Syllabus:**

**Unit I:** Introduction to HRM; Evolution of HRM; role, responsibilities and competencies of HR professionals; HR processes and functions; Changing environment at workplace, human resource planning - objectives and process.

**Unit II :** Job Analysis, Job descriptions and job specifications, recruitment and selection methods and strategies, orientation and induction, training and development process & methods, training need assessment, designing, administering and evaluation of training and development programme.

**Unit III:** Elements of performance management system, performance evaluation methods, Appraising performance: developing performance appraisal system, career & succession planning and management.

**UNIT IV:** Compensation management, job evaluation methods, classification of employee benefits, design and administration. HR in knowledge era: HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee easing, HR audit.

**Unit V:** Human Resource Information Systems: Evolution, Objectives, Needs, Advantages & Disadvantages, System Design and Acquisition: Design of HRIS - Relevance of Decision Making Concepts for Information System Design, Data Management for HRIS, The Future of Human Resource Information Systems: Emerging Trends in HRM and IT.

**Textbook:**

- Dessler Gary and Varkkey Biju (2015), Human Resource Management, Pearson Publication, 14<sup>th</sup> Edition
- Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons, 3<sup>rd</sup> Edition
- Decenzo, A. David & Robbins, Stephen (2011). *Fundamentals of Human Resource Management*. Wiley India 10<sup>th</sup> Edition

**Reference Books:**

1. Bohlander George W., Sherman Arthur W., Snell Scott A., *Managing Human Resources*, South Western College, 16<sup>th</sup> Edition
2. R. Luis, Mejia- Gomez, B. David, Balkin and L. Robert, Cardy (2016), *Managing Human Resources*, Pearson Higher Education, 8<sup>th</sup> Edition
3. Mathis Robert L. and Jackson John H., Valentine Sean R. (2013), *Human Resource Management*, Cengage Learning, 14<sup>th</sup> Edition
4. Mondy R.W. & Noe R.M., *Human Resource Management*, Pearson Education, 7<sup>th</sup> Edition,

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5. Aswathappa K. *Human Resource Management*, McGraw Hill Education, 8<sup>th</sup> Edition

## Journals:

1. *Journal of Human Resources*
2. *Academy of Management Review*
3. *Human Resource Development Review*
4. *Journal of Management Education*

## Case Study

- 1 Carter Cleaning Company, Chapter 1, pg 23.
- 2 Translating strategy in to hr policies and practices case, Chapter 4, pg 108.
3. Boss, I think we have a problem, Chapter 17, pg 508

## Links to websites:

- [www.peoplesmatters.in](http://www.peoplesmatters.in)
- [www.hrvillage.com](http://www.hrvillage.com)
- [www.tvrils.com](http://www.tvrils.com)

## Evaluation Scheme:

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

  
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<b>Program Name : MBA</b>			<b>Semester: II</b>		
<b>Course: Business Research Methods</b>			<b>Code: 06090204</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> From a customer value creation and delivery perspective the Marketing Management course is a foundation since understanding the market and identifying and creating what is of value for the identified market is the logical starting point of business. This course focuses on formulating marketing Plans and policies based on deep insights about market; both customers and competition					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.</li><li>2. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>3. Appreciate the differences between methods of research and research designs</li><li>4. Apply various research methods and designs for different research designs</li><li>5. Design the research plan for topic of student's choice</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in statistics					
<b>Pedagogy:</b> Case study, Video, Assignments, Quiz, formative assessment					
<b>Syllabus:</b> <p><b>Unit I</b> Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of Hypothesis</p> <p><b>Unit II</b> Research Design: Meaning, Need, and Different research design: Exploratory, Descriptive, Experimental and Diagnostic and Survey Research, Features of a good research design</p> <p><b>Unit III</b> Sampling design: Meaning, Need, and Advantages of sampling over census, Probability and Non probability Sampling Methods, Criteria of Selecting a sampling procedure, Factors influencing</p>					

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sample size

**Unit IV**

Data Collection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales

**Unit V**

Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Report Writing: Need, Types and Characteristics of a research report.

**Textbook:**

- William G. Zikmund, *Business Research Methods*, 7th Edition, Cengage Learning, India.
- K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, *Management Research Methodology: Integration of Principles, Methods and Techniques*, Pearson Education
- Ranjeet Kumar, *Research Methods*, Pearson Education
- Donald S. Tull, Del I. Hawkins, *Marketing Research, Measurement and Methods*, 6th Edition, PHI
- Naresh Malhotra and Satya Bhushan Das, *Marketing Research: An applied Orientation*, Pearson Education
- Mcburney, *Research Methods*, 7th Edition, Cengage Learning, India.

**Reference Books:**

- J. K. Sachdeva, *Business Research Methodology*, Himalaya Pub. House
- Paul E. Green, Donald S. Tull, *Research for Marketing Decisions*, 5th Edition, PHI.

**Journals:**

- Journal of Consumer Research
- Journal of Marketing Research

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

**Cases:** The Faculty should discuss at least one case per unit.

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Program Name : MBA			Semester: II		
Course: Operations Management			Code:06090205		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

**Course Rationale:**

- In the context of the dynamic market conditions, the shift from a seller's market to a buyer's market and increase in the global competitors, operations management can play a key role in the establishing and enhancing of the competitiveness of the companies.  
This course introduces the set of skills and tools that the managers can apply in creating a sustainable competitive advantage in the marketplace.

**Course Objectives:**

1. This course is designed to make students familiar with the concepts and techniques of Production and Operations Management.
2. It seeks to help them understand the important role of this vital function in the Organization.
3. It seeks to impart students with both theoretical and practical understanding of this function, and establish how it plays a key role in enhancing the competitiveness, productivity and efficiency of the organization.
4. The course also intends to introduce the students to the contemporary issues in this domain.

**Learning Outcomes:**

**After completion of the course students would be able to :**

1. Understand the significance of operations and its integration with other management functions.
2. Understand the qualitative factors and quantitative models which can facilitate the facilities location in the context of globalization.
3. Understand different types of production processes and the respective layouts used for manufacturing/services different types of products/services.
4. Develop understanding of the production planning activities, imperative for manufacturing to start.
5. Develop an understanding and suitability of the different inventory control models.
6. Learn about the concept of quality and the different tools used in statistical quality control.
7. Learn about concepts and metrics of productivity.
8. Develop an understanding of different techniques and tools used in work study.

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**Prerequisite(s):**

1. Basic knowledge of the functions of management.
2. Understanding of the current business environment and challenges.

**Pedagogy:**

**Syllabus:**

**Unit I**

**Introduction to Operations Management:** Nature and Scope of Operations Management, Emerging Trends in Operations Management Interface between the operation systems and systems of other functional areas, Performance Metrics of Operations, Types of production process- Intermittent and Continuous; Different types of layouts, Globalization of Operations, Location and the factors influencing location.

**Unit II**

**Production Planning:** Capacity planning and process analysis, Capacity estimation in different processes, Issues in capacity planning, Aggregate production planning, Master production scheduling (MPS), Material requirement planning (MRP).

**Unit-III**

**Material Management:** An overview of Material Management, Inventory Control and systems: ABC, VED and FNSD, Purchase Management: Supplier selection and evaluation, Vendor rating - determinants of vendor rating, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

**Unit- IV**

**Quality Control:** Standards and specifications, Quality Assurance and Quality Improvement Teams, Statistical Quality Control-Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve.

**Unit- V**

**Productivity Management:** Value stream, Non-value adding activities, Lean principles, Performance metrics for productivity.

**Work Study:** Human Aspects in Application of Work Study, Method Study & Work Measurement, Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart

**Textbook:**

1. Bedi, K. (2014). *Production and Operations Management*, Oxford University Press, New





Delhi.

2. Mahadevan, B. (2015). *Operations Management* (3rd edition). Pearson Education, Delhi

#### Reference Books:

1. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management (15th ed.)*, Mc Graw Hill, Chennai
2. Samson, D. and Singh (2010), J. P. *Operations Management-An integrated approach*, Cambridge University Press.
3. Evans R. James, Collier A. David (2007), *Operations Management*, Cengage Learning.
4. Everett. Adam, Jr. and Ronald J. Elbert (2003), *Production and Operations Management Concepts, Models and Behaviour*, 5<sup>th</sup> Edition Prentice Hall of India.
5. Gaither, N. and Frazier G. (2011). *Operations Management (9th ed.)*, Cengage Learning, New Delhi.
6. Kachru, U. (2010), *Production and Operations Management: Text and Cases*, Excel Books
7. Stevenson J. William (2009), *Operations Management (9th Edition)*, Tata McGraw-Hill.
8. Waters, D. (2011), *Operations Management*, Kogan Page Limited.
9. Wild, R. (2002), *Operations Management (6<sup>th</sup> ed)*, Cengage Learning Learning.

#### Journals:

1. Production and Operations Management

Online ISSN:1937-5956

<https://onlinelibrary.wiley.com/journal/19375956>

The mission of **Production and Operations Management** is to serve as the flagship research journal in operations management in manufacturing and services.

2. International Journal of Operations and Production Management

ISSN: 0144-3577

<https://www.emerald.com/insight/publication/issn/0144-3577>

3. POM Journal

<https://www.poms.org/journal/>

The mission of *Production and Operations Management* is to serve as the flagship research journal in operations management in manufacturing and services.

4. Journal of Operations Management

Online ISSN: 1873-1317

<https://onlinelibrary.wiley.com/journal/18731317>

*JOM's* mission is to publish original, **empirical**, operations and supply chain management research that demonstrates both academic and practical relevance.

#### Case Study:

1. Benetton Group S.p.A., 2012

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Well, John, R. & Daneskin, Galen (2014), Harvard Business School

2. GM PowerTrain, Harvard Business School

## Links to websites:

- <https://www.iso.org/standards.html>
- <https://global.toyota/en/company/vision-and-philosophy/production-system/>
- <https://www.qualitygurus.com/performance-excellence-models-quality-awards/>

## Evaluation Scheme:

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Team Project Presentation 10 marks
- Term-End Exam 60 marks

**Total 100 marks**

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Program Name : MBA			Semester: II		
Course: Business Analytics			Code:06090206		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> Understand and critically apply the concepts and methods of business analytics. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.					
<b>Course Objectives:</b> This course is not based on rote memorization of equations or facts, but focuses on honing the understanding of key concepts, managerial judgment, and ability to apply course concepts to real business problems					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Create visual representations of data that allow to recognize trends and detect outliers</li><li>2. Define and calculate descriptive statistics to summarize data sets concisely</li><li>3. Analyze relationships between two variables by creating scatter plots and calculating the correlation coefficient.</li><li>4. Determine an adequate sample size, explain the importance of random sampling, and craft sound survey questions to create representative samples.</li><li>5. Draw conclusions about the larger population by calculating sample statistics and applying the properties of the normal distribution</li><li>6. Estimate the accuracy of statistics by calculating confidence intervals.</li><li>7. Develop and test hypotheses to assess the impact of changes on an entire population or estimate differences between populations.</li><li>8. Quantify the evidence in favor of or against your hypothesis in order to make managerial decisions.</li><li>9. Identify the best fit line for a data set and interpret its equation</li><li>10. Analyze the relationship between two variables and develop forecasts for values outside the data set.</li><li>11. Perform a regression analysis using Excel and interpret the output.</li><li>12. Identify the best fit line for a data set and interpret its equation.</li><li>13. Analyze the relationship between two variables and develop forecasts for values outside the data set.</li></ol>					

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14. Perform a regression analysis using Excel and interpret the output
15. Estimate the relative predictive power of different combinations of variables by performing and interpreting a multiple variable regression analysis using Excel.
16. Expand the range of your analysis by using dummy and lagged variables.

**Prerequisite(s):** Basic knowledge of Research Methodology, Statistics, Excel

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

## Unit - I

### Describing and Summarizing Data (Using Excel/SPSS/E-Views & R-Programming)

- Visualizing Data
- Descriptive Statistics
- Relationships Between Two Variables

## Unit - II

### Sampling and Estimation (Using Excel/SPSS/EViews & R-Programming)

- Creating Representative and Unbiased Samples
- The Normal Distribution
- Confidence Intervals
- XYZ's Inventory Sampling

## Unit - III

### Hypothesis Testing (Using Excel/SPSS/EViews & R-Programming)

- Designing and Performing Hypothesis Tests (i.e. Improving the Customer Experience)

## Unit - IV

### Single Variable Linear Regression (Using Excel/SPSS/E-Views & R-Programming)

- The Regression Line
- Forecasting
- Interpreting the Regression Output
- Performing Regression Analysis

## Unit - V

### Multiple Regression (Using Excel/SPSS/E-Views & R-Programming)

- The Multiple Regression Equation
- Adapting Concepts from Single Regression
- Performing Multiple Regression Analysis
- New Concepts in Multiple Regression

### Textbook:

- *Statistical Techniques in Business and Economics*:13th Edition, Lind, Marchal, Wathen, TATA McGrawHill
- *Statistics for Managers*: 1st edition, Chandrasekaran & Umaparvathi, PHI Learning

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- *Essentials of Business Analytics: An Introduction to the methodology and its application*, Bhimasankaram Pochiraju, SridharSeshadri, Springer
- *Research Methodology*: C R Kothari, New Age International
- *Data Visualization with R 100 Examples*: Thomas Rahlf, Springer
- *Using R for Introductory Statistics*: John Verzani, CRC Press

## Reference Books:

- *An Introduction to Business Analytics*: Ger Koole, Lulu.com, 2019
- *Business Research Methods*: 9th Edition , Donald Cooper & Pamela Schindler, TMGH.
- *Business Statistics using Excel*: Davis,Pecar, Oxford
- *Business Statistics*:5<sup>th</sup> edition, Ken Black –,Wiley India

## Journals:

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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (Marketing Specialization)			Semester: III		
Course: Consumer Behavior			Code:06090303		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work / Workshop	Tutorials/ Assignment	Credit	Continuous Evaluation	Term End Examination (TEE)
40			4	40	60
<b>Course Rationale:</b> This elective course introduces concepts and tools that help marketing majoring students to understand consumer behavior and encourage them to apply them in marketing decision making.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the concepts and frameworks relevant to marketing decision making.</li><li>2. To introduce the tools and techniques in consumer research and insight gathering.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course the student would be able to <ol style="list-style-type: none"><li>1. Appreciate variations in consumer choice and usage phenomena and its impact on marketing strategy.</li><li>2. Understand Psychological and Socio-Cultural Factors influencing consumer behavior.</li><li>3. Analyze influence of these factors on choice, usage and adoption of brands.</li><li>4. Formulate Marketing Programs in the light of the above understanding and analysis.</li></ol>					
<b>Prerequisite(s):</b> Marketing Management (Core Course)					
<b>Pedagogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit 1:</b> Conceptual overview of Consumer Behavior & Consumer Research: Impact of Intrinsic and extrinsic variables on Consumer decision making and usage of products and services; Discussion on Product categories: Variations in purchase across categories, Variations in use across categories and Consumer Decision & Decision Rules, Marketing research. <b>Unit 2:</b>					

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Customer decision making process model, Nicosia model, Howard-Sheth model, Engel Kollat Blackwell Model, Overview of customer experience, Using Behavioral Data for Designing Customer Experience; Mapping the consumption process for marketing insights, Discuss attribution, dissonance reduction and disconfirmation theories

**Unit 3:**

Discuss how understanding of individual self and lifestyles help marketing decisions, Discuss VALS for market Segmentation and targeting; Analyzing consumer perceptions, Perceptual mapping, Discuss impact of contextual stimuli on perception; Discuss Attitude concepts and frameworks, Measurement of Consumer Attitude.

**Unit 4:** Habitual consumption and drivers of loyalty, consumption process for marketing insight, Sales promotion and change in behavior, Loyalty Programs, ELM Model; Discussion on the role of reference group in consumer decision making; Impact of word of mouth on consumption. Practices for generating positive word of mouth, Family decision making and Life cycle.

**Unit 5:** Discussion on Concepts and dimension of culture and cultural values: Indian cultural values and Global cultures, Discussion on learning consumer culture; Social class; Social comparison theory; Marketing to BoP; Luxury Marketing. Adoption of Innovation, Discussion on how non-economic factors impact adoption of products and Services.

**Textbook:**

- *Consumer Behavior*, Leon G. Schiffman, Leslie Lazar Kanuk, Prentice Hall

**Reference Books:**

- *Case Studies in Consumer Behavior*, S. Ramesh Kumar, Pearson.
- *Why We Buy: The Science of Shopping*, Paco Underhill, Simon and Schuster
- *We are Like that Only*, Rama Bijapurkar, Penguin.

**Journals:**

- Journal of Consumer Research
- Journal of Marketing
- Harvard Business Review

**Links to websites:**

**Evaluation Scheme:**

- |                                      |                 |
|--------------------------------------|-----------------|
| • Class participation and attendance | 05marks         |
| • Mid Term Exam                      | 20marks         |
| • Assignment                         | 05marks         |
| • Team Project Presentation          | 10marks         |
| • Term-End Exam                      | 60marks         |
| <b>Total</b>                         | <b>100marks</b> |

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<b>Program Name : MBA (Marketing Specialization)</b>			<b>Semester: III</b>		
<b>Course: Sales and Distribution Management</b>			<b>Code: 06090304</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <p>This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To provide conceptual understanding of cross functional integration in areas of Sales and Distribution Management with progression &amp; customer orientation focus.</li><li>2. To relate this understanding in dissimilar business situations and support in solving business (territory/quota/ budgeting) problems in the field of Sales &amp; Distribution.</li><li>3. To understand the Managerial aspects as Sales Manager.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to:</p> <ol style="list-style-type: none"><li>1. Comprehend the management functions that go into sales management.</li><li>2. Learn how to sell effectively along with designing territories and quotas.</li><li>3. Understand the distribution channels and how to manage channel members.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Unit - I</b> <p>Introduction to Sales Management, Relationship with Distribution Management and Understanding Buyer Behavior for Effective Selling, Personal Selling process</p>					
<b>Unit - II</b> <p>Planning, Sales Forecasting and Budgeting, Management of Sales Territories and Quotas, Organizing and staffing the sales force</p>					
<b>Unit - III</b> <p>Training and Motivation of the sales force, Compensating and Leading the sales force, Controlling the sales force, Planning and execution of Sales Promotions, Managing Key</p>					

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Accounts

## Unit - IV

Distribution management and the marketing mix, Marketing channels, Channel planning and design, Channel Planning and Design, Training and Motivation of channels. Channel management, Dealer management principles, Channel information systems, Channel Institutions: Retailing , Wholesaling

## Unit - V

Application: Product: Product/Service Catalogue, Customers, Materials & Services. Pre Sales: Sales Forecast, Inquiry, Quotations, Contract, Agreements & Reporting. Core Sales: Order, Free Goods, Seasonal Sales, Sales Return & Reports. Delivery: Distribution, Dispatch, Packaging, Delivery & Reporting. Billing: Invoicing, Debit & Credit Memos, Taxes & Reporting

### Textbook:

- *Sales Management: Decisions, Strategies and Cases*, Richard R. Still, Edward W. Cundiff and Norman A.P. Govoni, Pearson

### Reference Books:

- *Sales & Distribution Management – Text & Case*, Krishna K Havaladar and Vasant M Cavale & McGraw,
- *Marketing Channels*, Anne Coughlan, Erin Anderson, Louis W. Stern & Adel El-Ansary, Pearson
- *Marketing Channels – A Management Perspective*, Bert Rosenbloom, Cengage

\*All books should be of latest edition

### Journals:

- 

### Links to websites:

- 

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (Marketing Specialization)			Semester: III		
Course: <b>MARKETING STRATEGY</b>			Code:06090305		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> The course aim to design and execute each marketing mix elements strategy as Product , pricing promotion and distribution strategy.					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>To introduce the concept of Marketing strategy</li> <li>To learn the strategies best fitted in contemporary marketing.</li> </ol>					
<b>Learning Outcomes: After completion of the course the student would be able to</b> <ol style="list-style-type: none"> <li>Exemplify Marketing Strategies and their linkages with other organizational strategies – Corporate, Business &amp; Functional Strategies.</li> <li>Describe the process of Marketing Strategy formulation / formation</li> <li>Apply the concepts &amp; tools of Marketing Strategy to real-life and simulated situations</li> <li>Formulate &amp; Execute Marketing Strategy over the long-term</li> </ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various strategies.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <p><b>UNIT-I</b>            Structure of Strategy: Corporate –Business- Product / Market Strategy, Marketing Strategy: Definition, Structure &amp; Components</p> <p><b>UNIT II</b>            Marketing Strategy – Formulation &amp; Formation: Rising Above the Marketing-Mix, Opportunity Analysis – STP, Target Market Strategies</p> <p><b>UNIT III</b>            Components of Marketing Strategy: building a Market Attractiveness – Competitive Position Matrix &amp; Portfolio, Marketing Plan</p> <p><b>UNIT IV</b>            Strategic Options across PLC, An Overview of PLC-based Strategies, and Strategies for international market.</p> <p><b>UNIT V</b>            New Market Strategies : Pioneer Strategies, Follower strategies, Late follower strategies, Growth Market Strategies, Offensive marketing strategies, Leader strategies, Challenger strategies, Mature</p>					

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Market Strategies, Defensive Marketing Strategies	
<b>Textbook:</b>	
<ul style="list-style-type: none"><li>• <i>Text Book - Marketing Strategy, A Decision-Focused Approach</i>, Orville Walker and John Mullins, McGraw Hills</li></ul>	
<b>Reference Books:</b>	
<ul style="list-style-type: none"><li>• <i>Marketing As Strategy</i>, Nirmalya Kumar, Harvard Business Press</li></ul>	
<b>Journals:</b>	
<ul style="list-style-type: none"><li>• <i>Journal of Marketing</i></li></ul>	
<b>Links to websites:</b>	
<ul style="list-style-type: none"><li>•</li></ul>	
<b>Evaluation Scheme:</b>	
<ul style="list-style-type: none"><li>• Class participation and attendance</li><li>• Mid Term Exam</li><li>• Assignment</li><li>• Team Project Presentation</li><li>• Term-End Exam</li></ul>	<ul style="list-style-type: none"><li>05marks</li><li>20marks</li><li>05marks</li><li>10marks</li><li>60marks</li></ul>
<b>Total</b>	<b>100marks</b>
Cases: The Faculty should discuss at least one case per unit.	

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Program Name : MBA (Finance Specialization)			Semester: III		
Course: Tax Laws and Planning			Code: 06090307		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work / Workshop	Tutorials/ Assignmen t	Credit	Continuous Evaluation	Term End Examination (TEE)
40			4	40	60
<b>Course Rationale:</b> Course will enable the participants to understand the Direct Tax law (viz. Income tax) environment in which the business enterprises operate their business activities in India. This course attempts to provide the conceptual framework about the various sources of income and computation of their tax liability.					
<b>Course Objectives:</b> The Course aims to: <ol style="list-style-type: none"><li>1. Provide the participants a broad understanding of direct tax law as applicable in India.</li><li>2. Provide understanding of principles and law governing the indirect taxation statute in India</li><li>3. Provide practical knowledge of computation of total income, assessable value, tax liability, assessment procedures and functioning of taxation related matters</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Understand the provision of Income Tax law as applicable in India</li><li>2. Apply their understanding about income tax in business related decisions</li><li>3. Compute the different sources of income with respect to specific heads of earning</li><li>4. Compute the total income earned and tax liability arising there on</li><li>5. Make the tax management and tax planning.</li></ol>					
<b>Prerequisite(s):</b> Working knowledge of Microsoft excel for computing total income and tax liability, and payment there of.					

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### Pedagogy:

A mix of pedagogy would be adopted;

- Conceptual inputs will be given through the short lectures and problem solving method
- Wherever applicable “real life” cases will be used for providing the base for application of concepts.
- Projects/Assignments will be used for experiential learning.

### Syllabus:

**Unit-I:** Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, Tax evasion, tax avoidance, tax planning, Residential status and tax incidence of corporate entity, scope of total income, applications of knowledge for determination of residential status, and scope of taxability, income exempted from tax

[Case Study: The Vodafone Hutch Case litigated by Harish Salve]

Practical approach towards computation of income from salaries and house property.

**Unit-II:** Profits and gains of business and profession: Meaning, chargeability, Admissible expenses (section 30 to 37), inadmissible expenses, special provisions applicable to corporate entities, computation of correct profit, maintenance of books of accounts, tax auditing.

[Case Study: Shanti Bhusan vs Commissioner of Income Tax]

Income from capital gains: Capital assets, Transfer of capital asset, short term capital gain, long term capital gain, exemption from capital gain under section 54/54B/54EC/54F, merger & acquisitions, computation of capital gain, income from other sources,

**Unit-III:** Deductions under chapter VI-A from gross total income (Section 80C to 80U), Overview of Computation of total income of individuals & Hindu Undivided Family using Microsoft excel, Alternate Minimum Tax (AMT), Computation of total income and tax liability of companies, Payment of tax (ITNS 280), Filing of return, Minimum Alternate Tax (MAT)

[Case Study: Shree Govindbhai Jethalal Charitable Trust]

### Unit-IV:

Assessment Procedures, Provisions of Deduction of tax at source, Collection of tax at source, advanced payment of tax, and their applications, Due dates, Payment of TDS (ITNS 281) & Filing of return (Form 24Q, 26Q), certificate, interest, fines, income tax authorities, jurisdiction and their powers

[Case Study: ITC Ltd Case (SC)], [Bharti Cellular Ltd / Vodafone Essar Cellular Ltd]

### Unit- V:

Overview of GST, General provisions, Charge of goods and service tax, Valuation of taxable goods and services, Payment, Forms, Due dates, filing of returns.

Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic,

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**Countervailing & Anti- Dumping Duty, Safeguard Duty, Customs valuation Procedures, Import and Export Procedures, Baggage, Exemptions.**

**Textbook:**

- *Systematic approach to Direct & Indirect Tax law, Dr Girish Ahuja & Dr. Ravi Gupta, Wolter & Kluwer, 40th Edition, A.Y. 2019-20*
- *Direct Taxes Law & Practice, Vinod K Singhania Kapil Singhania, Taxmann Publication, 43<sup>rd</sup> Edition, A.Y. 2019 -20*

**Reference Books:**

- *Income Tax Law & Accounts, Dr. H C Mehrotra & Dr. S P Goyal, Sahitya Bhawan Publications, Agra, 60<sup>th</sup> Edition A.Y. 2019-20*
- *Handbook on income tax, CA Raj K Agarwal, Bharat's Publication, 5<sup>th</sup> Edition, A.Y. 2019-20*
- *Comprehensive guide to taxation, Dr Yogendra Bangar, Dr Vandana Bangar, Bangar's Publication, A.Y. 2019-20*
- *Direct Taxes Law & Practice. Dr. Bhagwati Prasad, Wishva Prakashan, New Delhi*
- *Simplified Approach to Income Tax. Dr. Girish Ahuja & Dr. Ravi Gupta, Sahitya Bhawan Publishers & Distributors, Agra, A.Y. 2019-20*
- *Summerised notes on income tax, Mr. Sandeep kumar sahu (A.Y. 2019-20)*

**Journals:**

- The Chartered Accountant
- The Management Accountant
- The Chartered Secretary
- Tax Bulletin

**Links to websites:**

- [https://www.icai.org/post.html?post\\_id=15923](https://www.icai.org/post.html?post_id=15923)
- <https://incometaxindia.gov.in/pages/acts/income-tax-act.aspx>

**Evaluation Scheme:**

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**


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Program Name : MBA (Finance Specialization)			Semester: III		
Course: <b>Marketing of Financial Services</b>			Code: 06090308		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> This course is an amalgamation of basic concepts of marketing and finance. The inputs from marketing management attempt to equip the finance students with the required skills to market the financial services. The course imparts knowledge about the framework of various financial services. The course will acquaint students with the fundamental concepts of 7 P's of marketing, consumer behavior and marketing strategies. The course will help the students to develop an analytical understanding to apply marketing techniques to evaluate and market the financial services to potential customers.					
<b>Course Objectives:</b> 1.To provide a broad understanding of Marketing concepts as applicable to financial services 2. Analyze the framework of various financial services in India 3.To impart knowledge about formulation of marketing strategies with respect to various financial services.					
<b>Learning Outcomes:</b> <b>After completion of the course students would be able to :</b> 1. Comprehend and evaluate financial environment for making informed decisions on financial services. 2. Understand and develop skills for execution of effective marketing strategies and programs for financial services. 3. Analyze and comprehend strategic market analysis into marketing programs that integrate product/service, pricing, communications and channel decisions.					
<b>Prerequisite(s):</b> 1. Good Communication skills 2. Basic knowledge of marketing and financial management.					
<b>Pedagogy:</b> A mix of case studies, whiteboard, PowerPoint presentation, and business news paper strategy may be used for teaching this course.					
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## Syllabus

### Unit I

Introduction to Marketing of Financial Services: Introduction and Concept, Evolution and Trends of Financial Services, Current Scenario of Marketing of Financial Services, Difference between Marketing of Financial Products & Marketing of Financial Services, Introduction to 7Ps.

### Unit II

Product Mix of Financial Services: Banking and Insurance Products, Wealth Management Products, Third Party Insurance, Various forms of General Insurance, Various Forms of Bank Accounts, Credit cards, Public Provident Fund, Reinsurance, Mutual Funds, Post Office Deposits, Sukanya Samriddhi account.

### Unit III

Segmenting, Targeting and Positioning of Financial Services/Products: Various factors of Marketing Segmentation, Segmentation of Financial Market, Segmentation Strategies, Application of Market Segmentation, Targeting of Financial Services, Positioning of Financial Services

### Unit IV

Distribution and Pricing of Financial Services/Product: Distribution Channels of Banks, MFs, and Insurance Companies, Key Roles of Distribution Channels, Bancassurance, Distribution Channels of Financial Products for Rural Markets, Pricing Objectives, Promotional Pricing, Pricing Decisions in Financial Services

### Unit V

Promotional Mix & Ethical Issues in Financial Services: Roles and responsibilities of Reserve Bank of India, Roles and responsibilities of IRDA and SEBI, Ethical issues in marketing of financial services, Advertising of Financial Products, Sales promotion tools. Consumer Behaviour and Rights: Consumer Behaviour related to Financial Services, Introduction to Consumer Rights for Financial Services, Mis-Selling of Financial Products.

### Textbook:

5. Marketing of Financial Services by Dr. Dhananjay Bapat, Biztantra
6. Marketing of Financial Products and Services by Prof(Dr) R B Solanki, Dr Rajeshwari Malik

### Reference Books:

- 2 Marketing of Financial Services by V.A. Avadhani , Himalaya Publishing House
- 3 Financial Services Marketing: An International Guide to Principles and Practice by by Christine Ennew , Nigel Waite , Roisin Waite

### Journals:

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- Journal of Financial services marketing
- Journal of Finance and Marketing
- International Journal of management of financial services
- Journal of Personal Selling and Sales Management
- Journal of Consumer Behavior
- Journal of marketing

## Links to websites:

- Marketing of Financial Services: <https://link.springer.com/book/10.1007/978-1-349-24475-1>

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (Finance Specialization)			Semester: III		
Course: Project Finance			Code:06090309		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work / Workshop	Tutorials/ Assignment	Credit	Continuous Evaluation	Term End Examination (TEE)
			4	40	60
<b>Course Rationale:</b> It is important for management students to understand Project financing for its sheer size and its impact on the economic development. Ignited by the changing economic priorities of the country, billions of Rupees are invested in infrastructure every year by the Government and Private Sector. Huge investments are being made in the development of Road and Rail networks, Urban Transportation, Electricity generation and distribution, Energy & Power, Solid Waste management, passenger airlines; waterways, and communication sectors. This course encompasses key principles and techniques for evaluating projects, as well as strategic, qualitative and organizational considerations impacting project appraisal decisions.					
<b>Course Objectives:</b> 1. To acquaint students to the nitty gritty of project management. 2. To make understand students the project feasibility techniques. 3. To make students learn about the network analysis techniques. Provide an overview of contemporary developments, both in India and outside					
<b>Learning Outcomes:</b> On successful completion of the course, participants would be able : 1. To estimate theory and practice related to project planning and project models. 2. To articulate project feasibility and risk analysis techniques. 3. To evaluate projects on the basis of capital budgeting techniques. 4. To assess network analysis techniques for project implementation.					
<b>Prerequisite(s):</b> Participants should be conversant with concepts of Capital Budgeting and Network analysis techniques.					
<b>Pedagogy:</b> A mix of pedagogical tools will be used to deliver the course like case studies, articles, problem solving,					

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discussions & lectures. The evaluation includes individual and group projects, case analyses, in-class

assignments, quizzes and End-term examination.

## Syllabus:

### Unit- 1

**Project Planning:** Concept, Characteristics, Types of projects, Stages in Project life cycle, Project selection process, project family tree, project management process, tools and techniques of project management, importance of project management. Generation and screening of projects. Project Models BOT, BOOT, BOLT.

### Unit-2

**Project Analysis:** Market and Demand analysis, Technical analysis, Financial Estimates and Projections, Financing of projects- Internal accruals, securities, term loans, working capital advances, miscellaneous sources. Project Risk analysis: sources, measures, and perspectives on Risk, Sensitivity analysis, Break-even analysis, decision tree analysis, managing risk, and project selection under risk.

### Unit-3

**Project Selection:** Overview of Capital budgeting: need, importance, time value of money Techniques of Capital Budgeting : Traditional techniques, Discounted techniques and Higher order capital budgeting techniques: Risk adjusted discount rate, financial break-even, decision tree approach.

### Unit 4

**Project Implementation** Project Scheduling: PERT - Introduction, various types of floats and its application, Construction of networks, Critical Path Method- Time cost relationship, crashing for optimum time and cost.

### Unit- 5

**Project Monitoring and Control:** Social cost benefit analysis, Earned Value Analysis, Shadow pricing, Abandonment Analysis, Reasons for project failure. Project Management at International paradigm.

## Textbook:

- Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 8<sup>th</sup> edition, 2017, Mc Graw Hill Education (India) Private Limited.
- Clifford F. Gray, Erik W. Larson, Gautam V. Desai, Project Management: The Managerial Process, 6<sup>th</sup> edition, 2014, Mc GrawHill Education.

## Reference Books:

- Meredith, J.R., & Mantel, S.J. Project Management – A Managerial Approach, International Student Version 8<sup>th</sup> edition, Wiley.
- P Gopalakrishnan, V E Rama Moorthy – Textbook of Project Management, 1<sup>st</sup> edition 2014, Trinity press.
- Timothy Kloppenborg, Contemporary Project Management, 4<sup>th</sup> edition, 2018, Cengage Learning.

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- Narendra Singh, project management and control, 6<sup>th</sup> revised edition, 2016, Himalaya Publishing house.
- Jeffery K.Pinto, Project Management- Achieving Competitive Advantage, 5<sup>th</sup> edition, 2019 , Pearson.
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, Kipp Martin, Quantitative methods for Business, Cengage, 12 edition, 2017.

## Evaluation Scheme:

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (Finance Specialization)			Semester: III		
Course: Digital Banking			Code:06090310		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work / Workshop	Tutorials/ Assignment t	Credit	Continuous Evaluation	Term End Examination (TEE)
			4	40	60
<b>Course Rationale:</b> The course on 'Digital Banking' is intended to provide the learners a sound foundation in the digital banking products such as Cards, ATMs, Mobile and Internet Banking and PoS. This will make them familiar with relevant aspects that would help them in rendering improved customer service and also when they enter into real world this will enable them to properly guide the customers.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To gain conceptual knowledge about the various digital Banking Products</li><li>2. To gain insight about the latest technology, products and risk management in internet Banking, Mobile Banking, Digital Banking.</li><li>3. To comprehend the process of online payment systems.</li><li>4. To get an understanding of Fintech.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course students would be able to : <ol style="list-style-type: none"><li>1. Understand the new competitive landscape banks are facing</li><li>2. Evaluating challenges and opportunities in Digital Era</li><li>3. Understanding Fintechs and their relationships with Banks</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>1. Good Communication skills</li><li>2. Basic knowledge of banking, marketing management and financial management.</li></ol>					
<b>Pedagogy:</b>					

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Case Study, Quiz, Videos, Lectures, Presentations, Digital Banking examples and case studies

**Syllabus:**

**Unit I**

**DIGITAL BANKING PRODUCTS:** Introduction , Need for Digital Banking Products ,Customer Education for

Digital Banking Products, CARDS : Overview and brief history , Various types of cards , Product features,

EMV technology : New Technologies – Tap and Go, NFC, etc. , Approval Processes for Cards , Profitability of Cards , Back End operations , Recovery and Follow up.

**Unit II**

ATMs : Overview and Brief History , Product Features , Instant Money Transfer Systems , Various Value-Added Services (e.g., bill payments, donations, etc.) , Proprietary, Brown Label and White Label ATMs , ATM Network Planning – Onsite/ Offsite , Security and Surveillance of ATM Sites , Profitability of ATMs , Risk Management and Frauds , Back End Operations and Technology

CASH DEPOSIT MACHINES : Overview and Brief History , Product Features , CDM Network Planning – Onsite/ Offsite , Profitability of CDMs , Risk Management and Frauds , Back End Operations and Technology, CASH RE-CYCLERS : Overview , Product Features , Risk Management and Frauds , Back End Operations and Technology.

**Unit III**

MOBILE BANKING : Overview and Brief History , Product Features and Diversity , IMPS , Profitability of Mobile Banking , Risk Management and Frauds , Back End Operations and Technology ,

INTERNET BANKING : Overview and Brief History , Product Features , Corporate and Individual Internet Banking Integration with e-Commerce Merchant sites , Profitability of Internet Banking , Risk Management and Frauds , Back End Operations and Technology

**Unit IV**

POS TERMINALS : Overview and Brief History , Product Features , Approval processes for POS Terminals , Profitability of POS business Risk Management and Frauds , Back End Operations and Technology  
BRANCHLESS BANKING : Objectives , Introduction , Financial Inclusion – Logic and logistics , Vehicles for Financial Inclusion , Business Correspondents / Business facilitators , Digital Banking Products for Financial Inclusion.

MARKETING OF DIGITAL BANKING PRODUCTS : Objectives , Introduction , Product Planning , Structure for Marketing Digital Banking Products , Sales delivery to customers , Concept of e-Galleries , After sales service to customers , Marketing for Financial Inclusion , Dangers of Mis-selling , Use of analytics in marketing Digital Banking Products.

**Unit V**

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**PAYMENT SYSTEMS :** Overview of global payment systems , Overview of domestic payment systems , RuPay and RuPay Secure , Immediate Payment Service (IMPS) , National Unified USSD Platform (NUUP) , National Automated Clearing House (NACH) , Aadhaar Enabled Payment System (AEPS) e-KYC , Cheque truncation System (CTS) , National Financial Switch (NFS) , RTGS , NEFT , Forex settlements , Securities Settlement , Innovative Banking & Payment Systems

**NEW DEVELOPMENTS IN DIGITAL BANKING :** Fintechs , Business ecosystems , Block chain , Crypto Currencies , Peer Financing , Cloud , Virtualisation , Analytics , Artificial Intelligence , Machine Learning , Internet of things (IoT).

**Textbook:**

- Digital Banking, Indian Institute of Banking and Finance, Taxmann

**Reference Books:**

- World of Digital Payments: Practical Course, Pavlov Sidelov

**Evaluation Scheme:**

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (HR Specialization)			Semester: III		
Course: Industrial Relations & Labour Laws			Code: 06090311		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> This course is structured to provide students with the opportunity to explore a basic theoretical approach to industrial relations with the dominant objective of the course being to develop a practical understanding of the dynamics of industrial relations in India.					
<b>Learning Objectives:</b> 1. To Provide conceptual framework of Industrial Relation. 2. To make students aware with the Indian Labour legislation. 3. To make students aware with the basic requirements and mandate of labour legislations. 4. To help the students to understand the existing framework of Industrial Relation and Labour legislation.					
<b>Learning Outcomes:</b> 1. Student will be able to get knowledge of Industrial Relation framework. 2. Course will help student to develop competency to understand the importance of Employee Relation within the perspective of Industrial Relation. 3. Complete knowledge about relevant Laws of HR management. 4. Development of student's competency to interpreted and implements the Labour Laws within organization.					
<b>Prerequisite(s):</b> Knowledge of Basics of Human Resources Management					
<b>Pedagogy:</b> Case based analysis, group exercises, quizzes, videos, presentations and lectures					
<b>Syllabus:</b> <b>Unit I</b> Aspects of Industrial Relations, Objectives & Importance of industrial Relations, Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive					

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remedial measures of trade unions.

## Unit 2

Collective Bargaining: Significance, types & procedure of Collective bargaining Discipline, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry. Grievance Handling in IR: Grievance Settlement Procedure, Employee Participation and Empowerment: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment.

## Unit 3

The Factories Act, 1948 &  
The shop & Establishment Act 1948,  
The Payment of Wages Act, 1923,  
The Workmen's compensation Act, 1972  
The Industrial Disputes Act, 1947

## Unit 4

The Payment of Minimum wages act 1936,  
The Contract Labor (Abolition & regulative) act  
The ESI Act, 1948,  
Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment,

## Unit 5

The payment of Bonus Act, 1965,  
The payment of Gratuity Act, 1972,  
The Maternity Benefit Act, 1961.

## Textbook:

- Taxmann (2014) Labour Laws", Taxmann Allied Services Pvt. Ltd.

## Reference Books:

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. Monappa Arun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi, 2007.
3. Taxmann (2009) Labour Laws", Taxmann Allied Services Pvt. Ltd.
4. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
5. Mamoria, Mamoria and Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. D. P Sahoo: Employee Relations Management - Texts and Cases (Sage Publication)

## Journals:

- The Journal of Industrial Relations-Sage Publication
- Industrial Relation journal- Wiley

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- *Indian Journal of Industrial Relations*

**Case Study:**

1. SAIL's Voluntary Retirement Scheme
2. BATA India's HR problems
3. The Indian Call Centre Journey
4. State Bank of India – The VRS Story
5. Philips India – Labor Problems at Salt Lake

**Links to websites:**

- [www.http://publishingindia.com/ijir](http://publishingindia.com/ijir)
- <https://onlinelibrary.wiley.com/journal>
- <https://www.jstor.org/journal/indijindurela>
- <https://www.emerald.com/>

**Evaluation Scheme:**

- |                                      |                  |
|--------------------------------------|------------------|
| • Class participation and attendance | 05 marks         |
| • Mid Term Exam                      | 20 marks         |
| • Assignment                         | 05 marks         |
| • Presentation                       | 10 marks         |
| • Term-End Exam                      | 60 marks         |
| <b>Total</b>                         | <b>100 marks</b> |

  
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Program Name : MBA ( HR Specialization)			Semester: III		
Course: Strategic Human Resource Management			Code: 06090312		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The HR managers are expected to contribute to business strategies unlike in the past. The course will enable students to understand and to appreciate various HR strategies that are to be linked/ aligned to business strategies and help the organizations to attain higher level of growth.					
<b>Course objectives and outcomes:</b> <ol style="list-style-type: none"><li>1. To develop and comprehend the role of HR planning as part of important strategy in linking with business strategy/ goals of organization.</li><li>2. To Gain competencies on choosing right outsourcing strategies for better financial and effective performance</li><li>3. To understand and Comprehend on the requirements of diversity in organization and develop strategies for implementation</li></ol>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>• The students must have studied Human Resource Management earlier.</li><li>• The students must have understanding of Strategy and Human Resource Trends</li><li>• The students must be willing to have an interactive session with different pedagogy adopted.</li><li>• The students must be involved and participative in the classroom.</li></ul>					
<b>Pedagogy:</b> The syllabus would be involving a blend of Student seminar, Cases, Discussions; Problem based exercises, and other andragogy according to the topics and students understanding.					
<b>Syllabus:</b> <b>UNIT I</b> Introduction to Strategic Human Resource Management , Business/Corporate plan Environmental scanning for framing business plan/strategies, Universal, Contingency, and Configurational views on					

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Strategic Human Resource Management, Linkage with Macro business forecasting process - Factors influencing Human Resource planning, Role of Human resource in Organizations

## **UNIT II**

Changing Role of Human Resource Professionals, Strategic framework for VUCA environments, Human Resource Management flexibility to manage VUCA environment, Techniques for forecasting demand & Supply of Human Resource for aiding business requirements – competitive edge, Building and sustaining Organizational - Human Resource strategy, Outsourcing Strategy – issues, challenges, Downsizing & Restructuring as strategic options for better growth

## **UNIT III**

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

## **Unit IV**

Retention strategies for organizational growth, Managing Diversity- Diversity as a strategic tool, Applying Balanced Scorecard to Human Resource, Determining person- organization fit & person-job fit, Employee entry & socialization, Local issues in Staffing, Career Planning Systems, Organization Culture Building

## **UNIT V**

Social Accountability, Sustainability and Human Resource Management, Human Resource Risk Management, User needs analysis, Technology as an enabler, Internationalization: Context, Strategy, Structure and Processes, Managing an International Staff, Multi Rater Feedback Systems, Employment Relationships in different contexts, Managing Exit, Human Resource Implications in current scenario

## **Case Studies**

Talent Poaching: How to lure a star employee to work for you. Page: 161-62. (Textbook)

A downsizing decision at the department of public works – page-286-88 (Textbook)

Dell computers (A) – Field services for corporate clients (HBS, 2007)

Sonoco Products Co (A): Building a world class HR Organization (2005)

Sun Microsystems Page: 135 (Textbook)

  
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Infosys (A): Strategic Human Resource Management (HBS case study, 2006)

Becton Dickinson (E): An Assessment of Strategic Human Resource Management Profiling (HBS case study, 2017)

**Textbook:**

- *Strategic Human Resources Planning*, 6e, Monica Belcourt, Kenneth James McBey, National Education Limited, 2015.

**Reference Books:**

- *Aligning Human Resources and Business Strategy*, Linda Holbeche, Routledge, 2001.
- *International Human Resource Management*, 6e, Peter Dowling, Marion Festing & Allen D. Engle, Cengage Learning, 2013.
- *Understanding and Managing Diversity: Readings Cases and Exercises*, 6e, Carol P. Harvey, M. June Allard, Pearson, 2014.

Excel classes will be conducted for the student under this subject

**Links to websites and journals:**

- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/practicingstrategichumanresources.aspx>
- <https://www.shrm.org/>
- [https://www.researchgate.net/publication/237935309\\_How\\_Executive\\_SHRM\\_System\\_Links\\_to\\_Firm\\_Performance\\_The\\_Perspectives\\_of\\_Upper\\_Echelon\\_and\\_Competitive\\_Dynamics](https://www.researchgate.net/publication/237935309_How_Executive_SHRM_System_Links_to_Firm_Performance_The_Perspectives_of_Upper_Echelon_and_Competitive_Dynamics)
- <http://www.publishingindia.com/jshrm/>
- <https://journals.indexcopernicus.com/search/details?id=31788>

**Evaluation Scheme:**

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

  
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Program Name : MBA ( HR Specialization)			Semester: III		
Course: Talent Acquisition & Management			Code: 06090313		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> This course presents a comprehensive overview of how to effectively develop a talent management strategy. This course explores the principles of managing (recruiting and keeping) talent in an organization through coaching, performance management & integrating a complete compensation system, Developing an employee succession and coaching. Students utilize tools to learn how to set up a feedback system for continuous growth and progress of talent.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To make the students understand about Talent acquisitions terminologies.</li><li>2. To acquaint them with recruiting, inducing and placing the talented individuals.</li><li>3. To prepare the students for developing the succession plan and coaching practices for talented people.</li></ol>					
<b>Learning Outcomes:</b> <ol style="list-style-type: none"><li>1. Determine relationship between performance management and talent management</li><li>2. Develop processes for implementing strategies for talent management system.</li><li>3. Designing plan to integrate succession planning &amp; coaching system.</li></ol>					
<b>Prerequisite(s):</b> Knowledge of principles of management and basics of human resources.					
<b>Pedagogy:</b> Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.					
<b>Syllabus:</b> <b>Unit 1</b> Introduction to Talent Management, Creating Talent Management System, Developing Building Block of Talent Management – Competencies, Building Block Performance Management. <b>Unit 2</b> Evaluating Employee Potential – Determining Every Employees Potential For Growth, Evaluating Employee Potential – 9 Box Model Performance & Potential Review, Finding The Crown Jewels – Super Keepers, Recruiting Super keepers – Finding, Hiring And Talent Management Selection Model.					

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### Unit 3

Talent Planning & Development – Achieving Organizational Excellence, Developing Superkeepers, Keepers And Solid Citizens, Talent Management In Global Firm, Building Diversity – Women Superkeepers.

### Unit 4

Compensation To Implement Talent Management – Integrating Compensation With Talent Management, Compensating Superkeepers, Using Long Term Incentives To Retain Top Talent.

### Unit 5

Using IT to Support Talent Management System, Developing Talent Management Information Strategy. Designing Succession Planning – Ensuring Leadership, Integrating Coaching, Training & Development, Leadership Coaching, Coaching The Superkeepers.

### Textbook:

1. Berger, Lance A. & Berger, Dorothy R., *The Talent Management Handbook*. McGraw Hill. New York, NY.

### Reference Books:

1. Silzer, R. & Dowell, B.E. (2010). *Strategy-driven talent management: A leadership imperative*. San Francisco, CA: John Wiley & Sons.
2. Farndale, E., Scullion H., & Sparrow, P. (in press). The role of the corporate HR function in Global Talent Management. *Journal of World Business*.
3. Schuler, R. S., Briscoe, D. R., & Claus, L. 2009. *Global compensation, benefits, and taxes*. *International Human Resource Management* (3rd edition), 236-285. Oxon: Routledge.
4. Scullion, Hugh. & Collings, David G., *Global Talent Management*. Routledge (Taylor and Francis Group).
5. Carter, Louis & Goldsmith, Marshall. *Best Practices in Talent Management: How the World's Leading Corporations manage, develop and retain top talent*. John Wiley & Sons.

### Journals:

- *Organizational Development Journal*
- *Global Business Review*.

### Links to websites:

- <http://talentmgt.com/>
- <http://www.peoplestreme.com/performance-management-1.shtml>
- <http://www.cipd.co.uk/hr-topics/>

### Case Study

- 1 Casting a Wider Net, Lance A.Berger ch 12 pg 146 – 154
- 2 Major league Baseball's quest for Superkeepers, Lance A.Berger ch 4 Pg 45 – 49.





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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA ( HR Specialization)			Semester: III		
Course: Human Capital Management			Code: 06090314		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
Course Rationale: Learning of SAP S/4 HANA HCM					
Course Objectives: <ol style="list-style-type: none"><li>To acquaint the students with ERP Systems</li><li>To make the students industry ready with hands-on on SAP HCM</li></ol>					
Learning Outcomes: <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>Configure the SAP HCM systems</li><li>Understand the standard business operations</li></ol>					
Prerequisite(s): <p>Knowledge of Recruitment, Personnel Management, Time office functions &amp; leave management, Payroll &amp; Labour Laws</p>					
Pedagogy: <p>Assignment, Quiz, case study, Discussion</p>					
Syllabus: <p>Unit I:</p> <p>Introduction to ERP and SAP:</p> <ul style="list-style-type: none"><li>History of SAP</li><li>ERP Need and Advantages</li><li>Overview of Centralized and Decentralized System</li><li>Organizational structure in HR</li><li>Technology</li><li>Implementation Tools (Asap and Solution Manager)</li><li>System Landscape in 3 Tier Architecture</li><li>Roles and Responsibilities of a Consultant</li><li>Types of Projects</li><li>Change Transport System</li></ul>					

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- Gap Analysis
- Versions
- Architecture in SAP HRM
- Create Folders, Transaction codes
- Adding to Favorites
- Creating Users and Roles

### Organizational Management in HR

- Organizational Management Introduction
- Structure in SAP HCM
- Objects
- Relationships
- Structure of Relationships
- Syntax of Relationship
- Methods of Creating Org. Structure (Org. Units, Job, Position)
- Simple Maintenance

### Unit II:

#### Expert Mode

- Organizational and Staffing
- Editing of Objects and Relationships
- Validity Period
- Info type in OM
- Plan version Definition and setting of New plan Versions
- Custom Objects Number Ranges
- Features in OM
- Evaluation Paths
- Integration Switches
- Integration Reports between Organizational Management to Personnel Management OM to PA/PD
- Reports in OM

#### Personnel Administration

- Structure in SAP HCM
- Master Data Definition and its use in SAP HCM
- Enterprise structure- Definition and Assignment
- Company, Company Code
- Personnel Area, Personnel Sub Area
- Personnel structure Definition and Assignment

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- Employee Group
- Employee Subgroup
- Payroll Area and Control Record (with Retroactive Accounting Period)
- Employee Attributes

### Unit III:

#### Info types and Sub types

- Features in SAP HCM importance and various feature configurations according to requirement
- Number Ranges for Employee personnel numbers-internal & External with Feature Setup
- Customizing User Procedures
- Configuration of Personnel actions Info group Action Menu
- Hiring, Promotion, Transfer, Organizational Re- assignment, Termination
- Info type Menus
- Customizing User Interfaces:
- Info type screen modifications
- Administrator group & defaulting through feature
- Date Specifications with Feature
- Organizational key with feature
- Discussion on business requirement in OM and PA modules in Combine for easy understanding of Real time Business Scenario.
- PA Reports

#### Recruitment

- Set up integration with other components
- Create number ranges for applicant numbers
- Choose number ranges
- Workforce Requirements and Advertising
- Create positions
- Create media
- Create recruitment instruments
- Create addresses for recruitment instruments
- Applicant Administration
- Create personnel officer
- Applicant Structure
- Create applicant groups
- Create applicant ranges
- Create unsolicited application groups
- Short Profile
- Create standard text, Assign standard text
- Applicant Selection
- Change status texts, Create status reasons
- Set permissible status reasons for each applicant status

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- Create priorities for vacancy assignment
- PB10 - Initial data entry
- Maintain - Vacancy PBAY

## Unit IV:

### Enterprise Compensation Management and Compensation Management

- Activate Enterprise Compensation Management
- Define Stock Units
- Define Stock Unit Conversion Rules
- Define Reference Currency for Budgeting
- Define Budget Types, Define Budget Periods
- Set Budget Control Parameters

### 8. Compensation Areas and Feature

- Compensation Plans and Reviews
- Define Eligibility Rule Variants
- Define Eligibility Grouping Feature
- Define Guideline Variants
- Define Guideline Groupings
- Plan Attributes
- Define First Compensation Program Groupings
- Define First Compensation Program Grouping Feature
- Define Second Compensation Program Groupings
- Define Second Compensation Program Grouping Feature
- Long-Term Incentive Plans
- Compensation Statements

### Time Management

- Introduction to time management time management process in HR
- Domain HR and SAP HR time management differentiation a discussion
- Positive and Negative Time Recording with Business Process Discussion
- Public Holidays configuration of different types of Holidays
- Holiday Calendar with Business scenarios Applicability with Enterprise Structure
- Factory Calendar in HR Perspective
- Grouping Personnel Sub Area & Employee Sub Group Grouping in Time Management
- Work Schedules
- Break Schedule
- Daily work Schedules (with Variants-with Business Scenarios)
- Period work schedules
- Day types and Day type selection rules

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- ESG, Holiday calendar assignment for PSA

## Work Schedule Rules

- Introduction to Absences and Attendance
- Absences quotas Configuration
- Counting Rules for Absences/Attendances
- Deduction Rules
- Assignments of different rules in Absences/Attendances.
- TMSTA, SCHKZ, Wweek, WRKHR and QUOMO Features
- Time Management Info type
- Quota Updates:
- Manual (PA30)
- Through Report RPTQTAOO
- Negative Time Recording Understanding of different Time Evaluation Schemas Used.
- How to use Negative time Evaluation in the Organizations with different business scenarios.
- Configured various PCR's for different requirements.

## Unit V:

### Indian and International Payrolls

- Configuration of INDIA specific payroll settings
- Concepts of Allowance grouping for INDIA (RAP's)
- Concepts of Basic salary for India
- Overview pf Allowances of salary.
- Perquisites of salary
- Retrenchments and Holiday leaves

### Training and Event Management

- Difference: SAP Learning Solution - Training and Event Management
- Plan Version Maintenance, Number Range Maintenance
- Specify Attendance Types
- Define Incompatible Attendance and Absence Types
- Business Event Preparation
- Define Cost Items, Define Time Schedule
- Create Building Address,
- Location, Organizers
- Create Business Event Group
- Create Business Event Type
- Resource Management,
- Control Elements, Create Resource Type
- Day-to-Day Activities

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- Recurring Activities

## Integration of HR with FI

- Define symbolic accounts.
- Defining wages types.
- Mapping wages types to symbolic Accounts.
- Mapping symbolic accounts to G/L.
- Payroll posting with amount changes

## SAP Real time Concepts

- ASAP Methodology/Roadmap
- Overview of Remedy/Radix Tool
- Issue /Ticket Tracking system
- Data Migration (Bapi, Idoc, Batch input)
- LSMW
- SAP Query
- Transport creation
- HR Tables
- Payroll Generation

## Text Books:

"Managing Human Resources", 18th Edition, by Snell, Morris, Bohlander, Cengage Learning, United States, ISBN: 9781337738125.

## Reference Books:

## Journals:

## Case Study:

## Links to websites:

- 

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks

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- Assignment 05 marks
- Team Project Presentation 10 marks
- Term-End Exam 60 marks

**Total 100 marks**

**Course Rationale:** Learning of SAP S/4 HANA HCM

  
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Program Name : MBA (International Business Specialization)			Semester: III		
Course: Legal Dimensions of International Business			Code:06090315		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Cre	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> The paper is to acquaint students with the legal dimensions of international business and enable them to formulate strategies as compatible with laws and treaties governing international business operations.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To make students able to frame business opportunities as per the legal framework.</li><li>2. To introduce various legal agencies across the world engaged into business conduct.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Manage the business internationally within the legal framework.</li><li>2. Evaluate the right mode of entering in to international market.</li><li>3. Formulate the business practices which are in line with the legal expectations.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in business law along with the background knowledge of various agreements in the business.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					

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## Syllabus:

### Unit-I

Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors

### Unit-II

Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards. Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.

### Unit-III

Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.

### Unit-IV

Regulatory Framework Relating to Electronic Commerce. India Laws and Regulations Governing International Business Transactions –FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.

### Unit-V

Competition Law: National and International Dimensions. Consumer Law; National and International Dimensions.

## Textbook:

- Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi.
- Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London.
- Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London.
- Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.

## Reference Books:

- Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi.
- Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
- Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London.
- Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London.

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- Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.

**Note: All the books should be of latest edition.**

## Journals:

- 

## Links to websites:

- 

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (International Business Specialization)			Semester: III		
Course: International Human Resource Management			Code: 06090316		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> This paper intends to acquaint 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.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the concept of HRM at international level.</li><li>2. To manage the Human Resource across the globe with best of the practices.</li><li>3. To Design and manage the training and Development programs across the borders.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Practice the HR practices across the national boundaries.</li><li>2. Recommend the best of the strategies of HRM for expatriate staff.</li><li>3. Develop the need based training programs for the international employees.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used Human Resource Management along with the background knowledge of various tasks of HR Manager.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> <b>Introduction and International Context of HRM:</b> Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM. Cross national differences in personnel and organisations: Cultural Factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM. <b>Unit-II</b> <b>International Staffing and Compensation :</b> Recruitment – sources of international human resource power; selection strategies for overseas assignments; International transfers; Problems of repatriation of overseas expatriates and strategies to tackle these problems. Factors, package, methods and trends ; Motivation in cross-cultural context.					

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**Unit-III**

**Training and Development:** Training and development for expatriates; training and development for international staff.

**Unit-IV**

**Direction, Supervision and Control:** Issues and strategies for directing and supervising in international context; Enhancing interpersonal communication; Performance appraisal – Criteria and process; international control mechanism.

**Unit-V**

**International HRM and industrial Relations:** A framework for international industrial relations; Employees participation – Practices in various countries.

**Designing Organizations:** for Dynamic International Environment; Human resource aspects in acquisitions and mergers; Challenges to international human resource managers.

**Textbook:**

- Black, J.S. and M. Mendaenahall, Readings and Cases in International Human Resource Management PWS-Kent, Boston.
- Dowling, Peter J. Denise E. Welch and Randall S. Schuler, International Human Resource Management : Managing People in a Multiple Context, South Western College Publishing, Cincinnati.

**Reference Books:**

- Beumont, P. B., Human Resource Management, : Key Concepts and Skills, Sage, London.
- Harzing, Ann wil and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London.
- Hollinshead, G. and Mike Leat, Human resource Management – An International and Comparative Perspective on the Employee Relationship, Pitman Publishing, London.
- Mabey, Christopher, Graeme Salaman and John Storey, Human Resource Management : A Strategic Introduction, Blackwell, Oxford.

Note: All the books should be of latest edition

**Journals:**

•

**Links to websites:**

•

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks

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• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name : <b>MBA (International Business Specialization)</b>			Semester: III		
Course: <b>International Marketing Research</b>			Code:06090317		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> The objective of this paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To provide the insight of tools and techniques of research in international market.</li><li>2. To understand the research report preparation in international market.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Compute the market demand of the product in international market.</li><li>2. Design the offerings as per the outcome of research report.</li><li>3. Manage the data collection as per the requirement in international market.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Research along with the background knowledge of various techniques of research.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> <b>Introduction:</b> nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS). <b>Unit-II</b> <b>Marketing Research Process:</b> An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research. <b>Unit-III</b>					

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**Questionnaire preparation** – etic and emic dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.

## Unit-IV

**Multi – country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques- Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi country data analysis-Data comparability and validity problems; Report preparation and presentation.

## Unit-V

**Cross-cultural Consumer research** – Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.

### Textbook:

- Douglas, S.P. and C.C. Samuel, International Marketing Research, Johan Wiely, New York.
- Kumar, V. International Marketing Research, prentice Hall I.
- Malhortara, Naresh K., International Marketing Research - An Applied Orientation, Person Education Asia.

### Reference Books:

- Aaker, David, George S Day, Marketing Research, John Wiely and Son, New York.
- Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois.
- Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi.

Note: All the books should be of latest edition

### Journals:

- 

### Links to websites:

- 

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (International Business Specialization)			Semester: III		
Course: <b>International Supply Chain Management and Logistics</b>			Code:06090318		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To develop an understanding of integrated supply chain management at international level.</li><li>To acquaint the students with the role of effective logistics in international business.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>Estimate and manage the demand of product in international market.</li><li>Design the efficient supply chain network for the offerings.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Supply chain Management along with the background knowledge of various concepts of logistics.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> <b>Basic Framework and Integrated SCM:</b> Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalisation of SCM. Concept, span and process of integrated SCM: Supply chain and continuous improvement, Supply Chain performance measurement; Supply chain modeling; Forecasting and financial implications: Supply chain and after –sales service; Creating life-cycle ownership value; Customer service management; Demand management; Product development Process and SCM. <b>Unit-II</b> <b>Managing Relationship and Purchase Process:</b> Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management. Supply Chain and Information Management Systems - Importance of information management IT and business management systems. <b>Unit-III</b>					

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**Logistic System and Transport Fundamentals :** Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and unitisation; Control and communication. Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing.

## Unit-IV

**General Structure of Shipping and International Air transport :** Would sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust. International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects. Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices –causes and protection; Role and types of cargo intermediaries.

## Unit-V

**Warehousing and Inventory Management:** Warehousing and marketing strategy; Objectives and functions of warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory management principles and approaches; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics.

## Textbook:

- Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs
- Christopher., M., Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services, Pitman, London.

## Reference Books:

- James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York.
- Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
- Stern, L.W., et. al., Marketing Channels, Prentice Hall of India private Ltd. New Delhi.

Note: All the books should be of latest edition.

## Links to websites:

- 

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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<b>Program Name : MBA( Entrepreneurship Specialization)</b>			<b>Semester: III</b>		
<b>Course: Entrepreneurial Strategy</b>			<b>06090323</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>		<b>Continuous Evaluation</b>	<b>End Examination</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> The primary objective of course is to develop an understanding about strategy related to the various issues involved in starting a venture and to acquaint them with product & service selection, pre-feasibility study, etc. It will equip the students with the concept and skills of entrepreneurship.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>Critically evaluate relevant theories, concepts and models underpinning entrepreneurial strategy</li> <li>Strategically assess major emerging trends that may impact entrepreneurial success</li> <li>Appraise the criticality of effective entrepreneurial planning, decision-making, communication and behaviours when operating in turbulent environments</li> <li>Evaluate a range of leadership skills and ethical practices critical for sustainable, responsible entrepreneurial strategic success</li> <li>Demonstrate an advanced ability to create, implement and evaluate entrepreneurial strategies to complex, real-world case studies and a major work-based project</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, strategic games, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b> <b>Unit- 1: Entrepreneurial Competence:</b> Entrepreneurship concept, Entrepreneurship as a Career, dimensions of Entrepreneurial Competencies, Entrepreneurial assessment, Part-time vs. Full time Entrepreneurship, Intrapreneurship, Role of Mentors, Innovation and Entrepreneurship, Design Thinking: Process. <b>Unit-2: Enterprise Promotion:</b> New Venture Creation- Resources, Capabilities, and Strategies- Identifying attributes of strategic resources- Opportunity Analysis, Innovator or Imitator: SWOT analysis- Internal and External Environment Analysis, Industry Analysis- Embryonic Companies and Spin off's, Opportunities in Emerging/Transition/Decline industries, Porter's five forces model, Startup India, Make in India, Govt. Support Schemes for Startups <b>Unit- 3: Strategic Planning For Emerging Ventures:</b> The nature of planning in emerging firms- Strategic planning and its value, Entry Wedge, Resource based strategies- First mover					

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advantage, Isolating Mechanisms- Industry stages and Strategy, Evaluating Strategy and Entrepreneurial Opportunities, Structural Planning- Forms of business ownership, Franchising, Networking and Alliances, Buying an existing business- Identifying the right Business Model Canvas- Seven Domains of John Mullins.

**Unit- 4: Business Plan Preparation & Pitching:** Business Plan- Myths, importance, content, sections, expectations of investors, Dos and Don'ts, Innovative methods of presenting a business plan: mind map, animated videos, etc., Incubators, Accelerators, Angels, VCs and Crowd funding, Art of Pitching- importance, types - Elevator pitch, Three (03) minutes pitch, etc

**Unit- 5: Strategic Evaluation:** Issues-Problems-Response to Enterprise Problems, Business Development Services- Definition, Scope, Support Services Required By Small Enterprises, Important Support Schemes from Government, Industrial Sickness- Definition, Causes, Symptoms, Prediction, Revival, Managerial Deficiencies, Revival of Sick unit- BIFR and SICA's Role, Strategic Choices in Decline industries- Leadership, Niche, Harvest, Divest, Turnaround Strategies.

**Textbook:**

1. Raj Shankar (2012). Entrepreneurship: Theory & Practice. Vijay Nicole

**Reference Books:**

1. D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.
2. Abrams (2016). The Successful Business Plan: Secrets and Strategies. Planning Shop, USA, 6<sup>th</sup> Edition
3. Hisrich et.al (2010). Entrepreneurship. Tata McGraw Hill, New Delhi
4. Dollinger (2003). Entrepreneurship. Pearson, New Delhi
5. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
6. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
7. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
8. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
9. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
10. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
11. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES

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2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

## Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name : MBA (Entrepreneurship Specialization)			Semester: III		
Course: <b>Lean Startup</b>			Code:06090324		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> The Lean Startup Entrepreneurship course will help students learn how to develop your own business idea and turn it into a successful startup. The course will also give students the opportunity to gain unique insights in entrepreneurship.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>Recognize the fundamental principles of lean startup and Describe how the lean cycle works</li> <li>Increase the velocity of learning in your organization</li> <li>Design an experiment and Choose appropriate measurement techniques</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b> <b>Unit-I: Introduction to Lean Start Up</b> Meaning, definition, role of Len Start ups, Origin of Lean Start up, Principles of Lean Start ups, Overview to Len Start up, Basics of Lean Canvas, Components in Lean Canvas. <b>Unit-II: Blueprint to Lean Start up</b> Developing the Vision, Measuring productivity, developing feedback loop, developing a system of disruptive innovation, validating Learning, Experimenting phase of Start up <b>Unit-III: Managing &amp; Controlling Lean Start up</b> Evaluating the feedback loop, minimizing the overall cost and maximizing the returns, Formulating Lean start up strategy, Customer discovery and archetype, Testing phase through MVP, Innovation accounting, Pivot- Meaning, types. <b>Unit-IV: Growth of Start up</b> Value in start up, Just in time, Sustainable growth, Small batch vs Large batch, Customer drive in sustainable growth, Product/ Market Fit, Adaptation and Innovation. <b>Unit-V: Start Ups in Indian Economy</b> Overview, Meaning, definitions of Start Ups, Role of Start ups in Developing economy of the country, Start ups in Social development, Government support for start ups in India, Growth of Start					

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ups in India, Issues and Challenges associated with Startup development.

**Textbook:**

D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.

**Reference Books:**

1. Eric Ries., **The Lean Strt up**, Crown Publishing Group, USA, 2011.
2. Alistair Croll and Benjamin Yoskovitz., **Lean Analytics**, 2013.
3. Ash Maurya., **Scaling Lean: Mastering the Key Metrics for Startup Growth**, 2016.
4. Michel Gelobter, **Lean Startups for Social Change: The Revolutionary Path to Big Impact**, 2015

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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<b>Program Name : MBA</b>			<b>Semester: III</b>		
<b>Course: Management of Intellectual Property Rights</b>			<b>06090325</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>		<b>Continuous Evaluation</b>	<b>End Examination</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> The primary objective of course is to expose the participants to the basic concepts of IPRs and the strategic role of IPRs in the current Indian context					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>Identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.</li> <li>Recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development.</li> <li>Identify activities and constitute IP infringements and the remedies available to the IP owner and describe the precautions steps to be taken to prevent infringement of proprietary rights in products and technology development.</li> <li>Be familiar with the processes of Intellectual Property Management (IPM) and various approaches for IPM and conducting IP and IPM auditing and explain how IP can be managed as a strategic resource and suggest IPM strategy.</li> <li>Be able to anticipate and subject to critical analysis arguments relating to the development and reform of intellectual property right institutions and their likely impact on creativity and innovation.</li> <li>Be able to demonstrate a capacity to identify, apply and assess ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing;</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b> <b>Unit-1 Concept of Property vis-à-vis Intellectual Property:</b> Overview of Concept of Property and Theories of Property, Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development , Need for Protecting Intellectual Property- Policy Consideration- National Perspectives and International demands, Types of Intellectual Property, Origin and Development- An Overview, Intellectual Property Rights as Human Right, Intellectual Property Rights in the Cyber World.					
<b>Unit-2 Patent Law:</b> Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS,					

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Harmonization of CBD and TRIPs, Indian Patent Law – The Patents Act, 1970, Amendments to the Patents Act, Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies, Relevant Provisions of the Biological Diversity Act, 2002, Access and Benefit Sharing Issues

### Unit-3 Trademarks:

Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 – Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights, Assignment under Licensing, Infringement, Right of Goodwill, Passing Off, Domain Names and Effects of New Technology (Internet).

### Unit-4 Industrial Designs:

Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies.

### Unit-5 Role of International Institutions:

World Intellectual Property Organization (WIPO), Function of WIPO, Membership of WIPO, Agreement between the WIPO and the WTO, Dispute Settlement- New Treaties, Commercialization of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.

### Textbook:

D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.

### Reference Books:

1. Al-Ali, N. (2003) Comprehensive Intellectual Capital Management: Step-by- Step. John Wiley & Sons, Inc., Hoboken, New Jersey.
2. Andriessen, D. (2003). Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann.
3. Stewart, T.A. (1997). Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London.
4. Sveiby, K. E. (1997). The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco.
5. Edvinsson, L. and Malone, M.S. (1997). Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York.
6. Low, J. and Kalafut, P.C. (2002). Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, Cambridge
7. Sullivan, P. H. (2000). Value-Driven Intellectual Capital: How to Convert Intangible Corporate Assets into Market Value. John Wiley & Sons, Inc., Hoboken, New Jersey
8. Tissen, R. and Andriessen, D. and Deprez, F.L. (2000). The Knowledge Dividend: Creating High-Performance Companies through Value-Based Knowledge Management, Financial Times Prentice Hall, London.
9. Andriessen, D. and Boom, M. van den (2006). Asia and Europe, knowledge economies in encounter. INA Magazine, Vol.XVII, 15-18.
10. S. Khoury (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual Capital: Extracting value from Innovation, John Wiley & Sons, 335-356.
11. Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose

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knowledge productivity and plan for enhancement.

## Journals:

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

## Links to websites:

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

## Evaluation Scheme:

- |                                      |                 |
|--------------------------------------|-----------------|
| • Class participation and attendance | 05marks         |
| • Mid Term Exam                      | 20marks         |
| • Assignment                         | 05marks         |
| • Team Project Presentation          | 10marks         |
| • Term-End Exam                      | 60marks         |
| <b>Total</b>                         | <b>100marks</b> |

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Program Name : MBA				Semester: III	
Course: Creativity and Innovation				06090326	
Teaching Scheme				Evaluation Scheme	
Classroom Session/ Lectures	Practical/ Group work	Tutorials		Continuous Evaluation	End Examination
40	-	-	4	40	60
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>e Objectives:</b> The primary objective of course is to develop an understanding related to the basics of creativity, strategies to build lifelong creativity, power of strategy innovation, and the process of managing innovation.					
<b>ing Outcomes:</b> <ul style="list-style-type: none"> <li>· Develop effective creative projects that provide an innovative solution to real-world problems based on inquiry such as class discussion, critical analysis, and integrative collaboration, observing, and using technology.</li> <li>· Evaluate materials relevant to innovations in educational and business settings based on case studies presented in class and explored independently.</li> <li>· Analyze strategies for creative innovation, including product and pedagogical design.</li> <li>· Apply effective strategies for designing innovative projects in collaboration with team members to develop an effective creative project, product, or practice, in conjunction with other offices on campus.</li> <li>· Apply the design of the creative process to educational experiences and the creative endeavor generally.</li> <li>· Demonstrate knowledge of the basic vocabulary and concepts of creativity study.</li> </ul>					
<b>quisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>us:</b> <p><b>Unit-1: Basics of Creativity:</b> Creativity, Component elements, attributes of creative individuals, Creativity as a competitive resource, cultivation of creativity, convergent and divergent thinking, values as anchors of creative thinking, creativity vs. Lateral thinking</p> <p><b>Unit-2: Fostering Individual Creativity:</b> Enhancing creative thinking, Re-definitional techniques, random stimulus techniques, Envisionment/Visualization Approach, PMI method, ISA perspective, Abstraction Approach, Thinking Hats method, Creativity techniques for groups, Creativity in Uncertainty, Heuristics for stimulating creativity, Training and creativity</p> <p><b>Unit-3: Building Lifelong Creativity:</b> Existential, entrepreneurial and empowerment creativities, quality of creativity, Lifelong creativity, models of creative problem solving,</p>					

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enhancing creative intelligence, motivation and creativity, blocks to creativity, acquiring a creative persona, formative environment and creativity, developing a creative work environment.

**Unit-4: Power of Strategy Innovation:** Strategy innovation vs strategy planning, Purposeful innovation and the seven sources for innovative opportunity, three levels of innovation, fostering innovation at various levels, Auditing innovation management, rationalist vs instrumentalist strategies for innovation, assessment of Porter's framework, learning from markets, alliances and corporate ventures

**Unit- 5: Managing Innovation:** Building an innovative organisation, role of vision, structure and training, Fostering creativity and innovation in organisations, roles of organisational culture, leadership, managerial style and practices supportive of creativity, creativity as the core of competitive excellence

**Textbook:**

Rastogi, P.N. (2000), Managing Creativity, Macmillan India, Delhi.

**Reference Books:**

1. Khandwalla, Pradip N. (2004), Lifelong Creativity, Tata Mc Graw Hill, New Delhi.
2. Joe Tid, et.al (2005), Managing Innovation, Wiley India, New Delhi.
3. Peter F. Drucker (2009), Innovation and Entrepreneurship, El Sevier, Noida.
4. Robert E. Johnston, Jr. And Douglas Bate (2007), The Power of Strategy Innovation, Prentice Hall, New Delhi.
5. Shlomo Maital and D.V.R.Seshadri, (2012). Innovation Management, Response Books, New Delhi
6. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
7. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
8. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
9. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
10. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

1. [http://www.eurosfair.prd.fr/7pc/doc/1249998569\\_creativity\\_innovation\\_p\\_legrenzi.pdf](http://www.eurosfair.prd.fr/7pc/doc/1249998569_creativity_innovation_p_legrenzi.pdf)
2. [http://www.appladesign.net/domains/create//documents/1-CREATE\\_Final\\_Handbook\\_EN\\_851.pdf](http://www.appladesign.net/domains/create//documents/1-CREATE_Final_Handbook_EN_851.pdf) <https://www.edx.org/course/design-thinking-creativity-innovation-uqx-corpinn1x>
3. <https://www.coursera.org/learn/creativity-innovation#syllabus>
4. <http://www.creative4business.co.uk/creativity-and-innovation-resources/>

**Evaluation Scheme:**

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• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name: MBA( Operations Specialisation)			Semester: III		
Course: Quality Management & Business Excellence			Code:06090331		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

The course would aim at the conceptualization of Quality from Design to Process to Service assurance. In addition to that, it focuses on Quality Management Systems (QMS). The course would also aim to closely link management of quality with maintenance and environment for total product assurance along with the dimensions of quality in services in the contemporary environment. Organizations aim at achieving maximum customer satisfaction at the lowest overall cost, focus on delivering a quality product or service by improving processes and setting up a world class quality management system.

## Course Objectives:

1. Understand the concepts of Quality & Quality Management
2. Familiarizing the students to diagnosing problems in Quality process & applying various Quality improvement techniques
3. Introduce the system approach to Quality management & explain various Industry Quality System certifications
4. Develop learning & analytical skills to analyze and solve quality problems in an organization
5. Understand the principles of Service quality and ways to improve customer satisfaction

## Learning Outcomes:

After completion of the course, students would be able to:

1. Learn about different quality management methodologies used for solving problems of the organization to reduce variation and improve quality, processes, systems, products and services.
2. Learn about the concepts and methodology of quality management in product planning and development.
3. Be able to list and explain the relevance about the different certifications/standards available for

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improving the Production/Operations system.

4. Understand about the potential service quality gaps and suggest steps to improve service quality in an organization.
5. Learn about the different tools used for quality improvements in manufacturing of products.

## Prerequisite(s):

1. Understand the basic concepts of Production and Operations management.

## Pedagogy:

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

## Syllabus:

### Unit – 1

#### Overview of Quality

Introduction to Quality, Definition of Quality, Quality and global competitiveness, Dimensions of Quality, Quality Gurus, Quality organization- roles & responsibilities, Product & Process Quality, Critical-to-Quality Characteristics, Cost of Quality and Customer satisfaction.

### Unit – 2

#### Quality Management

Overview of Quality Management, Principles of Quality Management, Components of Quality Management, Quality Planning, Quality Control, Quality Assurance, Quality of Design, Taguchi's Loss Function, Quality management in product planning (VOC, QFD), Quality management in product development (FTA, FMEA, Poka-Yoke), Quality Management and Environment and Safety.

### Unit - 3

#### Quality System

Quality Management System, Quality as a Strategic decision, Quality Policy and Organization Quality Certifications, Introduction to relevant standards-ISO 9000, ISO 14000, QS 9000, CMMI, Lead Assessment, Quality Audits, Quality Awards, Benchmarking

### Unit – 4

#### Service Quality

Overview of Service Quality, Determinants of Service Quality, Developing Service Quality Culture and Ethics, Design for Quality, Service Quality Deployment, Customer focus, Meeting customer needs and expectations, Customer feedback and Satisfaction, Use of scales like SERVQUAL and LODGSERV, Customer Value Analysis, Human aspects of Service Quality, Service Excellence

### Unit – 5

#### Quality Improvement

Quality management methods for problem solving, 7 QC Tools, Kaizen, Six Sigma, Lean, PDCA,

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TPM, Quality Circles, 5S, Process Capability Studies, Business Process Reengineering

## Textbook:

- Nancy R. Tague. The Quality Toolbox. 2<sup>nd</sup> Edition
- Ross, J. E. (1999). Total Quality Management: Text Cases and Readings. New Delhi: Deep & Deep Publications

## Reference Books:

1. Antony, J., (2002). Understanding, managing and implementing quality. London: Routledge
2. Oakland, J. S. (2003). Total quality management: Text and cases (2<sup>nd</sup> ed.). London: Butterworth
3. Stamatis, D. H. (1997). Total Quality Service: Principles, Practices & Implementation. Delhi: Deep & Deep Publications
4. Jerry Banks (2004). Principles of Quality control: John Wiley & Sons
5. Goetsch, D. L., & Davis, S. B. (2016). Quality management for organizational excellence: Introduction to total quality (8th ed.). Upper Saddle River, NJ: Pearson. ISBN: 978-013379185
6. R. Kesavan, C. Elanchezian, B. Vijaya Ramnath: Total Quality Management 25 Jul 2008
7. Hoyle D: ISO 9000 Quality systems handbook: Butterworth/Heinemann 1997
8. Raghavachari, M. & Ramani, K. V. (Eds.). (2000). *Delivering Service Quality*. New Delhi: Macmillan

## Online Resources:

1. <https://asq.org/quality-resources>  
This site covers Standards, Articles, Case studies, Monthly e-newsletter, Quarterly Journals on various topics of interest in the field of Quality
2. <https://www.iso.org/standards.html>  
This site has various ISO standards, Newsroom ISOFOCUS
3. Business Process Improvement Resource See the Business Excellence Models  
<https://www.bpir.com/total-quality-management-business-excellence-models-bpir.com.html>  
This site has various Business Excellence models, Newsletter, Resources for reference from self-assessment tools to benchmarks to best practices
4. <https://www.tandfonline.com/toc/ctqm20/current>  
Total Quality Management and Business Excellence Journal Print ISSN: 1478-3363 Online ISSN: 1478-3371  
The journal is designed to encourage interest in all matters relating to total quality management and has articles on various topics related to Quality Management & research matters of Quality

## Evaluation Scheme:

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks

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• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

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Program Name: MBA( Operations Specialisation)			Semester: III		
Course: World Class Manufacturing			Code:06090332		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> In today's competitive environment and increased level of globalization, Indian industries need to adopt World-Class Manufacturing Practices for achieving zero defects in a consistent manner. WorldClass manufacturing strategies focus on process & product quality for customer satisfaction and reducing the Quality Costs, JIT Production techniques, workforce management, agility in meeting customer requirements and lean cum learning organization. Implementing world class manufacturing practices will enable the company to be one of the best in each field viz. Quality, Price, Delivery, Delivery reliability and Agility.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. Understand the latest trends &amp; techniques in manufacturing industries</li><li>2. Understand how firms achieve superior production standards</li><li>3. Identify the challenges faced by the organizations in implementation of World-Class manufacturing practices</li><li>4. Develop learning &amp; skills for effective implementation of World-Class manufacturing practices</li><li>5. Familiarizing the students to the impact of World-Class manufacturing practices on cost saving, reduction in rejection &amp; wastes</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Learn about the relevance and basics of World Class Manufacturing.</li><li>2. Learn about the different models used to incorporate excellence and agility in manufacturing/services.</li><li>3. Get through understanding of the concept of Total Quality Management and its associated tools and techniques.</li><li>4. Learn about the terminologies and concepts of Total Productive Maintenance and Business Process Re-engineering.</li><li>5. Learn about the latest technological advancements which are changing and improving the manufacturing process and delivery of services.</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>1. Basic conceptual knowledge of Production and Operations Management Function.</li></ol>					
<b>Pedagogy:</b>					

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The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:**

**World Class Manufacturing (WCM)**

Concepts and Evolution of WCM, Understanding the linkage between Operations Strategy and WCM, Global competitiveness and Manufacturing excellence, WCM & Information Age competition, Manufacturing challenges & problems in manufacturing industry, Benchmarks for excellence in operational performance with global examples, Human resource dimensions in WCM- High employee involvement, morale & team work, cross functional teams.

**Unit- 2**

**Models for manufacturing excellence & Agile Manufacturing**

Schonberger, Halls, Gunn & Maskell models, Distinction between flexibility and agility, Flexible Manufacturing System (FMS), Model for implementing flexible and agile manufacturing, Cellular manufacturing systems.

**Unit-3**

**Total Quality Management (TQM) & Lean**

Concepts and framework of TQM, Roadmap to Implementation of TQM, Quality through design, Six Sigma approach, Statistical Quality Control, 5S, Kaizen, Kanban- A lean production tool, Just-in-Time (JIT) and Lean Operations, JIT pull system, JIT purchase, Japanese manufacturing techniques particularly Toyota Production System, Critical elements of JIT, Operational Framework for concurrent implementation of TQM and JIT.

**Unit-4**

**Total Productive Maintenance (TPM) & Business Process Reengineering**

Concepts and Evolution of Total Productive Maintenance, Metrics of TPM, Overall Equipment Effectiveness (OEE), Autonomous Maintenance, Roadmap to TPM implementation, Concepts of Business Process Re-engineering, BPR implementation model.

**Unit-5**

**Automation & Technology in WCM**

Automation in design & manufacturing, Role of IT in world class manufacturing, Computer Integrated Manufacturing Systems (CIMS), Enterprise Resource Planning (ERP)- Need and Evaluation of ERP for Operations Management.

**Textbook:**

- Hall, R. (1987). Attaining Manufacturing Excellence. Irwin: Dow-Jones
- Richard J Schonberger: World Class Manufacturing-The lessons of Simplicity/Free Press

**Reference Books:**

1. Evans, J. R., & Collier, D. A. (2007). Operations Management: An Integrated Goods and Services Approach. Cengage Learning
2. Shingo, Shigeo. (1989). A Study of Toyota Production System from Industrial Engineering Viewpoint Tokyo: Japanese Management Association
3. Willmott, Peter., & Carthy, Mc. (2001). TPM: A Route to World Class Performance (2<sup>nd</sup> ed.). Butterworth-Heinmann
4. Womack, Jones. P., & Jones, Daniel. T. (2003). Lean Thinking: Banish Waste and Creating





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Wealth in your Organization. UK: Simon & Schuster

5. Ron Moore, Butterworth Heinemann: Making Common sense Common practice- Models for Manufacturing Excellence

## Online Resources:

1. International Journal of Emerging Technologies and Innovative Research

ISSN: 2349-5162

<http://www.jetir.org/>

It contains advances in research pertaining to applied, theoretical and experimental Technological studies in the areas of Operations Management and Manufacturing Engineering

2. World Class Manufacturing: Further Evidence in the Lean Production Debate

Nick Oliver , Rick Delbridge , Dan Jones , Jim Lowe

<https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-8551.1994.tb00130.x>

This paper reports the results of a study into the performance and management practices of 18 auto

components plants, nine of which were located in the UK and nine in Japan. The study compared the

performance of these plants

3. World-class manufacturing by Fiat.

Andrea Chiarini & Emidia Vagnoni

<https://www.tandfonline.com/doi/abs/10.1080/00207543.2014.958596>

It contains comparison of Fiat with Toyota Production System from a Strategic Management, Management Accounting, Operations Management and Performance Measurement dimension

4. "IMPLEMENTATION AND EVALUATION OF WORLD CLASS MANUFACTURING AND 5S ACTIVITIES", International Journal of Emerging Technologies and Innovative Research (www.jetir.org), ISSN:2349-5162, Vol.4, Issue 12, page no.275-279, December-2017, <http://www.jetir.org/papers/JETIR1712052.pdf>

5. De Carlo F, Richardson Simioli G (2018) Lean Production and World Class Manufacturing: A Comparative Study of the Two Most Important Production Strategies of Recent Times. Int J Ind Operations Res 1:001.

<https://www.vibgyorpublishers.org/content/ijior/fulltext.php?aid=ijior-1-001>

is paper provides the tools for a better understanding of Lean and World Class Manufacturing

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name: MBA			Semester: III		
Course: Service Operations Management			Code: 06090333		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> This course highlights the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the return to business. The strategic and tactical problems of managing the operations function in the service environment are examined in this course. We live in a global service economy. Emerging economies have seen explosive growth in the percentage of their workforce employed in the provision of services, as trends such as offshoring and outsourcing become more prevalent. This course explores how leaders design service experiences and systems to manage employees and customers to consistently deliver exceptional and profitable services.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. Developing learning &amp; the ability to deliver operations to achieve competitive advantage in services</li><li>2. Understanding of service operations from the point of view of designing and managing a system that is efficient and effective in the "realization" of the service deemed by its customer</li><li>3. Understanding of the analysis, decision making and implementation issues of managing the operational aspects of service</li><li>4. Familiarizing the students to Service operation Infrastructure, Supply chain &amp; Inventory Management</li><li>5. Developing a clear understanding of how to improve service operations and systems</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Learn about the basic elements of Service Operations &amp; appreciate the organizational significance of managing the service encounter to achieve internal and external customer satisfaction.</li><li>2. Learn about the key opportunities and challenges in service business.</li><li>3. Learn about the concepts of demand forecasting, capacity management, and waiting line management in services.</li><li>4. Learn about the concept, and models of customer experience management.</li><li>5. Learn to analyze and develop novel ways of managing and delivering services for improved efficiency, effectiveness and sustainability.</li></ol>					
<b>Prerequisite(s):</b>					

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1. Understanding of the basic concepts of production and operations management.

## **Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

## **Syllabus:**

### **Understanding Service Operations**

Introduction, Nature and characteristics of services, Classification of services and analyzing service operations, Role of Services in Economy, Service Operations and their Management Fundamentals, Service Strategy, Aligning Service Strategy and Service Competitiveness, Positioning of Services in the Organization Value Chain

### **Unit-2**

#### **Service Operation Infrastructure**

Service Facility Design, Layout & Location decision factors, Off-shoring & Outsourcing, Technology in Services, Front-office Back-office Interface, Human Factor in Services

### **Unit-3**

#### **Service Supply Chain & Inventory Management**

Forecasting Demand for Services, Service Capacity Management, Resource and Workforce Scheduling in Services, Customer Expectations and the Planned Provision in Service Delivery, Matching Supply with Demand in Services, Service Waiting Line and Customer Relationship Management

### **Unit-4**

#### **Service Process Management**

Service Encounter Design and Control, Managing Service Processes, Experience Management in Service Operations, Service Quality & Reliability, Five Gap Model, Kano's Model, Translating the service model to service operations, Leveraging value over cost in service delivery, Service Productivity, Service recovery and Service guarantee

### **Unit-5**

#### **Improving Service Delivery**

Service Improvement & the associated Methodologies, Service Growth and Globalization, The Future of Services, Experience Innovation Paradigm, New Service Development & Automation.

## **Textbook:**

- Fitzsimmons & Fitzsimmons (2006), Service Management, Tata McGraw-Hill
- C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007

## **Reference Books:**

1. Hollins (2007), Managing Service Operations, Sage Publications
2. Johnston & Clark (2009), Service Operations Management, Pearson Education
3. Metters, et al. (2006), Service Operations Management, Cengage Learning
4. Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico

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5. Davis & Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill
6. Heskett, J.L.(1991), "Lessons in the service sector" Cases & Reading, Free Press, 47-64
7. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). Delivering service quality: Managerial challenges for the 21<sup>st</sup> Century. New Delhi: Macmillan
8. Schmenner, R. W. (1995). Service operations management. New Jersey: Prentice Hall

## Online Resources:

1. International Journal of Services and Operations Management  
ISSN online 1744-2389  
<https://www.inderscience.com/jhome.php?jcode=ijsom>  
IJSOM focuses on new strategies, techniques and technologies for improving productivity and quality in both manufacturing and services
2. Manufacturing & Service operations Management  
<https://pubsonline.informs.org/journal/msom>  
It covers Articles, Blogs on Service operations
3. Meyer, Christopher; Schwager, Andre "Understanding Customer Experience". Harvard Business Review  
<https://hbr.org/2007/02/understanding-customer-experience>
4. International Journal of Operations & Production Management  
ISSN: 0144-3577  
<https://www.emeraldgrouppublishing.com/journal/ijopm>  
It contains articles, literature reviews, surveys, critiques of published articles & expert opinions, in the areas of operations and supply chain management in manufacturing and service sectors
5. International Journal of Services and Operations Management  
ISSN: 1744-2389  
<https://www.inderscience.com/jhome.php?jcode=ijsom>  
It contains new strategies, techniques and technologies for improving productivity and quality in both manufacturing and services

## Evaluation Scheme:

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks
- Assignment 05 marks
- Team Project Presentation 10 marks
- Term-End Exam 60 marks

**Total 100 marks**

  
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Program Name: MBA			Semester: III		
Course: <b>Production Planning Control</b>			Code:06090334		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

This course provides students with profound insights into how to coordinate the supply, production and distribution functions. It will also teach them how to balance conflicting objectives to minimize the total of all the costs involved and maximize customer service. Production planning and control is primarily concerned with the efficient and effective management of materials flow through manufacturing organizations in such a way that wastage, particularly in the form of excess inventory, is reduced, materials throughput time is speeded up, and customer requirements are met in a timely manner.

Production planning and control addresses a fundamental problem of low productivity, inventory management and resource utilization. Production planning control ensures that the production team can achieve required production target, optimum utilization of resources, quality management and cost savings.

## Course Objectives:

1. Understand the various components and functions of production planning and control such as work study, product & process planning, production scheduling & Inventory Control
2. Understand the dynamics of material flow through a manufacturing system, basic and advanced techniques of production planning and control and matching different approaches to different manufacturing situations
3. Developing learning & skills to investigate the basic issue related to Production Planning and Control that is how much of what material items to produce (or order) at what specific times in order to satisfy customer demand in an optimal way
4. Familiarizing students to production and inventory planning/control systems, and scheduling techniques
5. Familiarizing the students to the recent trends in production control

## Learning Outcomes:

After completion of the course, students would be able to:

1. Develop an understanding of the concepts and terminologies used in Production planning and control.
2. Understand the tools and techniques used in work study and demand forecasting.
3. Develop an understanding of the process of production planning used in different production systems.
4. Understand the concept and methodology of capacity planning.

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5. Understand and analyze scheduling and sequencing methodologies.
6. Develop a thorough understanding of a range of inventory models and the suitability of the respective models in different contents.

**Prerequisite(s):**

Knowledge of basics of Operations Management

**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:****Concepts of PPC**

Introduction to Production planning & Control, Objectives and benefits of planning and control, need for PPC, functions of PPC, relationship of PPC with other departments, Factors influencing PPC in the organization, Management policies- planning for meeting demands, work distribution, centralization, Organization of PPC- degree of centralization, PPC as an integrated approach, Prerequisites of PPC- data pertaining to design, equipment, raw materials, tooling, performance standards, labor & operating systems, Order preparation- works order preparation for various manufacturing methods, subsidiary orders, shop or production orders, inspection orders and stores issue orders

**Unit-2****Work Study & Forecasting**

Method study, basic procedure, Selection, Critical analysis, Development & Implementation Work measurement, Various Techniques- Time study, Production study, Work sampling, Predetermined motion time standards, Forecast end item demand using Moving Averages and Exponential, Forecast Aggregate Demand using Pyramidal Forecasting techniques, Ergonomics: Work place design & working conditions

**Unit-3****Production Planning**

Product planning: product information and its relevance. Problems in lack of product planning, Process planning: Prerequisite information requirement, steps in process planning, Quantity determination in batch production, Machine capacity, balancing, Process capabilities in a multi-product system, Machine / process selection & Computer Aided Process Planning, Capacity Planning and Utilization: Role of Capacity Planning, Rough- Cut Capacity Plan using CPOF & Resource Bill, Detailed Capacity Plan by Scheduling Capacity and Materials together

**Unit-4****Production Scheduling and Sequencing**

Inputs for scheduling, factors influencing scheduling, scheduling techniques, Master Production Scheduling, Develop and manage a Feasible MPS, Product sequencing, dispatching: manufacturing lead time technique for aligning completion time & due dates, Line Balancing Methods, Shop Loading

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## Unit-5

### Production Control

Inventory Control: Basic concepts of inventory, Types of inventories, Inventory Classification, purpose of holding stock and influence of demand on inventory, Ordering procedures, Two Bin system, ordering cycle, economical order quantity and economical lot size, Recent trends- Trends in purchasing & storekeeping, Computer integrated PP systems, MRP-I, MRP-II and ERP, Production Activity Control: MPC System Design

### Textbook:

- Elements of Production Planning & Control –Eilon
- Vollmann, T.E., W.L. Berry, D.C. Whybark, and F.R. Jacobs, Manufacturing Planning and Control for Supply Chain Management, Sixth Edition, McGrawHill, New Delhi

### Reference Books:

1. James.B.Dilworth, "Operations management – Design, Planning and Control for manufacturing and services" McGraw Hill International edition 1992
2. Elwood S.Buffa, and Rakesh K.Sarin, "Modern Production / Operations Management", 8th Edition, John Wiley and Sons, 2000
3. Kanishka Bedi, "Production and Operations management", 2nd Edition, Oxford university press, 2007
4. Production Planning & Control – Jain and Agarwal
5. Upendra Kachru, "Production and Operations Management – Text and cases", 1st Edition, Excel books 2007

### Online Resources:

1. Production Planning & control- Management of Operations

ISSN: 1366-5871

<https://www.tandfonline.com/toc/tppc20/current>

It contains articles, case studies & research based on the emerging needs of industry, making clear the nature of the industrial problem in the field of operations management, supply chain management, and business improvement

2. International Journal of Services and Operations Management

ISSN: 1744-2389

<https://www.inderscience.com/jhome.php?jcode=ijsom>

It contains new strategies, techniques and technologies for improving productivity and quality in both manufacturing and services

3. International Journal of Operations & Production Management

ISSN: 0144-3577

<https://www.emeraldgrouppublishing.com/journal/ijopm>

It contains research articles, literature reviews, surveys, critiques of published articles and expert opinion papers in operations and supply chain management, production, planning and control in

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manufacturing

and service sectors

4. Journal of Purchasing & Supply Management

ISSN: 1478-4092

<https://www.journals.elsevier.com/journal-of-purchasing-and-supply-management>

It contains articles on Supply chain Management, purchase and supply of goods and services in industry

5. Journal of Operations Management

ISSN: 0272-6963

<https://onlinelibrary.wiley.com/journal/18731317>

It contains research articles, academic discussions & debates on relevant topics in operations management

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name: MBA			Semester: IV		
Course: Strategic Management			Code:06090401		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>Strategic Management is the study of achieving short and long-term business objectives through the effective use of a company's physical, intellectual, financial, and human resources.</li></ul>					
<b>Course Objectives:</b> <p>The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.</p>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to :</p> <ol style="list-style-type: none"><li>Effectively develop and implement corporate strategies. Set up realistic business objectives. Perform daily tasks efficiently.</li><li>Formulate the vision, mission, objectives and goals.</li><li>Implement and evaluate the various business and corporate level strategies.</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>The student should have gone through all the core courses of management.</li></ol>					
<b>Pedagogy:</b> A mix of case studies, whiteboard, PowerPoint presentation, and business news paper strategy may be used for teaching this course.					
<b>Syllabus</b> <p><b>Unit: I: Strategy and Process</b> Historical perspective of Strategic management: Conceptual framework for strategic management, the Concept of Strategy, Strategic decision making; Process of strategic decision making, Strategy formulation: Company's vision, mission and objectives.</p> <p><b>Unit: II: Competitive Advantage</b> External Environment: PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM), Business ethics and corporate strategy, Concept of value chain, Core competencies, Resource base theory and competitive advantage</p>					





**Unit: III: The Strategic Alternatives**

Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies; Corporate Strategy- Vertical Integration, Diversification and Strategic Alliances; Business level strategies: Cost, Differentiation, and Focus Strategies; Strategic analysis and choice: BCG Matrix, Balance Score Card, and Internal Factor Evaluation (IFV) Matrix

**Unit IV: Strategy Implementation and Evaluation**

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

**Unit V: Strategy in the Global Environment**

Definition of global strategy, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy

**Textbook:**

1. Kazmi, Azhar, *Business Policy and Strategic Management*, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, *Exploring Corporate Strategy*, Pearson Edition Ltd, United Kingdom

**Reference Books:**

1. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, *Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases*, TMGH, New Delhi.
2. Fred R. David, *Strategic Management- Concepts and Cases*, PHI Learning, New Delhi.
3. Jauch and Glueck, *Business Policy and Strategic Management*, McGraw-Hill Publications.
4. Thompson A.A. and Strickland A.J., *Strategic Management- Concept and cases*, Pearson
5. Michael Porter, *Competitive Advantage of Nations*, Free Press.
6. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
7. Melvin J. Stanford, *Management Policy*, Prentice-Hall

**Journals:**

- 1) Strategic management Journal: <https://onlinelibrary.wiley.com/journal/10970266>
- 2) Journal of Strategy and Management: <https://www.emerald.com/insight/publication/issn/1755-425X>

Case Study: Case on Robin Hood: An HBR Case Study

**Links to websites:**

- Strategic Management Insight: <https://strategicmanagementinsight.com/>

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## Evaluation Scheme:

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

  
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Program Name : MBA (Marketing Specialization)			Semester: IV		
Course: Digital and Social Media Marketing			Code: 06090403		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The content of digital marketing course aims at developing the students for making digital marketing plans in order to manage a digital marketing performance efficiently.					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To provide a basic knowledge of various online marketing concepts</li><li>To acquaint the student of operating and managing business through various online channels.</li></ul>					
<b>Learning Outcomes: After completion of the course the students will be able to</b> <ol style="list-style-type: none"><li>Describe the understanding of Digital Marketing Tools</li><li>Articulate the online marketing mix in contemporary business scenario</li><li>Construct the online marketing along with the campaign management concept, its monitoring and reconciliation.</li></ol>					
<b>Prerequisite(s):</b> Student should have studied the course of Marketing Management.					
<b>Pedagogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit I</b> Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing. Introduction to digital marketing communication, different types of digital media channels. Digital marketing applications and benefits, Digital marketing framework. <b>Unit II</b> Online Marketing Strategy Development: Online marketing strategy definition, Online marketing strategy groundwork, Defining the online marketing mix, , Offering mix for digital, Digital pricing models, Channels of purchase-reaching the e-consumer, Managing promotional channels , developing					

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the extended Ps-People, Process, Programs and Performance.

## Unit III

Online Marketing Planning and Setup: Online marketing communications and channel mix, Online marketing planning development, Understanding digital media planning terminology, Digital media planning stages, Designing the communication mix, Marketing communications from mass market to mass customized, Steps to creating marketing communications strategy, Understanding marketing operations set-up, Understanding digital marketing conversion, Basics of lead generations and conversion marketing, Lead nurturing and lead scoring concepts, Setting up for conversion from web page to landing page.

## Unit IV

Online Marketing Execution : Online marketing Campaign Management, Basic elements of digital campaigns, Basic elements of digital campaign management, Campaign planning and budgeting , Campaign set-up and launch, Campaign monitoring and reconciliation. Traffic building: SEO- Search engine optimization fundamentals, Introduction to keywords, definition, importance, Types of Key words, on page SEO and off page SEO. Types of traffic, paid search and organic search. Introduction to Google Adwords.

## UNIT V

Introduction to Social Media marketing: Importance of Social Media, Goal Setting, Strategy and Plan, Social Listening, Developing content marketing and engagement strategy for your brand, Social media communication. Introduction to Facebook Marketing, Instagram Marketing, Snapchat Marketing, Affiliate Marketing, E-mail Marketing and Mobile Marketing. Trust, Privacy and Ethics in digital marketing.

### Textbook:

- Bhatia Puneet Singh, Digital Marketing, Pearson education

### Reference Books:

1. Gupta Seema, Digital Marketing, McGraw Hill Education
2. Das Abhishek, Applications of Digital Marketing for Success in Business, BPB Publications
3. Miller Michael, B2B Digital Marketing, Pearson Publication
4. Dodson Ian, The Art of Digital Marketing, Wiley Publication

Note: Latest edition of the books should be used

### Journals:

- Journal of Marketing

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## Links to websites:

- <https://digitalskills.fb.com/en-in/>
- <https://www.hubspot.com/digital-marketing>
- <https://www.linkedin.com/learning/>

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

**Cases: The Faculty should discuss at least one case per unit**

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Program Name : MBA (Marketing Specialization)			Semester: IV		
Course: CUSTOMER RELATIONSHIP MANAGEMENT			Code:06090404		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> CRM as a strategy and Technology promises a fully integrated, sense and respond framework for supporting one-to-one customer relationships. This course is based on the optimism that there is so much more value that can be delivered and captured by adopting a CRM approach to business.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the concepts &amp; framework in CRM.</li><li>2. To apply tools &amp; techniques relevant to CRM</li><li>3. To design CRM Strategies based on customer data/information.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to <ol style="list-style-type: none"><li>1. Distinguish between Marketing CRM, Operational CRM, and Analytical CRM</li><li>2. Formulate the strategies for comparative advantages leading vendors of CRM technology</li><li>3. Develop a CRM programme for any business need</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in CRM along with the background knowledge of various modes of communication in CRM.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Unit - I</b> Conceptual Foundation of CRM, Customer Life cycle Management, Concept of Customer loyalty, Building CRM Frameworks: Methods build customer loyalty, Introducing and Measuring customer lifetime value					
<b>Unit - II</b> CRM in Services Industry: Relevance of CRM in Service industry, Measures to achieve customer loyalty in service, CRM in B2B Industry: Relevance of CRM in B2B industry, Measures to achieve customer loyalty in B2B, CRM - Key Account Management : Define Key Account, Nurturing key Accounts, Managing Key Accounts					
<b>Unit - III</b> E-CRM Solutions: Technologies and tools of CRM, Loyalty Programs: Evolution of Loyalty					

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Programmes, Linking loyalty to profits, Customer Contact Centers: Role of Contact centers in CRM, Managing contact centers

## Unit - IV

Challenges in CRM Implementation: Technology challenges, Organizational challenges, ROI From CRM: Cost of CRM, Financial Analysis of CRM initiatives, What Doesn't Work in CRM: Fail points in CRM, Measures to ensure CRM success, CRM in the Digital world, Customer experience management, Customer life cycle management.

## Unit - V

Hands- on training on CRM (Sales force/ Microsoft dynamics/ SAP CRM)

### Textbook:

- Francis Buttle and Stan Maklan, 3rd Edition. *Customer Relationship Management: Concepts & Technologies*
- Don Peppers & Martha Rogers. *Managing Customer Relationships: A Strategic framework*

### Reference Books:

- *Customer Relationship Management- A Strategic Perspective*, Jagdish Seth, Shainesh Kumar, Laxmi Publications 2007
  - *Customers for Life*, Jagdish Seth and Andrew Sobel, Simon and Schuster
  - Francis Buttle and Stan Maklan, *Customer Relationship Management: Concepts & Technologies*
  - *Customer Relationship Management: Emerging Concepts, Tools & Applications* - Sheth & Parvatiyar
- \*All books should be of latest edition

### Journals:

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### Links to websites:

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### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total**

**100marks**

**Cases:** The Faculty shall discuss at least one case per unit.

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Program Name : MBA (Marketing Specialization)			Semester: IV		
Course: ADVERTISING MANAGEMENT			Code: 06090405		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60

## Course Rationale:

The aim of this paper is to acquaint the students with the concepts, techniques and developing skills regarding application of effective advertising programmes.

## Course Objectives:

1. To understand the nature, role, and importance of advertising in marketing strategy.
2. To understand effective design and implementation of advertising strategies.
3. To present a general understanding of content, structure, and appeal of advertisements.

## Learning Outcomes:

### After completion of the course students would be able to :

1. Explain the roles which advertising can play in the contemporary marketing mix and marketing environment.
2. Describe the contemporary context in which it is undertaken and the challenges which this poses for advertising agencies.
3. Compare, contrast and apply different theories and models of advertising effectiveness.
4. Compare, contrast and reflect on different perspectives on advertising's role in society.

**Prerequisite(s):** The students should be equipped with the basic terms used in Marketing Management

## Pedagogy:

Lecture, Lab Practical, Exercise, Case Study, SIS

## Syllabus:

### UNIT-I

The growth of advertising and promotion, the evolution of IMC and a contemporary perspective, A basic model of communication, Analysis of the communication process, Role of advertising in the marketing process, Advertising and other promotional tools, evaluating the social, ethical and economic aspects of advertising and promotions-ASCI

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## UNIT-II

Participants in the advertising process, Role of advertising agencies, Types of Ad agencies; Agency compensation; Appraisal of agency. An overview of consumer behavior; Determining target audience; Consumer decision-making process

## UNIT-III

Determining integrated marketing communication objectives, DAGMAR: An approach to setting objectives, Establishing and allocating the promotional budget. The importance of creativity in Advertising, advertising creativity, Planning Creative strategy, The creative challenge and process, Creative strategy development, Implementation and evaluation.

## UNIT-IV

Media planning and Strategy: Developing the media plan, establishing media objectives, Developing and implementing media strategies, Evaluating and follow-up. Characteristics of different media and measuring the effectiveness of the promotional programme - Copy testing techniques

## UNIT -V

Testing and Global Markets: Advertising Research, Market testing, Testing via internet, Pre testing: Concept, Objectives and Types in brief, Post testing: Concept, purpose and techniques in brief, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing), Global Marketing and Advertising.

### Textbook:

1. Belch, G. E., Belch, M. A. and Purani, K., Advertising and Promotion, McGraw Hill Education.

### Reference Books:

1. Aaker, Batra and Myers, Advertising Management; Prentice Hall, India, 5th Edition, 2009
2. Kruti Shah and Alan D'souza, Advertising & Promotion, Tata McGraw - Hill New Delhi, 2009
3. Kelley and Jugenheimer, Advertising media planning, Prentice Hall, India. 2008
4. Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 5th Edition
5. Batra, R., Myers, J. G. and Aaker, A.D. Advertising Management, Pearson Education
6. Percy, L. and Elliot, R., Strategic Advertising Management, Oxford publishing
7. Sissors, J. Z. and Baron, R.B. Advertising Media Planning, McGraw Hill.
8. Jethwaney, J. and Jain, S., Advertising Management, Oxford publishing

### Links to websites:

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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

**Cases:** The Faculty shall discuss at least one case per unit.

  
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Program Name : MBA (Marketing Specialization)				Semester: IV	
Course: <b>PRODUCT AND BRAND MANAGEMENT</b>				Code: 06090406	
Teaching Scheme				Evaluation Scheme	
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The course is designed so that students get a practical application context of product and branding, so that the rigorous of creating a product and brand idea in today's world is clear to them.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To provide a holistic understanding of 'what is a product &amp; brand'</li><li>To understand the process of new product development.</li><li>To end the trajectory of brand models with culture mapping and building Iconic brands.</li></ol>					
<b>Learning Outcomes: After completion of the course the student will be able to</b> <ol style="list-style-type: none"><li>Simulate new products catering the needs of the customers.</li><li>Interpret the concept of brand equity.</li><li>Propose the brand plans and IMC – Integrated Marketing Communication.</li><li>Evaluate the brand strategies of extensions vs. house of brands.</li></ol>					
<b>Prerequisite(s):</b> The student should have studied the course of Marketing Management.					
<b>Andragogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit I</b> Introduction to Product Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process. Product Life Cycle: Concept of PLC, Operationalizing the aspects of PLC concept, PLC as forecasting model, PLC as guideline for Marketing Strategy, Extension of PLC, <b>Unit II</b>					

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Product Planning and Strategies: Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy, Defining Competitive set & Competitor Analysis and Developing Product Positioning Strategy. New Product Development and Product Patenting.

## UNIT-III

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer-based brand equity; internal branding, Choosing Brand elements to build Brand Equity; designing marketing programs to build brand equity: integrating marketing communication to build brand equity: information processing model of communication, marketing communication options,

## UNIT-IV

Leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events, Developing a Brand Equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: measuring outcomes of brand equity; capturing market performance , Sensory branding-Barista

## UNIT-V

Designing and Implementing Branding Strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time: managing brands over geographic boundaries and market segments , Brand Purpose & Experience: Introduction, 3E's, Digital Brand experiences, Six A's of Brand engagement, The ABC of Behavior change.

### Textbook:

1. Keller, Kevin Lane; **Strategic brand Management**; Pearson Education; New Delhi
2. Chitale A.K. & Gupta R. , **Product Policy and Brand Management**, PHI Learning

### Reference Books:

1. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
2. Lehman, D.R. and Winer, R.S., **Product Management**, TMH
3. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi
4. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi
5. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**; Tata McGraw Hill; New Delhi
6. Clifton, Rita & Simmons, John; **Brands and Branding**; The Economist; Delhi
- All the books shall be of latest edition

### Journals:

- Journal of Brand Management
- Journal of Product and Brand Management

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**Evaluation Scheme:**

- Class participation and attendance: 05marks
- Mid Term Exam 20 marks
- Assignment 05marks
- Team Project Presentation 10 marks
- Term-End Exam 60 marks

**Total 100 marks**

**CASES:** The faculty should discuss at least one case per unit

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Program Name : <b>MBA (Dual Specialization)</b>			Semester: IV		
Course: <b>Corporate Restructuring, Mergers And Acquisitions</b>			Code: 06090407		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

The course is essentially an amalgam of Mergers & Acquisitions and Corporate Restructuring. All major elements of the acquisition process will be discussed in the context of a logical process. The course will involve the application of what the participant may have learned in such courses as Finance, Accounting, Business law, Micro and Macroeconomics, Management, Negotiation, new ventures, entrepreneurship, Strategic planning, human resource management, risk management, financial modeling, and business policy/organization.

This course examines the process by which business takeovers and other corporate control transactions take place and the role of restructuring and shifts in resource allocation by corporations. A major focus of the course will be on valuation of, and accounting for, Mergers & Acquisitions. Also, of particular interest will be the examination of economic and capital market reactions to control transactions and to defensive measures by management against takeover bids. A limited range of cases on mergers and acquisitions will be presented and discussed.

## Learning Outcomes:

After completion of the course, students would be able to:

1. Interpret the rationale for the process of Corporate restructuring through mergers & acquisitions and other techniques in M & A;
2. analyze a merger and various tactics adopted by corporates;
3. justify corporate restructuring methodologies and alternative ways of existing businesses;

## Prerequisite(s):

- Corporate Finance;

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- Financial Modeling in Excel

## Pedagogy:

The course requires a thorough preparation on the part of the students. Students are expected to go through all the reading prescribed before every class and make a meaningful contribution through active class participation. The combination of lectures, readings, discussion on Case Studies and articles and problem solving will help participants develop knowledge and maturity of judgment with respect to M&A decisions. The class room session is mostly a hands-on session.

## Syllabus:

### UNIT 1: Introductions to Mergers

Merger, Types of Mergers, Motives and justification for mergers & acquisitions, Diversification and Other Economic Motives, internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

### UNIT 2: Corporate Restructuring

Significance, forms of restructuring: joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buy outs (LBO), management buy outs (MBO), Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP, Demerger, strategic alliance, buyback of shares.

### UNIT 3: Merger Process

Dynamics of M&A process: identification of targets, negotiation, closing the deal. Five-stage model. Due diligence: Types, due diligence strategy and process, due diligence challenges. Process of merger integration, organizational and human aspects, managerial challenges of M & A.

### UNIT 4: Methods of financing mergers

Cash offer, share exchange ratio, mergers as a capital budgeting decision. Synergies from M&A: Operating and Financial Synergy. Accounting for amalgamation: amalgamation in the nature of merger and amalgamation in the nature of purchase, pooling of interest method, purchase method, procedure laid down under Indian companies act of 2013.

### UNIT 5: Takeovers

Types, takeover strategies, Takeover defenses, financial defensive measures, methods of resistance, anti-takeover amendments, poison pills. Legal aspects of Mergers/amalgamations and acquisitions/takeovers, Combination and Competition Act, Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

## Textbook:

- *Mergers, Acquisitions, and Other Restructuring Activities*, Academic Press, 9e, Donald M. De Pamphilis [DDP], Academic Press, 2017.
- *An Introduction to Investment Banking, Private Equity and Hedge Funds*, Stowell, David P. [DS], Academic Press, 2010.

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## Reference Books:

- *Mergers, Restructuring and Corporate Control*, J. Fred Weston, Kwang S. Chung, Susan E. Hoag, 1990, PHI Learning Private Limited;
- *Valuation for Mergers, Buyouts and Restructuring*, Enrique R. Arzac, 2e, Wiley, 2008;
- *Mergers, Acquisitions and Corporate Restructurings*, Patrick A. Gaughan, 7e, Wiley, 2018;
- *Master Guide to Mergers & Acquisitions in India, Tax & Regulatory*, EY India, 2016;
- *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*, Rosenbaum, Joshua & Pearl, Joshua, Wiley, 2009;
- *Investment Banking: Concepts, Analysis and Cases*, Subramanyam, Pratap G., McGraw Hill, 2008.
- *The Business of Investment Banking: A comprehensive overview*, Liaw, Thomas K. John Wiley & Sons, Inc, 2006.

## Evaluation Scheme:

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project/Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

  
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Program Name : MBA (Finance Specialization)			Semester: IV		
Course: Investment Analysis and Portfolio Management			Code: 06090408		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> This course provides a broad overview of the theory of financial markets and investment management, focusing on the application of portfolio theory to the issue faced by portfolio managers and investors in general.					
<b>Course Objectives:</b> The main objectives of this course are: <ul style="list-style-type: none"><li>To provide a theoretical and practical background in the field of investments.</li><li>Designing and managing the bond as well as equity portfolios.</li><li>Overview of derivatives including options.</li><li>Measurement and evaluation of portfolio performance.</li><li>Overview of investor's behaviour.</li></ul>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>Describe and to analyze the investment environment, different types of investment vehicles;</li><li>Understand and explain the logic of investment process and the contents of its each stage;</li><li>Use the quantitative methods for investment decision making-to calculate risk and expected return of various investment tools and the investment portfolio;</li><li>Distinguish concepts of portfolio theory and apply its principals in the process of investment portfolio formation;</li><li>Analyze and evaluate relevance of stocks, bonds, options for the investments;</li><li>Understand the psychological issues in investment decision making;</li><li>Differentiate between active and passive investment strategies;</li><li>Distinguish between required return and desired return;</li><li>Understand the portfolio performance measures</li></ol>					
<b>Prerequisite(s):</b> Basic knowledge of finance, Statistics, Excel					
<b>Pedagogy:</b> PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz					
<b>Unit - I</b> Objectives of Investment Decisions- Introduction; Types of Investors; Constraints; Goals of					

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Investors. Financial Markets- Introduction, Primary and Secondary Markets; Trading in Secondary Markets; Money Market; Repos and Reverse Repos; Bond Market; Common Stocks

## Unit - II

Fixed Income Securities Introduction-Time Value of Money; Simple and Compound Interest Rates; Real and Nominal Interest Rates; Bond Pricing Fundamentals; Bond Yields; Interest Rates; Macaulay Duration and Modified Duration.

## Unit - III

Capital Market Efficiency- Introduction; Market Efficiency; Departures from the EMH, Financial Analysis and Valuation Introduction; Analysis of Financial Statements; Financial Ratios (Return, Operating and Profitability Ratios); Valuation of Common Stocks; Technical Analysis.

## Unit - IV

Modern Portfolio theory Introduction; Diversification and Portfolio Risks; Equilibrium Models The CAPM Multifactor Models; The Arbitrage Pricing Theory.

Valuation of Derivatives- Introduction; Forwards and Futures; Call and Put Pricing; Black- Scholes Formula.

## Unit - V

Investment Management- Introduction; Investment Companies; Active vs. Passive Portfolio Management; Cost of Management –Entry/Exit Loads Fees; Net Asset Value ; Classification of Funds ; Other investment companies; Performance assessment of managed funds

## Textbook:

- *Investment Analysis and Portfolio Management*: Prasanna Chandra, TATA McGrawHill
- *Investment Analysis and Portfolio Management*: Frank Reilly, Keith Brown, SouthWestern College Pub; 10th edition.
- *Investments*: Zvi Bodie, Alex Kane, Alan J. Marcus, McGraw-Hill/Irwin; 10th edition.
- *Investments*: William Sharpe, Gordon J. Alexander, Jeffrey W Bailey, 6th Edition

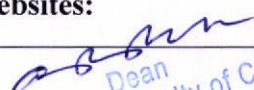
## Reference Books:

- *Fundamentals of Investments*: 3rd Edition, by Gordon J. Alexander, William F.
- *The Theory and Practice of Investment Management*: Asset Allocation, Valuation, Portfolio Construction, and Strategies Hardcover by Frank J. Fabozzi, Harry M. Markowitz Sharpe, Jeffery V. Bailey.
- *Modern Portfolio Theory and Investment Analysis*: 9th Edition 9th Edition, by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann.
- *Managing Investment Portfolios: A Dynamic Process* 3rd Edition by John L. Maginn, Donald L. Tuttle, Dennis W. McLeavey, Jerald E. Pinto

## Journals:

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## Links to websites:

  
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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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<b>Program Name : MBA ( Finance Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Derivatives Market</b>			<b>Code:06090409</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Student will learn about Derivative Market					
<b>Course Objectives:</b> The main objectives of this course are: <ul style="list-style-type: none"><li>• To Understand the concept of Financial derivatives</li><li>• To Analyze forward and future markets</li><li>• To Prepares options strategy and option valuation</li><li>• To Understand Clearing, settlement and risk management in derivative</li><li>• To Understand the accounting and tax treatment in derivatives</li><li>• To Understand Legal and regulatory framework in derivative market</li><li>• To Apply Sales practices and code of conduct in derivatives</li></ul>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>10. Understand basics of derivative markets and its types</li><li>11. Understand meaning and types of risk</li><li>12. Learn the concept of forward and future markets</li><li>13. Analyze the forward and future rates</li><li>14. Develop hedging strategies in future contracts</li><li>15. Understand basics of options</li><li>16. Compute option pricing</li><li>17. Apply Greek letter in option contracts</li><li>18. Develop option strategies</li><li>19. Understand the mechanism of trading, clearing &amp; settlement Identify parametric and non-parametric test</li><li>20. Understanding of MTM concept and SPAN</li><li>21. Understand the accounting and taxation in derivatives</li><li>22. Understanding Legal and regulatory framework in derivative markets</li><li>23. Apply Sales practices and code of conduct in derivatives</li></ol>					
<b>Prerequisite(s):</b> Student should have basic knowledge of Capital Market					
<b>Pedagogy:</b> PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands					

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on Exercise, Assignments, Quiz

## Unit - I

### Basics of Derivatives

- Introduction to derivatives
- History and evolution of derivatives market
- Factors influencing the growth of derivatives market
- History of Indian derivatives Market and available derivative products in India
- Market participants and their roles in the derivatives markets
- OTC and Exchange Traded Market
- Significance and economic purpose of derivatives
- Risks associated with financial derivatives
- Introduction to the Underlying Markets: Equity, Currency, fixed income and interest rate.
- Return and Risk Measures for Debt Securities

## Unit - II

### Introduction to Forwards and Futures

- Forwards and Futures on Equities
- Payoff Charts for Futures contract
- Futures pricing
- Basic differences in Commodity, Equity and Index Futures
- Exchange Traded Currency Futures
- Concept of Interest rate parity and pricing of currency futures
- Interest Rate Futures
- Delivery aspects of IRD contracts including conversion factor, invoice amount, cheapest-to-deliver bond
- Strategies Using Futures
- Strategies using Equity Futures
- Strategies for hedging, speculation and arbitrage in futures market
- Strategies Using Currency Futures
- Strategies Using Interest Rate Futures

## Unit - III

### Introduction to Options

- Basics of options
- Concept of option premium
- Call and Put option
- Buying and selling (writing) options
- European vs. American option
- Moneyness of an option

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- Binomial and Black-Scholes option pricing models and option Greeks
- Payoff charts for options
- Uses of Options
- Option Trading Strategies – Strategies using Equity Options and Currency options

## Unit - IV

### Introduction to Trading, Clearing, Settlement & Risk Management

- Introduction to Trading Systems
- Clearing Mechanism and computation of open positions
- Settlement Mechanism for futures and options contracts
- Margining and mark to market (MTM) under SPAN
- Risk Management features, position limits and net worth requirements
- Margin collection process of Clearing Corporations and delivery procedure
- Accounting treatment for derivative contracts
- Taxation of derivative transaction in securities

## Unit - V

### Legal and Regulatory Environment

- Provisions of Securities Contract (Regulation) Act, 1956
- Role of SEBI in regulating Derivatives market and SEBI Act, 1992
- Important rules and regulations on trading in Derivatives market
- Outline major recommendations of the L C Gupta Committee and L R Verma Committee
- RBI-SEBI Standing Technical Committee on Exchange Traded Currency and Interest Rate Derivatives
- Provisions of Foreign Exchange Management Act, 1999
- Salient features of RBI notification 'Currency Futures (Reserve Bank) Directions, 2008
- Salient features of SEBI Regulations for Currency Derivatives Exchanges
- Explain the role of various regulators in Bond and Interest Rate Derivatives Market
- Role of FIMMDA in fixed income and derivatives markets in India
- Sales Practices, Code of Conduct and Investor Protection Measures

### Textbook:

- *Options, Futures and Other Derivatives*: 9<sup>th</sup> Edition, John C. Hull and Sankarshan Basu, Pearson
- *Financial Derivatives*: S.L.Gupta, Prentice Hall.
- *Financial Derivatives*: Parameshwaran, , McGraw Hill.
- *Options and Futures- An Indian Perspective*: D. C. Patwari, Jaico Publishing House

### Reference Books:

- *Derivatives and Risk Management*: Sundaram Jana kiramanan, Pearson Education, Latest Edition
- *Security Analysis and Portfolio Management*: Punithavati Pandian, Vikas Publishing House.
- *Security Analysis and Portfolio Management*: Prasanna Chandra, Tata McGraw Hill.

  
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- *A Guide to Indian Capital Markets*: Sanjeev Aggarwal, Bharat Publishing.
- NISM-Series XIII: Common Derivatives

## Journals:

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## Links to websites:

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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : MBA (Finance Specialization)			Semester: IV		
Course: <b>Financial Research Analysis</b>			Code:06090410		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> Student will learn why, when, and how to apply financial analytics in real-world situations					
<b>Course Objectives:</b> The main objectives of this course are: <ul style="list-style-type: none"><li>• To introduce an overview of financial analytics</li><li>• To explore techniques to analyze time series data and how to evaluate the risk-reward trade off expounded in modern portfolio theory.</li><li>• To introduce analytical methods to analyze time series data to build forecasting models and support decision-making.</li><li>• To begin with stationarity, the first and necessary step in analyzing time series data.</li><li>• To introduce some basic measurements of modern portfolio theory</li><li>• To introduce a short introduction about algorithmic trading</li></ul>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. learn why, when, and how to apply financial analytics in real-world situations;</li><li>2. learn how to analyze financial data that is usually presented as time series data. Topics include forecasting performance measures, moving average, exponential smoothing methods, and the Holt Winters method;</li><li>3. learn how to identify if a time series is stationary or not and know how to make nonstationary data become stationary. Next, we will study a basic forecasting model: ARIMA. Students will learn how to build an ARIMA forecasting model using R;</li><li>4. understand about risk and returns, how to balance them, and how to evaluate an investment portfolio;</li><li>5. understand the basic concept of algorithmic trading</li></ol>					
<b>Prerequisite(s):</b> Basic knowledge of investment management, portfolio management, Statistics, Excel and R					
<b>Pedagogy:</b> PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz					

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## Unit - I

### Introduction to Financial Analytics and Time Series Data

- Introduction to Financial Analytics
- Forecasting Performance Measurements: Distance
- Forecasting Performance Measurements: Metrics
- Forecasting: Average Method
- Forecasting: Naive Method
- Forecasting: Linear Regression
- Forecasting: R Example

## Unit - II

### Performance Measures and Holt-Winters Model

- Introduction to Exponential Smoothing
- Simple Exponential Smoothing
- Simple Exponential Smoothing: R Example
- Holt's Exponential Smoothing
- Holt-Winter's Forecasting Model
- Holt-Winter's Model: R Example
- Auto-regression
- Auto-regression: R Example

## Unit - III

### Stationarity and ARIMA Model

- Stationarity: Introduction
- Stationarity: Differencing
- ARIMA: Introduction
- ARIMA: Components
- ARIMA: Model and R Example

## Unit - IV

### Modern Portfolio Theory

- Introduction
- Expected Returns
- Risk of a Security
- Efficient Frontier
- Portfolio Weights
- Capital Allocation Line
- Diversification

## Unit - V

### Algorithmic Trading

- Introduction to Algorithmic Trading
- Trend Following Strategy

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- Back-testing
- Introduction to Algorithmic Trading: R Example

## Textbook:

- *Investment Analysis and Portfolio Management*: Prasanna Chandra, TATA McGrawHill
- *Investment Analysis and Portfolio Management*: Frank Reilly, Keith Brown, SouthWestern College Pub; 10th edition.
- *Investments*: Zvi Bodie, Alex Kane, Alan J. Marcus, McGraw-Hill/Irwin; 10th edition.
- *Investments*: William Sharpe, Gordon J. Alexander, Jeffrey W Bailey, 6th Edition.
- *Probability and Statistics for Engineers*: Jay L. Devore, Cengage Learning.
- *Econometrics by Example*: 2<sup>nd</sup> edition, Damodar Gujarati, Palgrave Macmillan.
- *Essentials of Econometrics*: 4<sup>th</sup> edition, D. N. Gujarati and D.C.Porter, McGraw Hill International
- *Introduction to Econometrics*: 4<sup>th</sup> edition, Christopher Dougherty, OUP, Indian.

## Reference Books:

- *Fundamentals of Investments*: 3rd Edition, by Gordon J. Alexander, William F.
- *The Theory and Practice of Investment Management*: Asset Allocation, Valuation, Portfolio Construction, and Strategies Hardcover by Frank J. Fabozzi, Harry M. Markowitz Sharpe, Jeffery V. Bailey.
- *Modern Portfolio Theory and Investment Analysis*: 9th Edition 9th Edition, by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann.
- *Managing Investment Portfolios: A Dynamic Process* 3rd Edition by John L. Maginn, Donald L. Tuttle, Dennis W. McLeavey, Jerald E. Pinto
- *Freund's Mathematical Statistics with Applications*: 8<sup>th</sup> edition, Irwin Miller and Marylees Miller, John E. Pearson.
- *Essentials of Econometrics*: 4<sup>th</sup> Edition, D. N. Gujarati and D.C.Porter, McGraw Hill International

## Journals:

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## Links to websites:

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## Evaluation Scheme:

- |                                      |                 |
|--------------------------------------|-----------------|
| • Class participation and attendance | 05marks         |
| • Mid Term Exam                      | 20marks         |
| • Assignment                         | 05marks         |
| • Team Project Presentation          | 10marks         |
| • Term-End Exam                      | 60marks         |
| <b>Total</b>                         | <b>100marks</b> |

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Program Name : MBA-HR			Semester: IV		
Course: Competency Based Training & Development			Code: 06090411		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> This course of Competency Mapping will provide the students an understanding of competency based training by the way of equipping them with the techniques of identifying and defining the competencies. It will also teach students mapping competencies according to organization, project, role and function of jobs through practical assignments. This course is also designed to make the students ready for application of training to develop human resources according to changing demands of organizations.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To understand the concepts and basic fundamentals of Training, Competency , and Competency Profiling.</li><li>To understand Competency based HR Practices.</li><li>To understand the role of Training for changing scenarios and for organizational development.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>Identify various competences at various levels (Business level, Team level, Individual Role level).</li><li>Design appropriate techniques of training suitable for different groups and organization.</li><li>Evaluate the effectiveness of the Training Program.</li><li>Develop Competencies for job positions.</li></ol>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>The students must be familiar with the basic knowledge of Training and Development.</li><li>The students must be familiar with the basic knowledge of Emotional Intelligence.</li><li>The students must be ready to participate in different pedagogy adopted.</li></ul>					

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- The students must be participative.

## **Pedagogy:**

The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.

## **Syllabus:**

### **Unit I: Training**

Role of Training in changing organizations, Aligning training with organizational strategy, Future trends in training, The TNA model, Designing Training Programme, E-Training methods and implementation.

**Assignment:** Designing Training for given employee group according to organizational strategy.

### **Unit II: Developing HR**

Identifying Development centres, Differentiate Assessment Centres and Development Centres, Models of Training Evaluation, Integrating Structure, Strategy and Technology, Management Development Implications, Training for Executive Development.

**Assignment:** Evaluating Training effectiveness by applying a suitable model.

**Unit III: Competency** – Concept, Meaning, Types/Classification and usage of competencies at Organizational level (Core competencies), Business competencies (SBU specific), Team competencies (project level), Role competencies (Role wise), Relevance of Competencies in modern organizations.

**Assignment:** Listing relevant Competencies according to Different Roles in Organization.

**Unit IV: Competency Mapping** – Meaning, purpose and Benefits, Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests (Occupational Personality test, by Savile & Holdworth Ltd, 1984 and Myers Briggs Type Indicator (MBTI)r), Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages.

**Assignment:** Applying Myers Briggs Type Indicator (MBTI)r and defining Personality type.

**Unit V : Competency Models** – Steps in Developing a valid competency model-Understanding

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job positions, data collection instruments for job descriptions, preparing job descriptions, design and implementing competency model.

**Assignment: Implementing Competency Model for a specific Job.**

## Textbook:

- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd 2007.
- *Effective Training: Systems, Strategies and Practices*, 5e, P. Nick Blanchard, James W. Thacker, Pearson Education, 2012.

## Reference Books:

- Margaret Dale and Paul Iles, 2002, Assessing Management Skills – a guide to competencies and evaluation techniques, Jaico Publishing House, Mumbai.
- Radha R.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi .
- Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal, 2013.
- *Employee Training & Development*, 7e, Raymond Andrew Noe, McGraw-Hill, 2016.
- *Training & Development*, B. Janakiram, Dreamtech Press, 2017.

## Journals:

- International Journal of Training & Development
- Training and Development Journal

## Case Studies:

- IT- Supported Competence Management at Ericsson.
- Competency Mapping at 'The Kolkata Glory'
- The Fall of Quest; <http://www.nwlink.com/~donclark/hrd/case/casegest.html>
- When everything isn't half enough # R00213-PDF-ENG, Published 2000, HBS

## Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name : MBA-HR			Semester: IV		
Course: <b>Performance &amp; Compensation Management</b>			Code:06090412		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<p><b>Course Rationale:</b> Compensation Management course is been design to inculcate the fundamentals of Compensation and application of these fundamentals of Compensation in any organization for managing people in effective manner. This course will also guide students to study the role of various inter-industry, intra-industry factors to design compensation and will also guide to study the role of statutory bodies for the same. This course is also aiming to teach students about Non-monetary compensation to boost morale of employees.</p>					
<p><b>Course Objectives:</b></p> <ol style="list-style-type: none"><li>1. To understand the various dimensions of Performnce &amp; Compensation Management.</li><li>2. To understand the applicability of Performance Management System in organization.</li><li>3. To understand the role of various bodies involved in Compensation Management.</li><li>4. To understand the role of Non-monetary aspects of Compensation.</li></ol>					
<p><b>Learning Outcomes:</b></p> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Design the relevant Performance appraisal methods to manage employees in organizations.</li><li>2. Apply the Performance based compensation strategy in organizations.</li><li>3. Design relevant rational contemporary compensation systems in modern organizations.</li><li>4. Design appropriate non-monetary components of Compensation.</li></ol>					
<p><b>Prerequisite(s):</b></p> <ul style="list-style-type: none"><li>• The students must have studied Human Resource Management as a core subject.</li></ul>					

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- The students must be ready to participate in different pedagogy adopted.
- The students must be participative.

## **Pedagogy:**

The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.

## **Syllabus:**

### **UNIT-I : Performance Management System**

Introduction to Performance Management, New Trends in Performance Management, Process of Performance Management, Comparative and Absolute methods of Performance Management, 360 Degree appraisal, BARS, .

**Assignment: Designing Performance Appraisal method of given Job in given Organization.**

### **UNIT-II: Pay for Performance**

Designing Job Evaluations, Performance assessment- issues and errors, Reviewing performance, Linking Performance with Compensation- Short term incentives, Long term incentives, Benefits, Benchmarking.

**Assignment: Evaluating given Job with application of suitable Job Evaluation methods.**

### **UNIT-III: Compensation and Compliance**

Workmen Compensation Act 1923, Minimum Wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965, Equal Pay Act 1963, Role of Wage Boards in Compensation.

**Assignment: Study and Presentation of latest Minimum Wages and Daily Wages Reports in India from Labour Bureau, Govt. of India.**

### **UNIT-IV: TIME-OFFICE FUNCTIONS & PROCEDURES**

Introduction to Time –Office Functions: Meaning, Importance, and Role of Time-Office function in organization, operations involving in Attendance management, Leave management, managing data for labour laws such as accident register, lime wash register, deduction register, damage register, fine register etc.

**Assignment: Create template for various Time-Office operations.**

### **UNIT-V: NON-MONETARY REWARDS**

Value to Employees, Value to Employers, Different aspects of Non-Monetary rewards, Recognition, Learn and Grow, Flexibility, Creating work-life settings, Role of various statutory bodies in

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**Compensation Management.**

**Assignment: Figuring out and Ranking of various Non-Monetary Rewards for different Level in Organization.**

**Textbook:**

- Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill, 9<sup>th</sup> Edition.
- *Performance Management*, 3e, Herman Aguinis, Pearson, 2013
- Henderson, R.O., **Compensation Management**, Pearson Education, 13<sup>th</sup> Edition.

**Reference Books:**

- *Performance Management*, Bagchi, S.N. Cengage, 2011
- *Performance Management- Strategies. Interventions. Drivers (eastern economy edition)* Srinivas R. Kandula, PHI 2014
- Martocchio, J.J., **Strategic Compensation**, Pearson Education, 9<sup>th</sup> Edition.
- Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK, 4<sup>th</sup> Edition.
- Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi, 2<sup>nd</sup> Edition.

**Journals:**

- Human Resource Management Review
- Compensation & Benefits Review

**Case Studies:**

- Compensation at Tata Consultancy.
- A Case Study on ESOP of United Airlines
- Liberalisation and Abolition of Wage Boards: Supreme Court Defies the Tilt, By Sophy K.J., <https://doi.org/10.1177/2277401720150109>
- Flexible Compensation and Benefits – Why Variety will rule and how to leverage it, HBS

  
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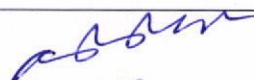
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## Links to websites:

- [https://prsindia.org/sites/default/files/The%20Employees%20Compensation%20\(Amendment\)%20Act,%202017.pdf](https://prsindia.org/sites/default/files/The%20Employees%20Compensation%20(Amendment)%20Act,%202017.pdf)
- <https://labour.gov.in/sites/default/files/EC%20Act.pdf>

## Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

  
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Program Name : MBA (Dual Specialization)			Semester: IV		
Course: Social Psychology			Code: 06090413		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

Social psychologists investigate how we view ourselves and others, how we interact with others, how we influence others, and how we act when we are part of a group. You encounter social psychology in your day-to-day life, and a textbook on social psychology should reflect that. This course aims to enhance learning of social psychological theories and concepts.

## Learning Outcomes:

1. Define social psychological concepts.
2. To apply social psychology to social issues like gender, intergroup conflicts, etc.
3. Analyze skills pertaining to mapping of social reality and social situations.

## Prerequisite(s):

Knowledge of Organizational Behaviour, Human Resources Management

**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

## Syllabus:

### Unit I

Social Psychology: Definition, Nature and Background, Social psychology and human values, Theories of social psychology, Social Perception: Non-Verbal Communication,

### Unit II

Theories of Attribution – David's theory of correspondent inference, Kelly's co-variation theory,

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sources of error in Attribution, Impression formation and impression management.

## Unit III

Social Identity: Self Concept, Self presentation, Self knowledge, personal identity vs. social identity, Social comparison, Self-esteem, Self-efficacy, Self-monitoring and self focusing.

## Unit IV

Social Influence - Culture and Gender, Independent VS. Interdependent Cultures, Power Distance, Uncertainty Avoidance, Cultural Dimensions, Masculinity VS. Femininity, Long-Term VS. Short-Term Orientation.

## Unit V

Conformity, Compliance and Obedience, Prosocial behaviour, Aggression, Causes of aggression, Groups and Individuals.

### Textbook:

Branscombe, Nyla R. & Baron, Robert A, *Social Psychology*. (14th ed). Pearson.

### Reference Books:

1. Myers, Sahajpal & Behera. *Social Psychology* (10<sup>th</sup> ed.). Tata Mc Graw Hill.
2. S.C. Tailor, L.A. Peplau and D.O. Sears, *Social Psychology*, 12<sup>th</sup> ed, Pearson.
3. Howitt, *Social Psychology: Conflicts & Continuities*, Tata Mc Graw Hill
4. Baron, R. A., Byrne, D., & Bhardwaj, G. (2010). *Social psychology* (12th Ed.). New Delhi, India: Pearson
5. Baumeister, *Fundamentals of Social Psychology*, Cengage Learning

### Journals:

- *Journal of Social Psychology*
- *Personality and Social psychology*
- *Journal of applied Social Psychology*

### Case Study:

1. Crowd funding - A New type of social behavior, pg 355
2. Downside of Conformity, pg 301.
3. Why some people conclude they are superior to others, pg 107.
4. The importance of being treated with respect, pg 435.

  
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## Links to websites:

- <https://journals.sagepub.com/home/spq>
- [https://nptel.ac.in/content/storage2/courses/109101015/downloads/Lecture%20Notes/Lec9-Social\\_Attribution.pdf](https://nptel.ac.in/content/storage2/courses/109101015/downloads/Lecture%20Notes/Lec9-Social_Attribution.pdf)

## Evaluation Scheme:

- |                                      |                  |
|--------------------------------------|------------------|
| • Class participation and attendance | 05 marks         |
| • Mid Term Exam                      | 20 marks         |
| • Assignment                         | 05 marks         |
| • Presentation                       | 10 marks         |
| • Term-End Exam                      | 60 marks         |
| <b>Total</b>                         | <b>100 marks</b> |

## Session Plan:

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Program Name : MBA (Dual Specialization)			Semester: IV		
Course: Organizational Change & Development			Code: 06090414		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <p>In the past, managers aimed for success in a relatively stable and predictable world. In the hyper turbulent environment of the twenty-first century, however, managers are confronting an accelerating rate of change. OC&amp;D aimed at improving organizational effectiveness by increasing use of human resources. OC&amp;D provides a set of methodologies for systematically bringing about high-performing organizations.</p>					
<b>Learning Outcomes:</b> <ol style="list-style-type: none"><li>1. To understand the need for change in the organizations.</li><li>2. Comprehend various OD interventions.</li><li>3. To recommend appropriate OD interventions in an organization.</li></ol>					
<b>Prerequisite(s):</b> Knowledge of Business Environment, HRD and HRM.					
<b>Pedagogy:</b> Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.					
<b>Syllabus:</b> <b>Unit I</b> Organizational Change - meaning, nature, types; theories of planned change; Historical overview of OD, Organizational Development - nature and characteristics; Values assumptions and beliefs in OD. <b>Unit II</b> Organizational Diagnosis, An overview of OD Interventions - T-group - sensitivity training, process					

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consultation, team building; coaching and mentoring, and role focused interventions. Third party interventions, Comprehensive OD interventions.

## Unit III

Organizational confrontation meeting, Structural Interventions – Self managed teams, work redesign, QWL projects, TQM, High involvement and high performance work culture (HPWC), organizational transformation.

## Unit IV

Organization Culture, The OD Consultant: Role, Skills and Dilemmas, Issues in consultant – Client relationship, Power, Politics and OD.

## Unit V

Organizational development in global context, success & failures of organizational development, Changing environment, The Future of OD – Leadership - Mergers, Acquisitions, Alliances, - Rediscovering.

## Textbook:

French, Wendell L & Bell, Cecil. (1999). *Organization Development: Behavioral Science Interventions for Organization Development*. (6<sup>th</sup> ed). Prentice Hall.

## Reference Books:

1. Cummings, Thomas G. & Worley, Christopher G. *Organization Development and Change*. Thomson Learning.
2. *Organization Development and Transformatio*. Tata McGraw Hill Education.
3. Ramnarayan S., Rao, T.V. & Singh, Kuldeep. *Organization Development Interventions and Strategies*. Response Books.
4. Chowdhury, Subir. *Organization 2IC*. Pearson Education.
5. Srivastava. *Organization Design and Development: Concepts and Applications*. Wiley.
6. Singh, Kavita. *Organization Change and Development*. Excel Books.

## Journals:

- *Leadership & Organization Development Journal*

## Case Study:

1. Taking on global challenges with the help of OD, pg 10-11.
2. OD values in an Indian Pharma company, Chapter 3, pg 42-43.
3. Action research in OD, pg 91-92.
4. ECC construction co. OD example, pg 96-97.

## Links to websites:

  
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- <https://www.odnetwork.org/page/hottopiclinks>

## Evaluation Scheme:

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

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Program Name : MBA (IB Specialization)			Semester: IV		
Course: <b>Export and Import Documentation</b>			Code: 06090415		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> The Student will get an insight of various documentations required in export and import. This will help them to look forward for the exploration of international business opportunities					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To gain the understanding of various types of documentation required in international business.</li><li>To understand the importance of INCOTERMS in international business.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>Prepare the documents as per standards of the authorities across national boundaries.</li><li>Correlate the policies and documents as per the nature of the business.</li><li>Adapt the business as per the contemporary business environment in international market.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in International business.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> Introduction to International Business & its Institutional Framework , Features & Importance of External Trade, Types-Contract manufacturing, Licensing, Franchising, Joint Ventures, Subsidies, Import & Export. Role of Government & Semi- Government Agencies in Export Promotion (Export Incentive Schemes, EPZs, SEZs, Etc.) India's place in World's Business, Export Procedure, Import Procedure. <b>Unit-II</b> Export Procedure & Documentation for export and import, Requirement and Framework of Documentation ( aspects including DGFT requirements), ADS (Aligned documentation system),					

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Principal documents used in Export Procedure, Auxiliary documents used in Export Procedure, Important documents used in Import Procedure, Important terms used in Export & Import, Processing an Export Order, Negotiation of Documents, EDI( Electronic data Interchange), Role of bank in an Export- Import Transaction

## Unit-III

Methods of payment ,Financing Exports, Export Order Processing & its Legal Implications, Methods of Payment, Financing Exporters & Importers, Instruments of Payments, Pre-shipment finance , Post-shipment finance

## Unit-IV

INCO Terms, Responsibilities and Liabilities of Shipper, Carrier, Custodian etc., terms and Conditions of Carriage, Packing, marking, labeling, pre-shipment inspections FERA & FEMA Legal & Commercial aspects of UCP600, Overview of Marine Insurance

## Unit-V

Export- Import Strategies & Practices And Export Marketing – Customs Clearance of Import & Export Cargo Export Strategy Formulation Import Strategy ( Sourcing Strategy) Clearance of Import Cargo Clearance of Export Cargo Customs Valuation The Harmonized System Carnets

## Textbook:

- Khurana P K, Export Management, Galgotia Publications.
- Justin Paul & Rajiv Aserkar, Export Import management, Oxford Publication.

## Reference Books:

- Rakesh Mohan Joshi, International Business, Oxford Publication.
- E. Johnson, Export/Import Procedures And Documentation (Export/Import Procedures & Documentation)
- Thomas A. Cook, The Ultimate Guide To Export Management

Note: Latest edition of the books should be used.

## Journals:

## Links to websites:

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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<b>Program Name : MBA (IB Specialization)</b>			<b>Semester: IV</b>		
<b>Course: International Business Finance</b>			<b>Code: 06090416</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
40	-	-	3	40	60
<b>Course Rationale:</b> This paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>To understand the exchange rate system in international business.</li> <li>To gain knowledge about cost of capital in international business.</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>Assess the best mode of business finance at international level.</li> <li>Compare the projects for investment in the international market.</li> <li>Express the impact of foreign exchange risk on the business in international market.</li> </ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Financial Management.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> Role of international finance and trade for domestic as well as international players Theories of International Trade: Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory. Evolution of the international monetary system, Exchange rate arrangements, Reform of international monetary system, Balance of payments accounting, Gains from financial globalization. Concept of exposure and risk, Nature of Exposure (Economic, Transaction, Translation) and their impact <b>Unit-II</b> Functions and structure of foreign exchange market, Exchange rate: essential concepts and determination, Theories of exchange rate, International arbitrage. Parity conditions in International Finance - Purchasing Power Parity, Covered Interest Parity, Real Interest Parity. Parity Conditions					

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## and its Managerial Implications

### Unit-III

Exchange rate -Meaning, Scope & Importance .Forecasting exchange rates-Needs for exchange rate forecast, Techniques of forecasting, Forecast in a controlled exchange rate regime. Foreign exchange risk: types and measurement, Currency derivatives, carry of future contract, speculation and hedging strategies using forward and options, swap deals and their types. Concept of LIBOR, LIBID, SIBOR, MIBOR etc.

### Unit-IV

Offshore financing – international equity, debt and Euro-currency markets; GDR, ADR, Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions. Brief introduction to international taxation – Foreign currency accounts for residents and non-resident Indians, Sovereign risk in china/Bulgaria.

### Unit-V

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk. International working capital management -management of receivable, management of inventory, financing of current assets, Financing of Foreign trade.

### Textbook:

- Pilbeam, K., International Finance, Palgrave Macmillan.
- Madura, J., International Financial Management, Cengage Learning.
- Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill.

### Reference Books:

- Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers.
- Desai, M. A., International Finance: A Case Book, Wiley,
- Levi, M., International Finance, Routledge.
- Grabbe, O., International Financial Markets, Prentice Hall.
- Bhalla, V. K., Investment Management, S. Chand & Company Ltd

Note: All the books should be of latest edition.

### Journals:

### Links to websites:

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks

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• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : MBA (IB Specialization)</b>			<b>Semester: IV</b>		
<b>Course: INTERNATIONAL MARKETING</b>			<b>Code: 06090417</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This course is to make the students aware of the various marketing strategies which one can adopt while going for international business.					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To develop international marketing skills on a sound theoretical and conceptual foundation.</li> <li>2. To provide insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Prepare the marketing mix in international market.</li> <li>2. Recommend the best of the strategies in international market.</li> <li>3. Compare the best of the communication strategies in international market.</li> </ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various elements of marketing mix.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> Introduction: Nature, importance and scope of international marketing; International market orientation and involvement. International marketing management processes an overview, International Marketing Environment: Influence of physical, economic, socio cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing Information system. <b>Unit-II</b> International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture,					

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setting up of wholly owned subsidiaries abroad, International Product Planning: Major product decisions – Product features and quality, product design, labelling, packaging, branding and product support services. Product standardization vs. adaptation; managing product line, International trade product life cycle; new product development

## Unit-III

Pricing for international markets, Factors affecting international price determination, International pricing process and policies, Delivery terms and currency for export price quotations; Transfer pricing, International Distribution *Decisions*: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics- Inventory management, transportation, warehousing and Insurance

## Unit-IV

International Promotion Strategies: Communications across countries – complexities and issues, Communication adoption process; International promotion tools and planning – Advertising personal selling publicity and sales promotion, Developing International promotion campaign; Standardization vs. adaptation Issue, Planning for direct mail, sales literature, trade fairs and exhibitions.

## Unit-V

Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents, International Marketing Planning, Organizing and Control; emerging trends in International marketing: International marketing through Internet; Ecological concerns and international marketing ethics.

## Textbook:

- Bhattacharya, B, .Export Marketing Strategies for Success, Global Business Press
- Joshi M. R., International Marketing, Oxford University Press
- Cateora, Philip R. and John L. Grahm, International Marketing.

## Reference Books:

- Fayerweather, John, International Marketing, Prentice Hall of India Private Limited,
- Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley
- Kirpalani : International marketing, PHI
- Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs..
- Keegan, Warren : Global Marketing, Prentice Hall of India.

Note: All the books should be of latest edition.

## Journals:

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## Links to websites:

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## Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

  
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Program Name : MBA (IB Specialization)			Semester: IV		
Course: <b>International Business &amp; Trade Practices</b>			Code:06090418		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> The Student will get an insight of the international business and trade Practices and its functioning. This will help them to look forward for the exploration of international business opportunities.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To understand the basics of international business.</li><li>To provide knowledge about various risks in international business.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>Estimate the role of financial institutions in international business.</li><li>Develop business model that covers all the risk assessment in the international business.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in international business.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> <p>Growth of international business: Globalization, its Effects, Benefits &amp; Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's &amp; TNCs in the developing countries. Environment of international business: Social, economic, political, legal and cultural environment, Scenario analysis &amp; country-wide-risks of investments decisions.</p> <b>Unit-II</b> <p>International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.</p> <p>International organization and control: Organizational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organizational Control, Bartlett &amp; Ghoshal's Model of TNCs.</p>					

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## Unit-III

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

## Unit-IV

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse BOP, Convertibility of Capital Account, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory.

## Unit-V

Role of emerging regional trade association throughout the world in the contemporary times, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Contemporary Critical issues in the international trade.

### Textbook:

- Krugman, Paul R., & Obstfeld Maurice – International Economics, Pearson.
- Aswathappa- *International Business*, Tata McGraw-Hill
- Hill C W- *International Business*, Tata McGraw-Hill.

### Reference Books:

- Daniels- *International Business*, Pearson Education.
- Paul J- *International Business*, Prentice-Hall.
- Deresky H- *International Business*, PHI.
- Varma M L- *International Trade*, Vikas.
- Farooque M U & Et al, *International Trade*, Alphabet Publication.
- Amin, Samir – *Beyond US Hegemony*, Zed Books Ltd

**Note:** All the books should be of latest edition.

### Journals:

### Links to websites:

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks

  
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• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Entrepreneurial Finance</b>			<b>Code: 06090419</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> The course is aimed at introducing the skills of evaluating various alternatives to raise funds for entrepreneurship and developing the strategies for risk management.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>• Define the relation between entrepreneurial finance and value creation in a business.</li> <li>• Identify the sources of finance for new ventures.</li> <li>• Judge the financial performance of an entrepreneurial initiative.</li> <li>• Discuss an entrepreneurial perspective on management of short term funds.</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b> <p><b>Unit-I: Overview of Entrepreneurial Finance:</b> Conceptual framework of financial system, Basic terminology of Finance, Taxation, and insurance in Entrepreneurship, Financing choices for Start ups, Evaluation of financing choices, Challenges associated with Venture Financing.</p> <p><b>Unit-II : Opportunity Assessment and Creation:</b> Major valuation, risk management and planning concepts, Types of investments and funding sources, Tools for analysis, Valuation, Business/financial plans, Capital structures, Sources of funding, Decision horizons.</p> <p><b>Unit-III : Venture Capital Funding and Valuation:</b> Working of funding and valuation, Funding rounds, Professional management vs. founders, The business of funding, Term sheets, Due Diligence, Funding stages, Venture Lending</p> <p><b>Unit-IV: Growth and Exit Strategies:</b> Challenges of managing and funding growth, International growth, Liquidity events, exit strategies, Initial Public Offerings, Mergers, sales, Technology transfer, I.P. acquisitions, Corporate and strategic venture funds</p>					

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**Unit-V: Risk Management:** Risk and Uncertainty, Types and sources of Risk and methods of handling Risk, Risk Management Process - techniques, implementation, monitoring the Risk, Management Program Risk Management by Individuals and Corporations, Risk Management objectives-Need for a Rationale for Risk

**Textbook:**

Aven and Renn (2013) Risk Management and Governance- Concepts, Guidelines and Approaches, Springer, New York.

**Reference Books:**

1. Prasanna Chandra Financial Management Theory & Practice, Tata McGraw Hill.
2. Stulz (2003), Risk Management and derivatives, South -Western Publishing, New Delhi

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Advanced Entrepreneurship skills</b>			<b>Code: 06090420</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> The primary objective of course is to develop entrepreneurial mindset of the students through experiential learning techniques and equip the students with the concepts of entrepreneurship.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>Acquire the skills and knowledge related to the various phases in venture creation process such as creating a business model and building a prototype.</li> <li>Practice entrepreneurship by forming and running a Campus Venture as part of a team.</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> Videos and quizzes through the on-line Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.					
<b>Syllabus:</b> <b>Unit-1: Growth Assessment &amp; Customer:</b> Ansoff Matrix, Adjacency mapping, Growth stage Vs Startup phase, Chart a growth path; Expanding Customer Base- Revisit business model and develop few variants (more business model types), Identify additional customer segments (solution address), Evaluate business models for the new customer segments, Relook at the Problem Statement (expand the scope and scalability of business by repositioning problem statement), Explore additional ways to monetize <b>Unit-2: Traction:</b> Scaling- Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction, traction beyond early customers, Calculate cost of new customer acquisition, Estimate customer lifetime value (LTV), Identifying waste in business operations and focusing team; Channels and Strategy- Bullseye Framework, Identify Channels using Bullseye Framework, Measuring the effectiveness of selected channels, Budgeting and planning <b>Unit-3: Money:</b> Growing Revenues- Stabilizing key revenue streams, Developing additional revenue streams					

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(licensing, franchising), Exploring new channels and partnerships; Sales Planning- Understanding customers buying behaviour and decisions, Listening skills, Setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customers' needs, not on product features), Follow-up and closing a sale; Strengthening Sales- Building a professional sales team, Sales compensation and incentives; Improving Margins- Testing price elasticity, Optimizing costs and operational expenses, Advanced concepts of unit costing; Financial Modeling- Financial modeling of your venture's growth, Analyzing competitor and peer's financial models

Financing a Growth Company- Various sources of funds available for a business, investors and lenders expectations, Benefits of using a specific type of finance, Pitch Practice - How to articulate business needs before investors and lenders

#### Unit-4:

**Team:** Staffing & Operations- Building the team beyond the founders, Basic concepts of compensation and incentives, Basics of stock options, Essential HR needs of a growing business

#### Unit-5:

**Support:** Technology Planning- Identify technology needs, Estimate costs of using technology to build and grow business, Technology as a differentiator and a competitive weapon; Legal- Overview of legal issues and their impact on entrepreneurs, Importance of getting professional help (legal and accounting), Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks; Mentors, Advisors, and Experts- Importance of a Mentor, Role of business advisors and experts for specific targets in venture growth plan

#### Textbook:

1. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

#### Reference Books:

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
5. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
6. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
7. Gifford Pinchot, Intrapreneuring, Harper & Row

#### Journals:

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

#### Case Study: NA

#### Links to websites:

1. [Entrepreneur Notes and Study Material \(mbaexamnotes.com\)](http://mbaexamnotes.com)
2. [Value Proposition Canvas – Download the Official Template \(strategyzer.com\)](http://strategyzer.com)
3. [Lean Canvas | LEANSTACK](http://leanstack.com)

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4. Create a new Lean Canvas - Canvanizer
5. Lean Canvas - Business Model Toolbox (bmttoolbox.net)

## **Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

  
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Program Name : MBA (Dual Specialization)			Semester: IV		
Course: <b>Social Entrepreneurship</b>			Code: 06090421		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> To introduce students to the broad spectrum of emerging global social ventures ,thus laying the ground work for students' own potential career paths in social entrepreneurship					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>• Create and apply powerful visions for local and global change through social entrepreneurship</li><li>• Articulate and assess approaches for impactful leadership, and interpret the role of personal faith in service and philanthropy</li><li>• Apply sound strategic management practices, and differentiate the relationship between executives, boards, stakeholders, and the community</li><li>• Design innovative effective public relations and marketing campaigns for organizations along with desired outcomes, and implement evaluation plans that measure them</li><li>• Appreciate local and global perspectives and cultural influences, find creative solutions to social issues utilizing systems thinking. Justify the roles of both philanthropy and social entrepreneurship in social change</li></ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					

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## Syllabus:

**Unit-1:** Social Entrepreneurship & Social Enterprises: Nature, Meaning and importance, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Influence of policy on emergence of social enterprises, Market influence on the development of social enterprises, Future & sustainability of social enterprises.

**Unit-2:** Forms of Social Enterprises: Profit & Non-Profit, Non-Governmental organisations, Trust and Company Registration, Factors determining selection of forms, Successful Social Entrepreneurship Initiatives.

**Unit-3:** Social Ventures and its management: Identifying and Defining Community need, Skills required for Identifying and Defining Community need, Stakeholder participation and involvement – Social policy context, Where do social enterprises fit within the changing landscape;

**Unit-4:** Financing the social enterprise: Income forecast, income statement, cash flow forecast, Managing financial risk, Venture capital, venture valuation angel funds, venture in-house corporate funding mechanism; Micro finance and social ventures

**Unit-5:** Bottom of the pyramid markets and social entrepreneurship: Meaning and importance, business models at the Bottom of the pyramid, providing access to credit, providing access to information and financial services through technology, evaluating the social impact of Bottom of the pyramid ventures.

## Textbook:

Paramasivan, Social Entrepreneurship, New Century Publications

## Reference Books:

1. Bornstein, D., How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press
2. Reddy Kummitha, R., Social Entrepreneurship : Working towards Greater Inclusiveness , Sage
3. F. Perrini The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar
4. Borzaga, C. & Defourny, J., The Emergence of Social Enterprise, Routledge, London

## Journals:

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

## Case Study: NA

## Links to websites:

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship)
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

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## Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

  
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<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Innovation Technology Management</b>			<b>Code: 06090422</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
40	-	-	3	40	60
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> To explain technology Innovation and Enterprise resource planning for sustainable enterprise					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>• An understanding of basic principles in innovation, technological and related business management areas</li> <li>• An understanding of the nature and extent of technological change and innovation</li> <li>• The ability to analyse and manage the organisation by applying sound management and leadership principles</li> <li>• Knowledge and skills to enable creativity and develop innovative solutions to problems identified</li> <li>• An understanding of the influence of the digital era on decision-making</li> <li>• Knowledge on how to create a culture of innovation in an organisation</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b>					
<b>Unit-1</b> Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - Future of Knowledge Management					
<b>Unit-2</b> Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problems- Operational constraints-Problems in Indian Business Environment Problems in Finalization of Agreement-					

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Major Problems in Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights.

## Unit-3

Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web Marketing- Web Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web.

## Unit-4

Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues

## Unit-5

Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning- ERP Implementation- The Future of ERP Applications- Procurement- e-Business Blueprint Planning.

## Textbook:

Harish chandra Chaudharaty, Knowledge Management for Competitive advantage, Excel Books Publications, New Delhi

## Reference Books:

1. R.R.Azad, Technology Transfer and Joint Ventures Abroad, Deep & deep Publications, New Delhi
2. Thomas J Kuegler, Jr. Web Advertising and marketing, Prentice- Hall of India, New Delhi
3. Dr.ravi Kalakota, e-Business Roadmap for Success, Perason Education
4. Dr.ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Wesley, 2000

## Journals:

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

## Case Study: NA

## Links to websites:

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship)
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

## Evaluation Scheme:

- |                                      |         |
|--------------------------------------|---------|
| • Class participation and attendance | 05marks |
| • Mid Term Exam                      | 20marks |
| • Assignment                         | 05marks |
| • Team Project Presentation          | 10marks |
| • Term-End Exam                      | 60marks |

**Total**

**100marks**

  
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Program Name: MBA			Semester: IV		
Course: Digital Operations			Code: 06090427		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

This is an overview course to enable the students to be more effective in dealing both strategically and organizationally with the digital transformation of the global enterprise. It is about the organizational transformation that takes place when any enterprise wants to take a core part of its business online and to "go digital." Digital operations bring unity to people, teams and departments around a common goal. Organizations transforming digital successfully in such a global digital world create stakeholder value and competitive advantage.

## Course Objectives:

1. Develop better understanding of innovative methods and integration of digital tools to improve various processes and strategies of a business
2. Identify various disruptive technologies and impact of its digital solution on the business
3. Familiarizing the students to the process and frameworks of digital transformation
4. Understand how digital technologies and analytics can be applied to transform traditional operations management practices
5. Understand how digital operations can increase customer value and contribute to the enhancement of Customer experience in the firm
- 6.

## Learning Outcomes:

After completion of the course, students would be able to:

1. Understand the concepts of disruptive digital technologies used to design innovative and viable business models, processes, services, products and strategies.
2. Understand the concepts & practical application of digital framework for value creation in Customer Experience.
3. Understand how disruptive technologies, such as automation, Artificial Intelligence, big data, analytics and machine learning are being applied to digitally transformed operations and its impact on the business.
4. Learn how to analyze the business operations and identify opportunities for digital transformation and efficiency improvements.

  
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## Prerequisite(s):

1. Basic understanding of the concepts of Operations Management and the integration of this function with other management functions.
2. Awareness of the ever expanding role of IT in the manufacturing/services sector.

## Pedagogy:

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

## Syllabus:

### Digital Operations

Introduction to Digital Operations, Need for going Digital- Example Deutsche Telekom, Digital Innovations

-Uber/Airbnb, Changing Organizational strategies, Agility concepts -Amazon, Digital trends- Past & future

### Unit-2

#### Digital business models and strategies

Digital Strategy, Voice War: Hey Google vs. Alexa vs. Siri, Digital Business Ecosystems- Alibaba, Disruptive business models, Business Model Canvas, Lean Startup, Role of Data, Data as a catalyst for digital transformation, Sources of data: surveys, transactions, sensors, location, text, and image/video, Data storage, Achieving customer centricity through data integration, Transformation enabled by Business Analytics- Carolina Healthcare System

### Technology & Business Impact

Artificial intelligence and business applications-Audi, Robotics & Automation, Internet of Things- Digitalization at Siemens, Blockchain & its applications, Disruptive technologies like big data, cloud, 3-D printing and existing and future scenarios for practical application, Mobile Business & Social Media management, Business Model Redefinition based on Mobility, Killer Apps, Horizontal & Vertical Social Media

### Unit-4

#### Digital Transformation

Introduction to Digital Transformation, DT in the Global Enterprise, Opportunities for DT, Using data to make better decisions, Improving operational efficiency through prediction and automation, The Process of Digital Transformation, Process flows, Making customer-centric processes, Digital Transformation frameworks – McKinsey, Digital maturity assessment

### Unit-5

#### Customer Experience as key focus of Digital Operations

Customer journey in the past, Customer expectations today-Personalization, Always on constant contact with

brand/company, Empowered customer, Customer Journey today, People & the Digital Organization, Organizational alignment for digital operations, Enabling digital management and leadership, Digital leadership vs. classic leadership practices, Digital Organization – network of teams, agile working, Agile organization models, virtual teams.

## Textbook:

- Leading Digital: Turning Technology into Business transformation, by Andrew McAfee, Didier

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Bonnet & George Waterman

- The Digital Transformation Playbook: Rethink Your Business for the Digital Age (Columbia Business School Publishing)
- 

## Reference Books:

1. The Digital Transformation of business, by Harvard Business Review
2. Digital Transformation: Why and How Companies are Investing in New Business Models to Lead Digital Customer Experiences, by Altimeter Group

## Online Resources:

1. International Journal of Digital Strategy, Governance and Business Transformation  
EISSN: 2643-8062  
<https://www.igi-global.com/journal/international-journal-digital-strategy-governance/224364>  
The journal focuses on digital strategy and governance issues within organizations in support of digital transformation. It contains practice-oriented research papers from academics, case studies, literature reviews, and reflective papers from practitioners
2. Research-Technology Management  
ISSN: 1930-0166  
<https://www.tandfonline.com/toc/urtm20/current>  
It publishes several special issues each year, addressing current and emerging issues in innovation management including case studies
3. Digital Strategy and Digital Transformation  
MaryAnne M. Gobble  
<https://www.tandfonline.com/doi/abs/10.1080/08956308.2018.1495969>
4. Digital Transformation Strategies In Different Areas: A Review  
Dr. Harjinder Kaur, Amandeep Kaur Bath  
<http://www.ijstr.org/final-print/dec2019/Digital-Transformation-Strategies-In-Different-Areas-A-Review.pdf>

## Evaluation Scheme:

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

**Total** **100 marks**

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Program Name: MBA			Semester: IV		
Course: Logistics & Transportation Management			Code: 06090428		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> This course focuses on logistics and transportation from a supply chain perspective. As global competition in both goods and services increases, a firm's survival depends upon how well it integrates logistics and transportation management into the enterprise's planning and strategy. Thus, it is essential for all business students to acquire an understanding and appreciation of logistics and transportation in supply chain management.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. Understanding of logistics activities and the roles that they play in an organization</li><li>2. Develop learning &amp; skills to view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive customer service</li><li>3. Understanding of the key transportation concepts and the issues affecting the movement of goods</li><li>4. Familiarizing the students to the technology &amp; trends in logistics</li><li>5. Development of skills to solve logistics &amp; transportation problems and issues</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Develop an understanding of the role, functions and importance of Logistics Management.</li><li>2. Learn about the major issues encountered in planning and executing different forms of logistics &amp; transportation.</li><li>3. Learn about the role and modes of transportation, cost trade-off and the technological advancements.</li><li>4. List out the technology induced latest trends in logistics.</li><li>5. Describe the importance, types and technological developments in warehousing management.</li></ol>					
<b>Prerequisite(s):</b> Knowledge of Operations Management					

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## Pedagogy:

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

## Syllabus:

### Logistics

Introduction & Concept of Logistics, Objectives & Types of logistics, Evolution of Logistics, Role of Logistics in an Economy, Logistics Management and its elements, Difference between Logistics and Supply Chain Management, Logistics and Competitive Advantage, Logistics in Organized Retail in India, Integrated Logistics, Inventory flow, Logistical Performance Cycle

### Unit-2

#### Customer Service-Key Element of Logistics

Attributes & Different phases of customer services, Customer Service for Competitiveness, Value-Added Logistical Service, Logistics Outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider, Logistics Service Contract, Impact of Forecasts on Logistics, Role of Material Handling in Logistics, Significance of Warehousing in Logistics

### Unit-3

#### Technology & Trends in Logistics

Logistics Information System: Concept & its Importance, Principles of designing LIS, Logistics Information Architecture, Application of IT in Logistics, E-Commerce Logistics: Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM), Trends in logistics: Transport and mobility technologies, Green/ Cold chain logistics, Block chain and big data analytics in logistics

### Unit-4

#### Transportation

Introduction & Objectives of Transportation, Transportation System, Different Modes of Transportation & their selection, Significance of Transport as an activity: Airlines, Surface, Railways, Pipeline and Water Transport, Types of Vessels, Operators, Containers, Shipping Intermediaries and Formalities, Containerisation, Structure and Functions of Travel agencies and Tour operators, Load Planning, Freight Management, Factors Affecting Freight Cost, Global Trends and Best Practices in Different Types of Transportation systems, Role of IT in Transportation Management, Future transportation challenges

### Unit-5

#### Material Storage system & Warehousing

Concept of Material Storage System, Unit Load Storage, Storage design and its benefits, Storage Methods, Warehouse functions, Warehouse types, Warehouse internal operations, Warehousing Management System (WMS), Warehousing equipment, Inventory, Safety and security in warehouses, Future trends in warehousing.

## Textbook:

- Ronald H. Ballou, Business Logistics/Supply Chain Management, 5th edition (ISBN: 9780130661845)

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- Coyle, J. J., Novack, R. A., & Bardi, E. J. (2005). Transportation: With Info Trac. New Delhi: Cengage Learning

## Reference Books:

1. Asopa, V. N., Bhatnagar, D., Dixit, M. R., Raghuram, G., Ramani, K. V., Sinha, S., & Rao, V. V. (1999). Shipping management: Cases and concepts. New Delhi. Macmillan
2. Banister, D. (2002). Transport planning (2<sup>nd</sup> ed.). London: Taylor & Francis
3. Jaya Krishna, S. (2007). Transport Management Imperatives and Best Practices. Hyderabad: ICFAI University Press
4. Mahajan, V. S. (1991). Transport Planning, Policy and Development. New Delhi: Deep & Deep Publications
5. Otimar, Gau. (2008). Transportation Management with SAPLES, Galileo Press
6. Ray, S. K. (Ed.). (2000). Transport Planning for Developing Countries, New Delhi: Prentice Hall of India
7. Coyle, Langley, Murphy & Wood. Contemporary Logistics, 10th edition. ISBN-13: 978-0-13-611077-4
8. David B. Grant, Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, Kindle Edition
9. Douglas Lambert, James R Stock, Lisa M. Ellram, Fundamentals of Logistics Management. McGrawhill/Irwin, First Edition, 1998.
10. Vinod V. Sople (2009), Logistic Management (2nd Edn.) Pearson Limited. Reference Books: 1. Logistics Management For International Business: Text And Cases, Sudalaimuthu & S. Anthony Raj, PHI Learning, First Edition, 2009.
11. Ismail Reji, Logistics Management, Excel Book, First Edition, 2008
12. G Raghuram, N Rangaraj, Logistics & Supply Chain Management: Cases & Concepts: Macmillan Publishers India Limited

## Online Resources:

1. Journal of Supply Chain Management

SSN: 1745-493X

<https://onlinelibrary.wiley.com/journal/1745493x>

It contains articles, high-quality, high-impact behavioral research focusing on theory building & empirical methodologies, case studies & published papers in the field of supply chain management

2. International Journal of Supply and Operations Management (IJSOM)

ISSN: 2383-2525

<http://www.ijson.com/>

This journal publishes original articles reporting fields and advances in theory, methodology, applications, general surveys & reviews in relation to Logistics, Supply and Operations Management

3. Journal of Purchasing & Supply Management

ISSN: 1478-4092

<https://www.journals.elsevier.com/journal-of-purchasing-and-supply-management>

It contains articles on Supply chain Management, purchase and supply of goods and services in industry, commerce and transportation

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4. Journal of Supply Chain Management, Logistics and Procurement

ISSN: 2516-1822

<https://www.henrystewartpublications.com/jscm>

It has quarterly issues & contains in-depth articles and case studies on new thinking, innovative practices and emerging issues in how to deliver cost effective, efficient, resilient and adaptable supply chain management, logistics and procurement

5. European Journal of logistics, Purchasing and Supply Chain Management

ISSN 2054-0949

<https://www.eajournals.org/journals/european-journal-of-logistics-purchasing-and-supply-chain-management-ejlp SCM/>

It contains papers in the areas of Material Management, Management of Supply Chain Security, Management and Operation of Third- Party Logistics Providers & Supply Chain Risks

**Evaluation Scheme:**

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

**Total**

**100marks**

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Program Name: MBA			Semester: IV		
Course: <b>Advanced Operations Management</b>			Code: 06090429		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

The aim of Advanced Operations management is to equip students with competencies in the core disciplines of Operations Management, Project Management, Cost & Risk Management, Supply planning & control, and accomplish the mission of a service or manufacturing organization by using the resources in the most efficient and effective ways. Effective operations management is a key ingredient of success. This course has the objective to provide students a framework and a basic "language" to understand the problems and the challenges faced in Operations Management and the techniques and tools to analyse, diagnose and then to improve processes, deal with business risks, recognise emerging trends in the manufacturing industry & acquire an understanding of the manufacturing ecosystem

## Course Objectives:

1. Familiarizing the students to the fundamentals of Operations Management & concepts of business process reengineering
2. Gain insights on forecasting and demand management, use of technology and its integration with supply chain to achieve supply chain management goals
3. Understand project management techniques including project planning, risk management and decision making
4. Identify various disruptive technologies and impact of its digital solution on the business operations
5. Understand the principles, framework and process of cost analysis & risk management in operations

## Learning Outcomes:

After completion of the course, students would be able to:

1. Develop an understanding of the tools and techniques of Business Process Re-engineering.
2. Understanding the project planning process and project appraisal techniques.
3. Develop an understanding of the fundamentals of digital operations and transformation.
4. Understand a firm's supply chain forecasting, technology & inventory practices to meet demand and customer satisfaction.
5. Become familiar with the tools, techniques, and processes used in cost and risk management in

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operations.

## Prerequisite(s):

1. Knowledge about the concept and terminologies of Production and Operations Management.
2. Understanding of the functions of production and operations management viz., facility location, facility layout, quality management etc.

## Pedagogy:

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

## Syllabus:

### Introduction to Operations Management & Business Processes Reengineering

Introduction to Operations Management, The Global Environment and Operations Strategy, The Key Elements of BPR, Constraining Factors & Challenges, Role of IT in BPR, BPR tools and techniques, BPM and BPR supportive Systems, Different BPR Methodologies, BPR Model & Simulation Theory, Different Phases of BPR, Business process analysis methods, Process Mapping Tools, Role/Activity Diagrams, Business Process Redesigning, Process Change Sustainability

### Unit-2

#### Project Management for Operations

Initiating & Planning projects, methods of breaking down work for project teams, uses of PERT/CPM analysis and Gantt charts, the decision-making process for organizations and managers, and the use of quantitative decision-making tools, Managing project risks and project changes

### Unit-3

#### Supply Chain & Inventory Management

Use of qualitative data and alternative methods for managing demand, Technologies used for managing supply chains. Understand supply chain measurements, managing supply relationships, the elements of a supply chain, supply management goals, inventory costs, the bullwhip effect, methods of sustainability to supply chains

### Unit-4

#### Digital Operations

Digital Strategy, Disruptive business models, Data as a catalyst for digital transformation, Technology & Business Impact, Artificial intelligence, Robotics & Automation, Internet of Things, Blockchain, Disruptive technologies, Digital Transformation, The Process of Digital Transformation, Digital Transformation frameworks, Customer Experience as key focus of Digital Operations, Organizational alignment for digital operations

### Unit-5

#### Cost Analysis & Risk Management

Fixed costs & their formulas, the cost-benefit analysis, return on investment, Activity based costing, Value chain analysis, Cost Analysis for decision making, Risk Assessment, Operations risk registers, tracking progress and measuring risk by assessing earned value, Contingency plans for various types of risks and response to risks as they occur

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## Textbook:

- Sethi, Vikram., & William, R. (2009). King. Organizational Transformation through Business Process Re-engineering. New Delhi: Pearson
- Heizer, J, Render, B., "Operations Management", 11<sup>th</sup> edition, Prentice Hall, 2013.
- William J Stevenson, Operations Management, Irwin McGraw Hill

## Reference Books:

1. R.Radhakrishnan and S.Balasubramanian. Business Process Reengineering: Text and Cases
2. Grover, Varun., & William J. Kettinger. (1998). Business Process Change: Re-engineering Concepts, Methods and Technologies. London: IGI Global
3. Hanna, M., Newman, W. R., "Integrated Operations Management", Prentice-Hall, 2001.
4. Slack, N., Chambers, S., Johnston, R., "Operations Management", 4th edition, Prentice-Hall, 2004.
5. Chopra S. and Meindl. P., Supply Chain Management: Strategy, Planning, and Operations, 2<sup>nd</sup> Edition, Pearson Prentice Hall, 2004.
6. Johansson, Hank., Johansson, Henry. J., & Pendlebury, A. John. (2009). Business Process Reengineering: Breakpoint Strategies for Market Dominance. New York: John Wiley & Sons
7. Lamprecht, James. L. (2005). Applied Data Analysis for Process Improvement. Wisconsin : ASQ Quality Press
8. Wayne L. Winston, Duxbury/Thomson/Brooks-Cole. Introduction to Probability models- Operations Research, Volume Two
9. Hammer, Michael., & James Champy. (2003). Reengineering the Corporation: A Manifesto for Business Revolution. Harper Collins Publishers Inc.
10. The Digital Transformation of business, by Harvard Business Review
11. Digital Transformation: Why and How Companies are Investing in New Business Models to Lead Digital Customer Experiences, by Altimeter Group
12. Leading Digital: Turning Technology into Business transformation, by Andrew McAfee, Didier Bonnet & George Waterman
13. The Digital Transformation Playbook: Rethink Your Business for the Digital Age (Columbia Business School Publishing)

## Online Resources:

1. International Journal of Digital Strategy, Governance and Business Transformation  
EISSN: 2643-8062  
<https://www.igi-global.com/journal/international-journal-digital-strategy-governance/224364>  
The journal focuses on digital strategy and governance issues within organizations in support of digital transformation. It contains practice-oriented research papers from academics, case studies, literature reviews, and reflective papers from practitioners
2. International Journal of Supply and Operations Management (IJSOM)  
ISSN: 2383-2525  
<http://www.ijsom.com/>  
This journal publishes original articles reporting fields and advances in theory, methodology, applications, general surveys & reviews in relation to Supply and Operations Management
3. International Journal of Project Management  
ISSN: 0263-7863  
<https://www.journals.elsevier.com/international-journal-of-project-management>

  
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It contains leading edge innovative research that significantly advances the field of project management. It covers all project types, such as organizational development, strategy, product development, engineer-to-order manufacturing, infrastructure and systems delivery, and industries and industry-sectors where projects take place, such as information technology, engineering, manufacturing, construction, consulting, professional services and the public sector

4. International Journal of Risk Assessment and Management

ISSN: 1741-5241

<https://www.inderscience.com/jhome.php?jcode=ijram>

It contains original and review papers, technical reports, case studies, conference reports, management reports, book reviews, and notes commentaries and news on risk assessment & management in different business and economics, as well as scientific and technological disciplines

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20 marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name: MBA			Semester: IV		
Course: Six Sigma & Lean Management			Code:06090430		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> Six Sigma & Lean Management course aims at providing students with the techniques for streamlining operations in any business environment. A comprehensive implementation of lean manufacturing & service operations delivers cost and cash flow, velocity and lead time, and waste impacts both profit and customer happiness. Lean Management enhances business strategy, reduces waste, and increases business' profits. With the implementation of Six Sigma methodologies we get consistent product quality & consistent customer service leading to higher customer satisfaction					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. Understand the lean principles and their advantages</li><li>2. Identify how lean considers the removal/reduction of operating costs, cycle time/non value-added actions</li><li>3. Develop learning &amp; analytical skills to use Six Sigma DMAIC (Define, Measure, Analyze, Improve and Control) methodology</li><li>4. Familiarizing the students to the common types of waste and how those wastes impact an organization's revenues, competitive edge and customer fulfillment</li><li>5. Understand how to achieve sustainable quality improvement through Six Sigma &amp; lean in manufacturing &amp; service industries</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Describe the need, principles and elements of lean management, its techniques and the benefits thereof.</li><li>2. Understand the concepts, objectives, methodologies and tools of Six Sigma.</li><li>3. Understand the application of different six sigma tools for measurement, analysis and control purposes in quality management.</li><li>4. Knowledge about the tools and techniques of lean management to increase productivity &amp; reduce waste in manufacturing &amp; service industries.</li><li>5. Develop a complete understanding of application of lean manufacturing principle in services sector with special emphasis on the healthcare industry.</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>1. Basic understanding of the concepts and terminologies used in production and operations management.</li><li>2. Understanding of the characteristics of quality in products/services and the concept of quality control and quality assurance.</li></ol>					

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## Pedagogy:

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments

## Syllabus:

### Six Sigma

Introduction & Fundamentals of Six Sigma, TQM and Six Sigma, Six Sigma Objectives, Levels of Six Sigma, Six sigma and process tolerance, Six sigma capability, Six Sigma need assessments, Six Sigma Methodologies, DMAIC, DMADV, Design For Six Sigma, (DFSS) Method - Failure Mode Effect Analysis (FMEA), Six Sigma and Leadership

### Unit-2

#### Six Sigma Tools & Implementation

Tools for definition – IPO & SIPOC diagram, Flow diagram, CTQ Tree, Project Charter, Tools for Measurement- Flow process charts Tools for analysis – Process Mapping, Regression analysis, Five Whys, interrelationship diagram, TRIZ, Tools for improvement – Affinity diagram, Value stream Mapping, forced field analysis, Tools for control – Gantt chart, Activity network diagram, Radar chart, Milestone tracker diagram, Challenges in Implementation of Six Sigma, CPQ vs Six Sigma, Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI

### Unit-3

#### Introduction to Lean

Overview of Lean, Principles of Lean, Evolution of lean, Types of Waste, Applying Waste reduction practices- lead time reduction, Process cycle time and value-added vs. non-value- added activities, Lean Roles, Need for Lean Management, Elements of Lean Management, Lean journey, Steps of Lean Transformation, Rethinking Production flow (lean technique), Lean implementation, Measuring lean initiatives, Managing change in the lean organization, Sustaining a Lean Culture, Lean successes & benefits, Costs and risks of lean initiatives

### Unit-4

#### Lean in Manufacturing

Lean at Ford, Toyota Production System, Implications of Lean Manufacturing, Techniques/Tools of Lean Manufacturing, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just-in-time techniques – material handling reduction and facilities planning, SMED and Takt Times, Standard work processes and line balancing, Cellular Manufacturing, 5S

### Unit-5

#### Lean in Service & Other areas

Lean in Service, Lean in Healthcare, Lean in Office, Wastes in office, Lean Inventory Control, Lean Purchasing, Lean product development, Lean Metrics, OEE, First Pass Yield & Rolled Throughput Yield, Days in Inventory, Schedule adherence attainment, Lean Accounting, Lean leadership, Human resource management and the lean enterprise, Lean maturity matrix.

## Textbook:

- Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000
- Jeffrey Liker, The Toyota Way, Tata McGraw-Hill, 2004

  
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## Reference Books:

1. Mikell P. Groover (2002). Automation, Production Systems and CIM.
2. Design and Analysis of Lean Production Systems, Ronald G. Askin & Jeffrey B. Goldberg, John Wiley & Sons, 2003
3. Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
4. Fred Soleimannejad, Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
5. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
6. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003

## Online Resources:

1. International Journal of Lean Six Sigma

Category: Managing Quality

ISSN:2040-4166

<https://www.emerald.com/insight/publication/issn/2040-4166>

International Journal of Lean Six Sigma publishes the latest trends and research developments in Lean &

Six Sigma to bridge the gap between the theory and practice of Lean Six Sigma (an integrated approach of Lean and Six Sigma)

2. International Journal of Six Sigma and Competitive Advantage

[https://www.researchgate.net/journal/1479-](https://www.researchgate.net/journal/1479-2494-International-Journal-of-Six-Sigma-and-Competitive-Advantage)

[2494 International Journal of Six Sigma and Competitive Advantage](https://www.researchgate.net/journal/1479-2494-International-Journal-of-Six-Sigma-and-Competitive-Advantage)

IJSSCA publishes papers addresses new developments and thinking in the field of Six Sigma, new tools, techniques and methodologies in Six Sigma designed to improve business and organizational performance

3. International Journal of Quality & Reliability Management

Category: Managing Quality

ISSN:0265-671X

<https://www.emerald.com/insight/publication/issn/0265-671X>

IJQRM publishes papers & deals with aspects of business improvements and manufacturing services, helping to raise standards in product and service quality

4. International Journal of Lean Enterprise Research

ISSN :1754-2308

<https://www.inderscience.com/jhome.php?jcode=ijler>

IJLER publishes high-quality original papers, review papers, technical reports, case studies, conference

reports, management reports, book reviews, notes, commentaries and news

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## Evaluation Scheme:

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

<b>Total</b>	<b>100 marks</b>
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