

**Name of the Program: Master of Business  
Administration**

Course Code:1.1

Name of the Course: Economics for Managers

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 60 Hrs                      |

**Course Learning Objectives:**

1. To introduce the concepts of Scarcity and Efficiency.
2. To explain principles of micro-economics relevant to managing an organization.
3. To describe principles of macroeconomics to understand the economic environment of business.
4. To learn the basic Micro and Macroeconomic concepts.
5. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

**Course Outcomes:** On successful completion of the course, the students will be able to;

1. Understand the application of Economic Principles in Management decision making.
2. Learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
3. Understand, assess and forecast Demand.
4. Apply the concepts of production and cost for optimization of production.
5. Design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

**Module 1: Introduction**

8 HOURS

Introduction to Managerial Economics, Economic Systems, Principles of managerial economics, Integration with other managerial decision-making process, Tools and analysis for optimization, Role of Government and private sector, Competition Vs Cooperation. Relationship with other management subjects. Production Possibility Frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Microeconomies and Macroeconomies – the role of markets and government – Positive Vs Negative externalities.

**Module 2: Demand and Supply Analysis**

10 HOURS

Definition of demand, Law of demand and its determinants and exceptions, elasticity of demand and supply, movement along the demand curve and shift in demand curve, Demand and supply relationship. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve. Relationship of Revenue and elasticity of demand, Methods of Demand forecasting and its use in demand. Interpretation of Quantitative and Qualitative demand techniques- model specification using regression and OLS.

**Module 3: Consumer and Producer Behavior**

12 HOURS

Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses Market, Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale, ISO-Quants & ISO-Cost line, – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function, Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

**Module 4 Market Structure and Pricing Practices:**

12 HOURS

Different Market structure, features, determination of price under perfect competition and equilibrium in the short run and the long run, Monopoly - features, equilibrium condition, Price discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition Oligopoly: Features, Kinked demand

Curve, Cartels, Price leadership., Game theory-types, static and dynamic games  
Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

**Module 5: Business Environment and Economy Performance** 10 HOURS

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment, Macro-economic aggregates – circular flow of macroeconomic activity – National income determination– Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect.

**Module 6: Industrial Policies** 8 HOURS

Industrial Policies of India, New Industrial Policy 1991; Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

**Skill Development Activities:**

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
3. Preparing a Project proposal for a Business Venture.

**SUGGESTED READINGS:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, (2019), Economics, 20<sup>th</sup> ed, Tata McGraw Hill, New Delhi.
2. Ritika Sinha : Managerial Economics, SBPD Publishing House
3. Richard Lipsey and Alec Charystal, (2015), Economics, 13th edition, Oxford, University Press, New Delhi.

4. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics.  
John Wiley & Sons.

**References:**

1. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, (2019), Managerial Economics, 8th Edition, Pearson Education
2. Dominick, S., Siddhartha K. Rastogi (2018) Managerial Economics, Eighth Edition,  
Oxford University Press.

| Name of the Program: Master of Business Administration  |                       |                             |
|---|-----------------------|-----------------------------|
| Course Code: 1.2  |                       |                             |
| Name of the Course: Organizational Behaviour  |                       |                             |
| Course Credits  | No. of Hours per Week | Total No. Of Teaching Hours |
| 4 Credits   | 4 Hrs.                | 60 Hrs                      |
| <p><b>Course Learning Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To understand the nature of organization and interaction between individuals and the organization.</li> <li>2. To acquire the knowledge, skills and behaviors to work in different teams and situation to work in global environment</li> </ol>   |                       |                             |
| <p><b>Course Outcomes:</b> On successful completion of the course, the students will be able to;</p> <ol style="list-style-type: none"> <li>1. Demonstrate understanding and application of Concepts and principles of Organizational behavior, perception and personality.</li> <li>2. Improving practical experience in the field of Management and Organization Behaviour</li> <li>3. Develop skills and ability to work in groups to achieve organizational goals.</li> <li>4. Develop a greater understanding about Behavioral aspects to analyze the concepts related to individual behavior, attitude, and personality.</li> <li>5. Design motivational techniques for job design, employee involvement, incentives, rewards &amp; recognition.</li> </ol> |                       |                             |
| <b>Module 1: Nature and Principles of Management</b>  |                       | <b>8 HOURS</b>              |
| Evolution of management, Indian contributions to Management practices roles and skills of managers, Foundations of OB, OB models, reasons and benefits of studying OB, OB is an Inter-disciplinary subject, challenges and opportunities of OB.   |                       |                             |
| <b>Module 2: Personality</b>  |                       | <b>10 HOURS</b>             |
| Shaping of personality, types of personalities, determinants of personality, personality and work perception, process of perception and managing the perception process, perception influencing decision making and ethical issues in decision making from an individual and Organization perspective. Learning, explicit and implicit knowledge, principles of learning, learning process and theories of learning, Organizational reward system. Attitudes, changing and work-related attitudes, components and types of attitudes, values and Human dignity  |                       |                             |
| <b>Module 3: Motivation Theories</b>  |                       | <b>12 HOURS</b>             |

Motivation across cultures, managerial issues and motivational challenges, Motivation in work settings, employee Involvement, Organizations are social system Stress management, work stress model, stress and performance Group and team dynamics, group development, group decision making, types of teams, team vs groups, team issues and effective teamwork. Leadership and management, Theories of leadership, leadership styles and their implications, power and politics, ethics of power and politics.

**Module 4: Communication and Conflict**

8 HOURS

Organization communication, methods and tools used in communication, informal communications, changing views of conflict, the process of conflict, conflict resolution, effects of conflicts in organization, Transactional analysis, Johari window.

**Module 5: Organizational Structure and Types**

12 HOURS

Organization structure, organizational design and organizations for future Organizational culture creating and sustaining a positive culture, effects of culture, types of culture in the organization changing culture.

**Module 6: Organizational Development**

10 HOURS

Types of change, forces for change in organizations, resistance to change, Organizational development, human resource policies and methods of OD.

**Skill Development Activities:**

- Students will be divided into groups to identify, analyze, and develop a plan for resolving a key problem that an organization is facing and to analyze and apply OB concepts in a real organization.
- Identifying any five job profiles and listing out the various types of abilities required for those jobs and also the personality traits required for the jobs.
- Based on learning concept of perception, conduct a role play in an organization to find out the impact of perceptual errors on perceptual interpretation.
- Develop few questions, interact with people in the organization to observe their personality and reaction

**Suggested Readings:**

1. Fred Luthans, "Organizational Behaviour", (2019) 12th Edition, McGraw Hill International Edition

2. Stephen P. Robbins, "Organizational Behaviour, (2018) , 8<sup>th</sup> Edition, Prentice Hall
3. Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. Pearson UK.

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**References**

1. Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12<sup>th</sup> Edition, Himalaya Publication House.

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|---|-----------------------|-----------------------------|
| <b>Name of the Program: Master of Business Administration</b><br>Course Code:1.3<br>Name of the Course: Accounting for Managers   |                       |                             |
| Course Credits  | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits   | 4Hrs                  | 60 Hrs                      |
| <b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To introduce students to Accounting Process, Accounting Standards and modern accounting software and IFRS.</li> <li>2. To orient the students about Financial Statements, its analysis and interpretation for decision making.</li> <li>3. To provide skills for eliciting information and making decisions.</li> <li>4. To give knowledge on the latest trends and developments in the field of accounting.</li> </ol> |                       |                             |
| <b>Course Outcomes:</b> By the end of this course, a student would be able to; <ol style="list-style-type: none"> <li>1. Demonstrate theoretical knowledge and its application in real time accounting.</li> <li>2. Capable of preparing financial statement of companies.</li> <li>3. Independently undertake financial statement analysis and take decisions.</li> <li>4. Comprehend emerging trends in accounting and computerization of accounting systems.</li> </ol>                  |                       |                             |
| <b>Course Contents:</b>   |                       |                             |
| <b>Module One: Conceptual Basis for Accounting</b>  |                       | 10 HOURS                    |
| Introduction, Meaning and definition, understanding forms of Business Organizations, Framework and process of Accounting (Journalizing business transactions, posting into ledger accounts and preparation of Trial Balance), objectives and purpose of accounting information, users of Accounting information, Branches of Accounting, Basic terminology, Fraud and Ethical Issues in accounting.   |                       |                             |
| <b>Module Two: Orientation to Financial Statement</b>   |                       | 10 HOURS                    |
| Financial Statements of Companies: Income statement, Balance sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to accounts – Terms and Jargons   |                       |                             |



in financial statements, accounting concepts and conventions. Orientation to Indian Accounting Standards.

**Module Three: Analyzing and Interpreting Financial Statements** 12 HOURS

Objectives of financial statements analysis, sources of information, standards of comparison, Quality of earnings, window dressing, Beating window dressing, Presentation of Financial Statements for analysis and interpretation. Analyzing financial statements - Ratio Analysis, Du-Pont Model, Altman's Z score, Modified C Score, Piotroski's F Score; Trend Analysis, Comparative Statements, Common Size Statements; Reading Cash Flow Statement.

|   |   |
|---|---|
| <p><b>Module Four: Orientation to Cost Accounting</b></p> <p>Meaning of Costs, Classification of Costs on the basis on elements, functions and behaviour. Costascertainment – preparation of Cost Sheet.</p> <p><b>Module Five: Managerial Decision-making</b></p> <p>Cost Management – Techniques for controlling and reducing cost – Marginal Costing and CVP Analysis,Decision areas – Make or Buy, Profitable Product Mix and Addition of a New product line Budgetary Control – Preparation of Flexible budgets and reporting of variances.</p> <p><b>Module Six: Trends and Developments in Accounting</b></p> <p>Orientation to Accounting Packages. Cloud Accounting, Responsibility Accounting, ForensicAccounting, Human Resource Accounting, Corporate Social Reporting (Triple Bottom Line),Environmental Accounting.</p> | <p>8 HOURS</p> <p>12 HOURS</p> <p>8 HOURS</p> |
| <p><b>Skill Development Activities:</b></p> <ul style="list-style-type: none"> <li>➤ Preparation of Financial Statements using quarterly / yearly transactions of a small businessenterprise</li> <li>➤ Listing the contents of Annual Reports of at least 10 companies</li> <li>➤ Analyzing performance of a company based on its annual report, using DU PONT Model, Altman’s ZScore and Piotroski’s F Score.</li> <li>➤ Eliciting information from annual report and presenting it for facilitating decision making Hands-on practice on any accounting software.</li> </ul>   |   |
| <p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Narayanaswamy R (2019), Financial Accounting – A Managerial Perspective, Eight Edition, PHI Learning Pvt. Ltd. Publication.</li> <li>2. Jain and Khan (2020), Management Accounting- Text, Problems and Cases, Sixth Edition, Tata McGraw Hill Publication.</li> <li>3. S.N Maheswari &amp; S.K Maheswari, (2018), Corporate Accounting, Sixth Edition, Vikas Publishing House Pvt. Limited.</li> </ol>   |   |

**References:**

1. Prasanna Chandra (2017), Finance Sense- Finance for Non- finance Executives, Sixth edition, Tata McGraw Hill Publication.
2. Anthony Robert and S Recce James (2019), Accounting Principle, Sixth Edition, A.I.T.B.S Publication.

**Name of the Program: Master of Business Administration**

Course Code:1.4

**Name of the Course: Statistics for  
Management**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| Credits: 4     | Hours: 4              | 60 Hrs                      |

**Course Learning Objectives:**

1. To elevate students' awareness of data in everyday life and prepare them for a career in today's age of information
2. To have a proper understanding of Statistical applications in Management.
3. To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels
4. To learn some common and simple concepts of applied statistics which will be useful to them while analyzing data sets obtained from different scientific experiments.
5. To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.
6. To provide students with the foundations of probabilistic and statistical analysis mostly used in varied applications.

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

1. Acquire knowledge of statistics and its scope and importance in various areas.
2. Achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.
3. Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis.
4. Critically evaluate the underlying assumptions of analysis tools.
5. Identify the type of statistical situation to which different distributions can be applied.
6. Demonstrate understanding of the concepts of time series and its applications in different areas.

## **COURSE CONTENTS**

### **MODULE 1- Introduction to Statistics**

10 HOURS

Statistical Data: Primary and Secondary data – Sources of Data – Classification of data  
- Frequency Distribution – Diagrammatic and Graphic Representation of Data – Graphs  
– Advantages and Limitations of Diagrams and Graphs - Tabulation: Types of Tables-  
Construction of one way and two way tables. Measures of central tendency: Mean,  
Median and Mode and their implications, Measures of Dispersion: Range, Mean  
deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis

### **MODULE 2: Correlation & Time Series**

12 HOURS

Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of  
Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation.  
Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of  
Regression, and properties of Regression coefficients. Time series analysis: Concept,  
Additive and Multiplicative models, Components of time series. Trend analysis: Least  
Square method, Linear and Non- Linear equations, Exponential shooting method,  
Applications in business decision-making. Index Numbers: Meaning, Types of index  
numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices,  
Fixed base and Chain base methods

### **MODULE 3 – Probability and Probability Distribution**

10 HOURS

Probability: Concept of probability and its uses in business decision-making; Addition and  
multiplication theorems; Bayes' Theorem and its applications. Probability Theoretical  
Distributions: Concept and application of Binomial; Poisson and Normal distributions

### **MODULE 4 - Sampling Distribution and Estimation**

8 HOURS

Introduction to sampling distributions, Sampling distribution of mean and proportion,  
Sampling techniques. Estimation: Point and Interval estimates for population parameters  
of large sample and small samples, determining the sample size.

### **MODULE 5 - Testing of Hypothesis**

12 HOURS

Hypothesis testing: one sample and two sample tests for means and proportions of large  
samples (z-test), one sample and two sample tests for means of small samples (t-test),  
F- test for two sample standard deviations. ANOVA one and two way – Design of

experiments. Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Rank sum test, Kolmogorov-Smirnov, Mann – Whitney U test and Kruskal Wallis test

**MODULE 6 Decision Theory**

8 HOURS

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. Decision Tree – Concept – Construction of Decision Tree and Analysis.

**Skill Development Activities:**

- Collect primary data by constructing a questionnaire
- Analyze the trend on sales of an automobile industry for past 10 years.
- Assess the degree of relationship between Income and savings of your parents for past 6 months.
- Form a Hypothesis and test for its significance
- Case studies on Decision Tree.

## **SUGGESTED READINGS**

1. P. N. Arora, S. A. (2018), Comprehensive Statistical Methods, S. Chand Publishers, 7th Edition, New Delhi
2. Richard I. Levin, D. S. (2020), Statistics For Management (Seventh Edition ed.), Pearson Publi, 9<sup>th</sup> Edition, New Delhi
3. Sharma, J. (2014), Busiuness Statistics (4th Edition ed.), Vikas Publishing House Pvt Limited, New Delhi, India
4. T N Srivastava, S. R. (2018), Statistics For Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, India

## **REFERENCES**

1. SC Gupta, Fundamentals of Statistics, Himalaya Publications.2019, latest Edition
2. N.D. Vohra, Business Statistics, Tata McGraw Hill, 2018, latest Edition
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 12th edition, Thomson (South – Western) Asia, Singapore, 2019.

Name of the Program: Master of Business Administration

Course Code:1.5

**Name of the Course: Marketing for Customer Value**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4Hrs                  | 60 Hrs                      |

**Course Learning Objectives:**

1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
2. To analyze the motives influencing buying behavior & Describe major bases for segment marketing, target marketing, and market positioning.
3. Identify a Conceptual framework, covering basic elements of the marketing mix.
4. To understand fundamental premise underlying market driven strategies.
5. Giving them hands on practical approach to subject study.

**Course Outcomes:**

On successful completion of the course, the students will be able to;

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion, significance of marketing research.

**COURSE CONTENT**

**MODULE 1: Introduction to marketing**

12 HOURS

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Market Analysis and

Selection: Marketing environment – macro and micro components and their impact on marketing decisions. concept of market segmentation, Bases for market segmentation,



Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning.

**MODULE 2: Product Decisions:** 8 HOURS

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

**MODULE 3: Distribution Channels:** 8 HOURS

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

**MODULE 4: Promotion Decisions** 12 HOURS

Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

**MODULE 5: Marketing Research** 8 HOURS

Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations

**MODULE 6: Issues and Developments in Marketing** 12 HOURS

Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

**Suggestive Readings:**

1. Kotler, Gary, (2019). Principles of Marketing, (16<sup>th</sup> ed.), Pearson Publications, Noida.
2. Kotler, Kevin Lane, Keller. (2018). Marketing Management (15e ed.), Pearson, Noida:
3. V S Ramaswamy, N. Namakumari. (2018). Marketing Management. (Fifth, Ed.), McGraw Hill Education, New Delhi, India:
4. Michael J. Etzel, Bruce J. Walker, William J. Stanton, Ajay Pandit. (2018). Marketing, 14e ed, McGraw Hill Education, Chennai, India.

**References**

1. Prachi Gupta, Ashita Aggarwal, Hufrih Majra, Isaac Jacob, Varsha Jain, Ritu Narang. (2017), Marketing Management-Indian Cases, 1<sup>st</sup> Edition, Pearson, Chennai.
2. Rajan Saxena. (2017). Marketing Management. (Fifth.Ed.), McGraw Hill Education, New Delhi, India.

Name of the Program: Master of Business Administration

Course Code: 1.6

Name of the Course: **Legal Aspects and Intellectual Property**

**Rights**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| Credits:4      | Hrs:4                 | 60 Hrs                      |

**Course Learning Objectives:**

1. To find out the key components of intellectual property and their use in business
2. To compare and contrast the different forms of intellectual property from the perspective of nature and subject matter of legal protection.
3. To identify the real-life examples of application of different intellectual property in businesses
4. To analyze the legal disputes involving companies in relation to intellectual property
5. To explain the integration of intellectual property with businesses with examples
6. To develop an ability to apply for the acquisition of different types of intellectual property

**Course Outcomes:**

On successful completion of the course, the students will be able to:

1. Find out the key components of intellectual property and their use in business.
2. Compare and contrast the different forms of intellectual property from the perspective of nature and subject matter of legal protection.
3. Identify the real-life examples of application of different intellectual property in businesses.
4. Analyze the legal disputes involving companies in relation to intellectual property
5. Explain the integration of intellectual property with businesses with examples
6. Develop an ability to apply for the acquisition of different types of intellectual property

## **COURSE CONTENT**

### **Module 1: Introduction to Labour Codes, Code on Wages, Occupational Safety, Health and Working Conditions Code. 10 HOURS**

Introduction to labor codes, Importance and Evolution of labor codes, comparison of new labor codes and old labor related acts. Code on Wages, 2019; Definitions, Minimum Wages, Payments of Wages, Payment of Bonus, Central and state Advisory board, payment of dues claims and audits, offenses, and penalties, miscellaneous.

Occupational Safety, Health and working Conditions Code, 2020- preliminary definitions, Registration of establishments, duties of employer and employees, occupational safety and health, health safety and working conditions, hours of work and annual leave with wages, maintenance of registers, records and returns, special provisions relating to employment of women, contract labor and interstate migrant workers, offenses and penalties, social security fund, miscellaneous.

### **Module 2: Social Security Code and Industrial Relations Code 10 HOURS**

The Code on Social Security, 2020, preliminary definitions, social security organizations, employees provident fund, employee state insurance corporation, gratuity, maternity benefits, employees' compensation, social security cess, social security for unorganized, gig and platform workers, offenses and penalties, employment information and monitoring, miscellaneous.

Industrial Relations Code, 2020, preliminary definitions, bipartite forums, trade unions, standing orders, notices of change, voluntary reference of disputes to arbitration, mechanism for resolution of industrial disputes, strikes and lockouts, layoff, retrenchment and closure-special provisions, unfair labor practices, offenses and penalties and miscellaneous

### **Module 3: Information Technology Act, 2000 8 HOURS**

IT Act 2000, preliminary definitions, Amendments, digital signature, electronic governance, attribution, acknowledgement and dispatch of electronic records, secure electronic records and digital signature, regulations of certifying authority, duties of subscribers, penalties and adjudication, cyber regulations appellate (tribunal), offenses and miscellaneous.

**Module 4: Introduction to IPR**

8 HOURS

IPRs – Invention and Creativity, Intellectual Property, Importance and Protection of Intellectual Property Rights (IPRs), A brief summary of patents. Copyrights, Trademarks, Industrial designs, Integrated circuits, Geographical Indications, Establishment of WIPO, Applications and procedures of WIPO

**Module 5: Law of Copyrights and Designs**

10 HOURS

Introduction to Copyright Law, International Conventions relating to Copyright Law, Core Principles: Idea-Expression Dichotomy, Originality and Fixation Under Copyright Law, Original Literary, Dramatic, Musical and Artistic works, Sound Recording and Cinematograph Films, Authorship, Ownership, Transfer of Rights and Registration of Copyright, Rights of Copyright Owner under Copyright Law, Infringement of Copyright, Fair Use-Fair Dealing & Secondary Liability, limitations on the Right of the Copyright Owner Fair Use-Fair Dealing as a Defense under Copyright Law.

**Module 6: Law of Patents and procedures**

10 HOURS

Patent System: An Overview, Patentability, Patent/Prior Art Search, drafting a Patent Specification, Patent Procedure in India, Patent Cooperation Treaty, Patent Infringement, Freedom to Operate, Defenses For Infringement Action & Remedies; Prosecution History Estoppel- Defenses, Experiment, Research Or Education, Government Use, Patent Exhaustion, Patent Misuse, Inequitable Conduct, Remedies - Relevant Cases.

**Skill Development Activities:**

1. Conducting model Group Discussion
2. Download and fill form for Patent or Copyright
3. Group Discussion on cases relating to copyrights in Indian film industry

**Suggestive Readings:**

1. New Labour and Industrial Laws, (2020), October 2020<sup>th</sup> Edition, Taxmann Publication Pvt. Ltd.
2. Intellectual property law, Revised and updated, Eastern Law House; 3rd edition (1 December 2020).
3. Egazette.nic.in

**References:**

1. Fundamentals of Intellectual Property, Kalyan C. Kankanala, (2017), 3rd Edition, Asia Law House.
2. Subbaram N R, Handbook on Intellectual Property Law and Practice, S Vishwanathan, (1998), Printers and Publishing Private Limited.
3. Susan K Sell, Private Power, Public Law: The Globalization of Intellectual Property Rights, Cambridge University Press, 2003

Name of the Program: Master of Business Administration

Course Code:1.7

**Name of the Course: Managerial Skills-1**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| Credits:2      | Hrs:2                 | 30 Hrs                      |

**Course Learning Objectives:**

1. To learn the basic skills of managing people, leading teams and improving work processes.
2. To enable the students to become aware of their communication skills and sensitize them about the importance and barriers to communication and to make them aware of gateways so as to enhance their potential to become successful managers.
3. To enable learners to draft reports, resumes, emails and business letters effectively.
4. To prepare students to develop the art of negotiation with emphasis on empathetic listening and decision making.
5. To train students towards Inter-Personal Skills – working in teams and conflict management skills.

**Course Outcomes:**

On successful completion of the course, the students will be able to:

1. Describe and understand the elements of managerial skills.
2. Communicate better across teams and clients.
3. Demonstrate empathy in negotiations with assertiveness.
4. Apply creative thinking to reach a beneficial outcome.
5. Know their strengths and build on the essential Managerial Skills.

**Module 1: Introduction to Essential Skills for Managers**

5 HOURS

Definition, Importance of Managerial Skills, Essential Skills - Problem solving, Critical thinking, Creativity, Leadership, Collaboration and Communication, Interpersonal Skills; Forward planning- Strategic thinking, Motivation; Empathy, Value and Culture.

**Module 2: Communication Skills**

6 HOURS

Fundamentals, Types - horizontal, vertical, oral, written, email etiquettes; Virtual meetings; Delegation, assigning tasks, Building Communication matrix, Report writing, Journaling, Feedback, Difficult conversations.

**Module 3: Motivation Skills:**

5 HOURS

Meaning, Hierarchy of Motivation; Power and Purpose, 8 skills of Motivation, Situational motivation, and stimulus control, Solving Behavioral problems; Motivating teams; keys to Intrinsic motivation, Motivation and Organizational Cycles.

**Module 4: Team Formation Skills**

4 HOURS

Teams- meaning, types; team structure, Stages of Team Development; Writing a Team Charter; Roles and Responsibilities on a Team; Leading Teams; Gain Consensus, Team facilitation.

**Module 5: Listening Skills**

5 HOURS

Importance and need, types of listening active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, features of a good Listener; Acknowledgment and use of Silence; Body Language, Feedback.

**Module 6: Interpersonal Skills for Managers**

5 HOURS

Forms - building trust, emotional intelligence, empathy, vulnerability, and listening skills; Negotiation skills - persuading or influencing others, Differing in ideas; Relationship Management; Receptiveness to Feedback, Self Confidence.



**Skill Development Activities:**

- Design a Self-Assessment Test for understanding essential skills.
- Role Play to initiate meaningful communication.
- Role play through any given situation to motivate Teams.
- Writing a Team Charter.
- Arrange a virtual meeting and test the negotiation skills.
- Case Study to observe the empathetic behavior skills.

**Suggested Readings:**

1. Stephen R Covey, (2018), The 7 Habits of Highly Effective People, 12<sup>th</sup> Edition, Simon & Schuster.
2. Nierenberg, Calero and Grayson, (2018), The New Art of Negotiating, Rupa Publishers.
3. Nierenberg Bovee, Till and Schatzman, (2003), Business Communication today, 7<sup>th</sup> Edition, Pearson.
4. Zenger, Hougaard, Carter, Bregman, (2019), Mindful Listening, HBR Emotional Intelligence Series.

**REFERENCES**

1. Scot Ober, (2007), Contemporary Business Communication, 7<sup>th</sup> Edition, Houghton Mifflin.
2. Richard Banks, (2021), The Art of Active Listening, Nxt Level International
3. Chaturvedi P. D, & Mukesh Chaturvedi, (2011) Business Communication: Concepts, Cases And Applications —2/e, Pearson Education

**Master of Business Administration**

Course Code: 2.1

**Name of the Course: Technology for Management**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 60 Hrs                      |

**Course Learning Objectives:**

1. To evaluate the role of technology in achieving competitive business advantage through strategic decision making
2. To help students in developing the ability to develop, deploy and manage technology interms of creating firm's value creation
3. To elevate student's consciousness about the ethical responsibilities while dealing with the information and technology

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

1. Analyze the role of technology in gaining a strategic perspective on business decisionmaking
2. Gain the skills required in deploying, developing and managing the applicable firm's technological importance
3. Understand and behave ethically while dealing with information and technology

**Course Content**

**Module 1: Introduction to Information Systems**

12 HOURS

Information System: Concept of Data and Information, Meaning and Role of Information Systems, Elements and types of a System, Conversion/Installation modes of Information System, Strategic Information System. Classification of Information Systems: Management Information System (MIS), Transaction Processing Systems (TPS), Decision Support System(DSS), Knowledge Management System (KMS),

Operations Support System (OSS), Management Support System(MSS), Process Control System(PCS), Enterprise Collaboration System(ECS), Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control Systems, Virtual Reality, Expert Systems (ES), Executive Information Systems (EIS)

**Module 2: Management Information System**

10 HOURS

Management Information System (MIS): Definition and characteristics of MIS, Components of MIS, Function and Role of MIS, Process of MIS Implementation, Applications of MIS, System view of Business, Development of MIS within the organization, System approach in Planning, Organizing and Controlling MIS, Reasons for the failure of MIS.

Database Management Systems (DBMS): Overview; Components, Objectives of DBMS, Functions performed by DBMS, Recent trends in DBMS, The Concept of RDBMS;

**Module 3: Information Systems Analysis and Design**

12 HOURS

Applications of Information System: Information System for Strategic Advantage, Strategic role for information system, Breaking business barriers and Improving business qualities, Business process reengineering. Information system analysis and design: Information SDLC, Stages in System Analysis – Structured SAD and tools like DFD (Data Flow Diagram), Context Diagram Decision Table, System Development models: Water Flow, Prototype, Spiral; Hardware and Software acquisition, system testing, documentation and its tools, conversion methods. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP, Introduction to Data Warehousing, Data Mining and its Applications

**Module 4: E-commerce and its Applications**

10 HOURS

Technology Adoption, Diffusion, and Absorption: New Technologies, Automation decisions, Technology Adoption, Perspectives of innovation diffusion process, Technology absorption – Role, benefits; Issues Involved in the Management of Technology and Government Initiatives E-commerce: Introduction, Comparison

between Traditional commerce and E-commerce, Advantages & disadvantages of E-commerce, Buying & Selling on Internet, Challenges in Implementing Electronic Commerce, Electronic Payment System, Electronic Commerce and banking, E-Security in cyberspace payment

**Module 5: Ethics in IT**

4 HOURS

Security and Ethical challenges of IT: Ethical Responsibility- Business Ethics, Technology Ethics; Ethical responsibilities of Business Professionals, environmental impact analysis, CyberCrime and Privacy Issues – Hacking, cyber theft, unauthorized use at work, Software and Intellectual property, Issues on internet privacy.

Ethical issues pertaining to Technology: Cloud and mobile computing, Internet of Things, M-Commerce, IT influence on the changing business environment, Health and Social Issues, Ergonomics and Cyber terrorism

**Module 6: Introduction to Application Software**

12 HOURS

Basics of MS-Word, MS-Excel and MS-Power point; Application of these software's for documentation and making reports; Preparation of questionnaires, Presentations, Tables and reports (Practical). Basic ways of connecting to the internet, Internet Protocol, IP Address, Working with GoogleServices: Docs, Spreadsheet, presenter, sites etc;

Introduction to Oracle or MySQL, MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access

**Skill Development Activities:**

1. Students should study the adoption of technology by various business entities
2. Students should simulate a business environment, access its technological needs and create
3. Hypothetical technological framework for its strategic building

**Suggested Readings:**

1. Rohtagi P K, Rohtagi K and Bowonder B, (2018), Introduction to Technological Forecasting, Tata McGraw Hill, New Delhi, Single Edition.
2. Ramesh, B. (2018), Computer Fundamentals and Information Technology. New Delhi: Laxmi Publication Pvt. Ltd, Single Edition.
3. David Cyganski, John A. Orr, Richard F. Vaz (2000) Information Technology: Inside and outside. New Delhi: Prentice Hall, Single Edition.

**References:**

1. Leon, A. (2019). Fundamentals of Information Technology. New Delhi: Vikas Publishing, Second Edition.
2. Goel, R & Kakkar, D.N. Computer Applications in Management. New Delhi: New Age International, Third Edition.
3. Laudon, K. & Laudon J. (2014). MIS: Managing the Digital Firm. New Delhi: Pearson Education. Sixteen Edition.
4. James, O. B. (2015). Introduction to Information Systems. New Delhi: Tata McGraw Hill, Thirteen Edition.

Name of the Program: Master of Business Administration

Course Code: 2.2

**Name of the Course: Management Research Methods**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| Credits: 4     | Hrs: 4                | 60 Hrs                      |

**Course Learning Objectives:**

1. To understand the concepts, tools and terminologies used in research world.
2. To identify the methods best suited for investigating different types of problems and questions.
3. To construct research questions that are based on and build upon a critical appraisal of existing research.
4. To develop a research design and analysis the results to provide suggestions based on research findings.
5. To apply Data visualization for exploratory analysis and communicate effectively to diverse audience.

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

1. Demonstrate ability to understand different research terminologies.
2. Identify research problems and questions
3. Develop methodology for research problems
4. Analyse data required for business decision-making.
5. Propose suggestions based on the findings from the research
6. Apply Data visualization for exploratory analysis and communicate effectively to diverse audience

## Course Content

### **Module 1: Business Research**

8 HOURS

Meaning, Objectives, purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research. Research Process - Steps in research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, Variables-meaning and types. Theoretical framework, research questions. Deductive and inductive logic.

### **Module 2: Formulation of Research Problem and Hypotheses**

10 HOURS

Identifying and formulating research problem, Diagnosis of symptoms and problem. Setting research objectives. Doing review of literature – purpose, methods. Hypothesis – Meaning, Purpose, Sources, characteristics of hypotheses, types of hypotheses, Formulation of hypothesis.

### **Module 3 Measurement and Data Collection concepts**

12 HOURS

Sample design, steps in sampling process, sampling methods – probability Sampling and non- probability sampling, sampling error, Criteria for good sample, determining sample size (infinite and finite). Measurement – Types of Scales, Scaling techniques. Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.

### **Module 4 Data Analysis**

12 HOURS

Data processing – Editing, coding, tabulation, normality and stationary test, pictorial and graphical presentation of Data, Parametric and non-parametric hypothesis testing,

hypothesis testing using statistical tools such as descriptive statistics, Chi-square, t-test, ANOVA, Correlation and Regression.

**Module 5 Report Writing and Presentation of Results**

8 HOURS

Classification and tabulation, Research presentation, Types of report - Research proposal, research report. Format of a report- Layout, Precautions. Citation and referencing.

**Module 6 Introduction and Application to Business Analytics**

10 HOURS

Data – Information – Intelligence – Knowledge Approach, Types of Analytics, Types of Digital Data, Sources of Data, Importance of Data Quality, Looking at Data from many perspectives, Evolution of Business Analytics, Business Analytics Process, Business Analytics Architecture and Framework. Analytics in Business Support Functions, Analytics in Industries – Sports Analytics, Social Media Analytics, Social Networking Analytics, Recommendation Systems.

**Skill Development Activities:**

1. To identify research problem and collect relevant literatures for data analysis.
2. To write the research design by using exploratory and descriptive research methods.
3. To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis and submit a small report.
4. To demonstrate Report writing and Presentation method skills.
5. To demonstrate the data using analytical tools

**Suggested Readings:**

1. William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin. (2019). Business Research Methods., Delhi: Cengage Learning India Pvt. Ltd, Eight Edition
2. Kothari, C. R. (2019). Research Methodology Methods & Techniques. New Delhi: Vishwa Prakashan, Fourth Edition
3. Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research : An Applied



Orientation | Seventh Edition | By Pearson Publication

4. R N Prasad and Seema Acharya (2018), "Fundamentals of Business Analytics", Second Edition, Wiley India Pvt. Ltd

**References:**

1. Bryman, Alan and Bell, Emma (2018), Business Research Methods, Oxford University Press. Third Edition
2. Chawla, D. & Sondhi, N. (2017). Research Methodology: Concepts and cases. New Delhi: Vikas Publishing House, Second Edition.
3. Gupta, S. L and Gupta, Hitesh (2017), Business Research Methods, McGraw Hill Education (India) Private Limited, New Delhi, 1<sup>st</sup> Edition
4. Krishnaswami, O., & Ranganatham, M. (2013). Methodology of Research in Social Sciences. Mumbai: Himalaya Publishing House, Second Edition

|   |                          |                             |
|---|--------------------------|-----------------------------|
| Name of the Program: <b>Master of Business Administration</b><br>Course Code: 2.3<br>Name of the Course: Entrepreneurship and Ethics  |                          |                             |
| Course Credits  | No. of Hours per<br>Week | Total No. of Teaching Hours |
| 4 Credits   | 4Hrs                     | 60 Hrs                      |
| <p><b>Course Learning Objectives:</b></p> <ol style="list-style-type: none"> <li>1. The objective of the course is to understand the students with the entrepreneurship concepts, develop entrepreneurial talents and generate innovative business ideas in emerging industrial scenario and to understand the ways of starting a company of their own and also to create a conscious effort to treat people and companies with respect and establish a positive working environment.</li> <li>2. To motivate the students on entrepreneurial opportunities and to run a business efficiently by various sources of financial supporting institutions for young entrepreneurs.</li> </ol> |                          |                             |
| <p><b>Course Outcomes:</b> On successful completion of the course, the students will be able to</p> <ol style="list-style-type: none"> <li>1. Understand of starting a company by the various financial institutions support</li> <li>2. Develop new innovative business ideas.</li> <li>3. Understand the marketing demand in various forms of business</li> <li>4. Aware of alternative to jobs and employment which will make them job providers in an ethical manner</li> </ol>   |                          |                             |
| <p><b>Course Content</b></p> <p><b>Module 1: Introduction to Entrepreneurship</b> <span style="float: right;">8 HOURS</span></p> <p>Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of</p>  |                          |                             |

Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Competency requirement for entrepreneurs - Awareness of self-competency and its development.

**Module 2: Opportunity Assessment and Entrepreneurial Finance** 10 HOURS

Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, why new ventures fail, Sources of Finance for New Venture. Institutional support for Enterprises-Central & State Government Policy regarding Small and Medium Scale Enterprises in India.

**Module 3: Feasibility Analysis and Business plan** 12 HOURS

Feasibility analysis of Industry, Market, Product or service and Finance; Business plan Meaning, Significance, contents, formulation and presentation of Business Plan, preparing a model project report for starting a new venture, Final project report with feasibility study Common errors in Business Plan formulation.

**Module 4: Legal forms of Entrepreneurial Organizations** 10 HOURS

Identifying legal structures, Selection of an appropriate legal structure, Sole Proprietorship's, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks.

**Module 5: Social Entrepreneurship** 8 HOURS

Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, growth of entrepreneur communities, Few experiments.

**Module 6: Corporate Ethics** 12 HOURS

Meaning and Need for business ethics, Arguments for and against Business ethics, Business Ethics in an Evolving Environment, Entrepreneurship and Start-Up Culture, ethical issues in start –up, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions,

Frame work for ethical decision making, Why Ethics Still Matter, Becoming an Ethical Professional , Making a Difference in the Business World, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.

**Skill Development Activities:**

1. Understand types of entrepreneurs and what motivated them to start their career as entrepreneurs- Make Presentations
2. Students to identify their own innovative business ideas
3. Prepare a business plan and how to give a presentation of business plan for financial institutions and banks
4. Discuss with bankers / financial institutions to find out what they look for in a business plan - modify accordingly and present it in the class.
5. Identify the legal forms for organization and intellectual property rights for their business ideas
6. Submit business plan report at the end of the course in groups
7. Identify the social problems and business ideas to solve the problems faced by society and to know the impact of social entrepreneurs on society.
8. Create an awareness for entrepreneurs about ethics and CSR
9. Identify the organizations which are engaged in CSR and impact of that towards society.

**Suggested Readings:**

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, & Sabyasachi Sinha (2020), 'Entrepreneurship '. McGraw – Hill, Eleventh Edition
3. Laura Hartman & Abha Chatterjee (2017), Perspectives in Business Ethics, McGraw Hill, Third Edition
4. Vasant Desai , The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. Single Edition

**References:**

1. Ashwathappa K "Essentials of Business Environment", Himalaya Publishing House, Fifteen Edition
2. Jeffry .A. Timmons & Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill, Seventh Edition
3. John R Boatright, "Ethics and the Conduct of Business". Pearson Education, Sixth Edition.
4. Prof. P S Baja] and Raj Agrawal. "Business Ethics — An Indian Perspective". Biztantra. New Delhi. 2004, Single Edition

Name of the Program: **Master of Business Administration**

Course Code: 2.4

Name of the Course: Human Capital Management

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 60 Hrs                      |

**Course Learning Objectives:**

1. To clarify the character of the special capital – human resource as capital.
2. To develop the basic set of methods and techniques needed for managing human capital
3. To learn about basic administrative processes related to human capital management.
4. To inculcate in the students an awareness of legal framework within which the business function

**Course Outcomes:**

On successful completion of the course, the students will be able to:

1. Know new trends in human capital management.
2. Understand the work, competencies tasks and organization of Human Resource Specialist
3. Know basic processes related to Human Capital Management Skills:
4. Assess the human capital potential assessment and planning
5. Recruiting and keeping proper candidates.

**Course Content**

**MODULE 1: Introduction to HRM**

8 HOURS

Human Resource Philosophy – Changing environments of HRM – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers-Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.

**MODULE 2: Human Capital Planning and Employee Hiring** 12 HOURS

Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection.

**MODULE 3: HR Development** 10 HOURS

Orientation & Training: Orienting the employees, Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices

**MODULE 4: Performance Appraisal** 10 HOURS

Methods - Problem and solutions - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions, demotion, transfers and separation.

**MODULE 5: Industry Relations** 12 HOURS

Employer, Employee, Rights of an Employee at Work Place. HR Policy- Meaning and Its Importance. Legal Issues Related to HR in the Organization. Compensation Act, 1923-The Workmen's Compensation Act, 1923- Introduction, Main Features of the Act, Definitions, Provisions Under the Act

**MODULE 6: Strategic HRM** 8 HOURS

Introduction, characteristics and scope of SHRM, SHRM Vs HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance.

**Skill Development Activities:**

1. Conducting model role play
2. A write up on HRM at an organization- Split the class into teams with two members. Each team must choose one organization in any industry. They must write a report on the HR department at the organization and the HR practices there.

**Suggested Readings:**

1. Gary Dessler & Biju Varkkey (2018). Human Resource Management, Pearson Education India, Fifteen Edition.
2. Robbins & DeCenzo (2017). Personnel/Human Resource Management, Prentice Hall. Latest Edition, Third Edition
3. V.S.P. Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

**References**

1. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. Indian Edition, (2019) Latest edition.
2. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford HigherEducation, 2013, Single Edition
3. K. Aswathappa, Human Resource Management, McGraw Hill Education Seventh Edition.
4. K. R. Bulchandani, Business Laws for management, Latest Edition, Himalaya PublishingHouse, Bombay, (2020), Eight Edition.



Name of the Program: **Master of Business Administration**

Course Code: 2.5

**Name of the Course: Financial Management**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| Credits: 4     | 4 Hrs.                | 60 Hrs                      |

### **Course Learning Objectives**

1. To provide the concepts and foundations of managing finance in business enterprises.
2. To equip students with tools and techniques for managing financial resources.
3. To orient the students regarding financial management practices in Indian companies and Global enterprises.

**Course Outcomes:** By the end of this course, a student would learn:

1. Identification of financial challenges faced by a business enterprise,
2. Tools and techniques for making financial decisions,
3. Financial management practices in corporate sector.

### **Course Content**

#### **Module 1: Introduction to Financial Management**

6 HOURS

Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.

#### **Module 2: Time Value of Money**

6 HOURS

Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Present Value of Growing Perpetuity, Equated Annual Installments.

#### **Module 3: Long-term Financing Decisions**

**(Capital Structure Decisions)**

14 HOURS

Sources of Funds: Short term sources, Long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure, Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point, Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems), Leverages-Types and Measurement

**Module 4: Capital Budgeting Decisions**

14 HOURS

Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, methods of appraising Proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, APV Method, Capital Rationing.

**Module 5: Working Capital Management**

14 HOURS

Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory

**Module 6: Dividend Decisions**

6 HOURS

Meaning, Theory of relevance on Theory of Irrelevance. Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits

**Skill Development Activities:**

1. Draw an organization chart showing the steps used in financial planning of a company
2. Capital structure analysis of companies in different industries.
3. Take a company as example and show how firm borrows money and uses financial leverage.
4. Bring out the structure of dividend policy and the factors included in any 5 companies

**Suggested Readings:**

1. Corporate Finance – A Focused Approach (2017)-Brigham and Ehrhardt, Edition, Cengage Learning, Sixth Edition
2. Corporate Finance (2015)- Jeffrey Jaffe, Prof Stephen A. Ross, Randolph W Westerfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition
3. Financial Management: Theory & Practices (2015): Prasanna Chandra, Ninth Edition, Tata McGraw Hill Publication, Tenth Edition.

**References;**

1. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
2. Anand, Manoj (2002), “Corporate Financial Practices in India: A Survey”, Vikalpa, Volume27, Number 4.
3. Jain and Yadav (2002), “Financial Management Practices in India, Singapore and Thailand”, “Management and Accounting Research”, Volume 3, No. 4, April-June, pp 84-102.
4. Ryan and Ryan (2002), “Capital Budgeting Practices of Fortune 1000: How have things changed”, Journal of Business and Management, Volume 8, Number 4.
5. Block, Stanley (2005), “Are there differences in capital budgeting procedures between industries? – An Empirical Study”, The Engineering Economist, pp 55-67

Name of the Program: **Master of Business Administration**

Course Code:2.6

**Name of the Course: Quantitative Techniques and Operation Research**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| Credits:<br>4  | 4 Hrs.                | 56 Hrs.                     |

**Course Learning Objectives:**

1. Ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively.
- 2.
2. Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.
3. Skills in the use of Operations Research approaches and computer tools in solving real problems in industry.
4. Mathematical models for analysis of real problems in Operations Research
5. To build capabilities in the students for analyzing different situations in the industrial/business scenario involving limited resources and finding the optimal solution within constraints.
6. Develop mathematical skills to analyze and solve integer programming and network models arising from a wide range of applications.

**Course Outcomes:**

On successful completion of the course, the students will be able to:

1. Understand the application of Operation Research and frame a Linear Programming Problem with solution – graphical and through solver add in excel (software).
2. Analyze any real-life system with limited constraints and depict it in a model form.
3. Build and solve Transportation and Assignment problems using appropriate method.
4. Design and solve simple models of CPM and queuing to improve decision making and develop critical thinking and objective analysis of decision problems.
5. Solve simple problems of replacement and implement practical cases of decision making under different business environments.
6. Take best course of action out of several alternative courses for the purpose of achieving objectives by applying game theory and sequencing models.
7. Understand different queuing situations and find the optimal solutions using models for different situations.
8. Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management

**Course Content****MODULE 1 - Introduction to Operations Research****10 HOURS**

Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research

Linear programming problem, Mathematical Formulation of LPP, Graphical method, Simplex method (standard maximization) problems, Formulation of duality.

**MODULE 2 – Minimization Techniques**

12 HOURS

Transportation: Importance, terminologies used, methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.

Assignment: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem.

**MODULE 3 - Sequence and Replacement**

10 HOURS

Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines.

Replacement Models: Failure mechanism of items, assumptions of replacement theory, types of replacement problems, replacement of items which deteriorates with time, group replacement

**MODULE 4 - Network analysis**

10 HOURS

Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Concept of Project Crashing

**MODULE 5 – Game Theory**

10 HOURS

Introduction, Types, pure and mixed strategies with two people zero sum game, Maximin – Minimax Principle, Saddle point, principle of dominance. Graphical method of solving a game.

Queuing Theory (waiting line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi-server, description of other queuing models (only description).

**MODULE 6 - Simulation**

8 HOURS

Basic concepts, procedures and application, Monte Carlo simulation using Random numbers, Application of simulation in Inventory Management, Marketing Management, Financial Management

**Skill Development Activities:**

1. Construct linear integer programming models and discuss the solution techniques.
2. Set up decision models and use some solution methods for nonlinear optimization problems
3. Use computer software's to solve decision models
4. Understand the usage of game theory and Simulation for Solving Business Problems.
5. Formulate and solve problems as networks and graphs.

Decide an optimal replacement period/policy for a given item/equipment/machine.

**Suggested Readings:**

1. Cynthia Menezes Prabhu, Operations Research Techniques (2021), First Edition, Better Yourself Books Publishing.
2. K.K. Chawla and Vijay Gupta, Operation research, quantitative techniques for management, Kalyani publishers, Seventh Edition
3. N.D. Vohra (2012), "Quantitative techniques in management", Tata McGraw-Hill Publications, 4th Edition.

**References**

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation

research. 8th Edition.

3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), Operation research. S. Chand publications, Third Edition



Name of the Program: **Master of Business Administration**

Course Code:2.7

**Name of the Course: Managerial Skills-2**

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| Credits:2      | 2 Hrs.                | 30 Hrs                      |

**Course Learning Objectives:**

1. To assess the students' understanding of self-development.
2. To enable the students to have a clarity about required employee's skills and work process.
3. To appraise the students on the importance of goal setting for the organization.
4. To understand the Problem Solving and Conflict management techniques.
5. To identify and apply facilitating skills and leadership competencies.
6. To create awareness of professional ethics, Work life balance and Time Management.

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

1. Demonstrate an understanding of managerial skills and apply some of them for self-development.
2. Demonstrate an understanding of work process and employability skills
3. Manage Teams and Set Goals for the teams effectively.
4. Undertake Root Cause Analysis for problem solving.
5. Learn and apply Design thinking Skills for problem solving.
6. Exhibit an awareness and importance of professional ethics and manage time and stress effectively.

## Course Content

**Module 1: Skills for Self-Development:** 4 HOURS

Need for Self-Development, Self-awareness by taking the help of JOHARI Window-SWOT Analysis; Showing initiative, Self-confidence, Problem-solving, Communication, Adaptability.

**Module 2: Developing Employee Skills** 6 HOURS

Employee Skills: Need for development; Define the Skill, Steps required for Employee Skill development, Prepare and Practice; Create a Skill Development Plan, Review the Plan; Action and Control of the plan.

**Module 3 Skills for Improving Work Process** 6 HOURS

Processes and Capabilities – Know your customer (exercise), Define the process of work, eliminate the waste from the work process, Reduce Variances, Improve process; Mapping value stream; Work Process and Relationship Maps; Work System Architecture.

**Module 4 Goal Setting** 4 HOURS

Goal Setting – Need & Importance, life cycle of goals; Develop Team Scorecard; Balanced ScoreCard; Target, Goals and Objectives; MBO & Self Control;

**Module 5 Problem Solving Skills and Conflict Management** 6 HOURS

Importance, Attitudes of Problem Solving, Root-Cause Analysis; Plan-Do-Check- Act (PDCA) model; the 5 Whys, Fish Bone Model, Cause-Effect analysis; Pareto Analysis; Affinity Diagram; Design Thinking for Problem Solving. Conflict Management skills: Types and sources of conflicts; the influence of various cultures on the solving of conflicts.

**Module 6 Facilitation Skills** 4 HOURS

People Skills, Networking Skills, Critical thinking: Emotional Intelligence or Emotional Quotient-Spiritual Quotient, Resilience; Professional ethics and code of conduct- Work life balance, Time management: importance of time management: various steps for better time management process.

**Skill Development Activities:**

1. Conducting model Group Discussion
2. Conducting model Personal Interview
3. Use of Psychometric instruments to assess the student's managerial competencies.

**Suggested Readings:**

1. M.Ganesh Sai and M. Ramakrishna Sayee, (2011), Skills for your career success: Touch your tipping point, Shroff publishers & Distributors Pvt. Ltd, Single Edition
2. Pavan Soni, (2020), Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-solving, First Edition
3. Susan Raines, Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes (2019), Second Edition.
4. Developing management skills -David. A. Whetten, & Kim S. Cameron, PHI, Eighth Edition

**References:**

1. Enhancing employability at soft skills -Shalini Varma, Pearson, First Edition.
  2. Skills Development for Business and Management Students -Kevin Gallagher, Oxford University Press, Third Edition.
  3. Personality Development and Soft skills, Oxford University Press by Barun K. Mitra, Second Edition.
- Soft skills for everyone Butterfield Cengage, Second Edition.

**III Semester**  
**Core Courses**

|  |                       |                             |
|--|-----------------------|-----------------------------|
| <p><b>Name of the Program: Master of Business Administration</b></p> <p>Course Code:3.1</p> <p>Name of the Course: Strategic Management and Corporate Governance</p>   |                       |                             |
| Course Credits   | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits  | 4 Hrs                 | 56 Hrs                      |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To enlighten the students with the concepts and practical applications of Strategic Management and Corporate Governance.</li> <li>2. To instill a comprehensive and step-wise understanding of the principles of strategy formulation and competitive analysis</li> </ol> <p><b>Course outcomes:</b></p> <ol style="list-style-type: none"> <li>1. This course will equip the students with required skills of managerial decisions and actions.</li> <li>2. This will enable students to transfer conceptual learning to strategic application in their professional lives.</li> </ol> |                       |                             |
| <p><b>Module 1: Strategy and Process <span style="float: right;">4 Hours</span></b></p> <p>Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model</p>   |                       |                             |
| <p><b>Module 2: Competitive Advantage <span style="float: right;">12 Hours</span></b></p> <p>External Environment – PESTEL Analysis, SWOT Analysis, Porter’s Five Forces Model, The Competitive Profile Matrix (CPM), Globalization and Industry Structure – Resources, Capabilities and competencies – Value Chain Analysis – Core competencies, generic building blocks of Competitive Advantage- Distinctive Competencies - Avoiding failures and sustaining competitive advantage.</p>   |                       |                             |
| <p><b>Module 3: The Strategic Alternatives <span style="float: right;">12 Hours</span></b></p> <p>Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination</p>  |                       |                             |

strategies - Business level strategy: Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix

**Module 4: Strategy Implementation & Evaluation**

**8 Hours**

The implementation process, Resource allocation, designing organizational structure, Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change, Politics-Power and Conflict-Techniques of strategic evaluation & control.

**Module 5: Current Strategic Issues**

**10 Hours**

Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

**Module 6: Corporate Governance**

**10 Hours**

Defining Corporate Governance, Exploring Corporate Governance and the Relationships between Internal and External Stakeholders, The organization's Responsibility and Accountability to Its shareholders, The Organization's Accountability to Its Board of Directors, Role and Responsibilities of the Board, Integrity and Ethical Behavior: Disclosure and Transparency. Development and critical appraisal of corporate governance in India.

**Suggested Readings:**

1. David,F. R., & David,F. R., (2016) Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 16 e , Pearson.
2. Charles W.L. Hill, Melissa A. Schilling & Gareth R. Jones (2016) Strategic Management: Theory: An Integrated Approach, South Western Educational Publishing
3. Thomas L. Wheelen, (2017) Strategic Management and Business policy, 15 ed. Pearson Education.

**References:**

1. Gregory Dess, G.T., Lumpkin, Alan Eisner & Gerry McNamara (2013), Strategic Management: Text and Cases, 7 ed McGraw-Hill Education

**Name of the Program: Master of Business****Administration**

Course Code: 3.2

Name of the Course: Projects and Operations Management

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

**Course Objectives:**

1. To impart the concepts, tools and techniques of project management
2. To gain clear understanding of Operations Management
3. To gain a perspective on quality improvement and cost reduction

**Course outcomes:**

1. At the end of the courses, the students must have better insight in to project and operations management.

**Module 1****4 Hours**

Definition of Project, Five phases of project management- Project Initiation, Project Planning, Project Execution, Project Monitoring and Controlling, Project Closing.

**Module 2****10 Hours**

Project management knowledge areas: Project integration management. Project scope management. Project time management. Project cost management. Project quality management. Project resource management. Project communications management. Project risk management.

**Module 3****10 Hours**

Nature and Scope of Production and operations Management, its relationship with other Systems in Organizations, Functions of Production and material management, Types of

production Systems.

Forecasting as a planning tool, Forecasting types and methods. Problems.

Facility Planning: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities. Problems.

#### **Module 4**

**10 Hours**

Facility layout planning: Layout and its objectives for manufacturing operations, principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes. Problems.

Time and Motion Study, Work Study in Management Science

Maintenance: Reactive (run-to-failure), Predetermined maintenance, Preventive maintenance, Corrective maintenance, Condition-based maintenance, Predictive maintenance.

Introduction to Lean operations and elimination of 7 wastes

5S of housekeeping.

#### **Module 5**

**10Hours**

Quality management: Introduction; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheets, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control charts;

Quality assurance; Total quality management (TQM) model; Service quality, Concept of Six Sigma and its application.

Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction – QC tools, Introduction to the current ISO for Production Management.

Contribution of Quality Gurus.

#### **Module 6**

**8Hours**

Meaning of Productivity and different types of productivity

Materials Management: Role of Materials Management – materials and profitability, Purchase functions, Procurement procedures

Vendor selection and development, Vendor rating, ethics in purchasing.

Inventory Management: Concepts of inventory, types, Classification, selective inventory

management, ABC, VED and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Reorder point, Quantity discounts.

**Suggested Readings:**

1. Mahadevan B., (2015)., Operations Management: Theory and Practice Pearson, Concepts and Cases, 16 e , Pearson.
2. Saxena J.P., (2012)., Production and Operations Management, Tata Mcgraw-Hill Education Pvt Ltd
3. Ajay K.Garg., (2011)., Production and Operations Management”, Tata McGraw-Hill Education Pvt Ltd

**References:**

1. Martand T. Telsang, (2005)., Production Management, 1ed., S Chand & Company Pvt Ltd
2. Chase, Shankar & Jacob., Operations & Supply Chain Management, 14th Edition, McGraw Hill (2014): Indian Reprint: McGraw Hill, New Delhi



## Common Elective

**Name of the Program: Master of Business**

**Administration**

Course Code:3.4.4, 3.5.4, 3.6.4, 3.7.4, 3.8.4, 3.9.4 &  
3.10.4

Name of the Course: Business Analytics using Excel

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 60 Hrs                      |

### **Course Objectives:**

1. Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. Gain an understanding of different mathematical and statistical models available for modeling of various business scenarios including customer value assessment, customer segmentation, discrimination, choice, preference models and decision analysis methods.
3. To develop and use advanced predictive analytics methods
4. To develop expertise in the use of popular tools and software for predictive analytics
5. To learn how to develop predictive analytics questions, identify and select the most appropriate predictive analytics methods and tools, apply these methods to answer the respective questions and presenting data-driven solutions.

### **Course outcomes:**

#### **Competency 1: Predictive Analytics Methods**

1. Ability to apply specific statistical and regression analysis methods applicable to predictive analytics to identify new trends and patterns, uncover relationships, create forecasts, predict likelihoods, and test predictive hypotheses.
2. Ability to develop and use various quantitative and Predictive models based on various regression models

#### **Competency 2: Predictive Analytics Tools**

1. Develop familiarity with popular tools and software used in industry for predictive analytics, especially R, R Studio and R Markdown.

#### **Competency 3: The Predictive Analytics Cycle**

1. Understanding of how to formulate predictive analytics questions.
2. Learn how to select the appropriate method for predictive analysis, and how to

build effective predictive models.

3. Learn how to search, identify, gather and pre-process data for the analysis.

4. Learn how to evaluate the soundness, appropriateness and validity of their models and how to interpret and report on results for a management audience.

### **Module 1: Introduction to Business Analytics**

**4 Hours**

Introduction to Business Analytics (BA)\*. Evolution and Scope of Business Analytics. Data for Business Analytics. Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

#### **Analytics on Spread sheets**

Basic Excel skills. Using Excel functions and developing Spread Sheet Models. Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Debugging a spread sheet model.

### **Module 2: Storytelling in a Digital Era**

**10 Hours**

A Visual Revolution, From Visualization to Visual Data Storytelling: An Evolution, From Visual to Story: Bridging the Gap - Power of Visual Data Stories: The Science of Storytelling. The Brain on Stories, The Human on Stories, The Power of Stories, The Classic Visualization Example, Using Small Personal Data for Big Stories, The Two-or-Four Season Debate, Napoleon's March, Stories Outside of the Box

### **Module 3: Getting Started with Tableau**

**10 Hours**

Using Tableau, Why Tableau, The Tableau Product Portfolio, Tableau Server, Tableau Desktop, Tableau Online, Tableau Public, Getting Started, connecting to Data, connecting to Tables, Live Versus Extract, connecting to Multiple Tables with Joins, Basic Data Prep with Data Interpreter, Navigating the Tableau Interface, Menus and Toolbar, Data Window, Shelves and Cards, Legends, Understanding Dimensions and Measures: Dimensions, Measures, Continuous and Discrete

### **Module 4: Descriptive Analytics**

**6 Hours**

Visualizing and Exploring Data. Descriptive measures to summarize the data. Application of Excel Descriptive statistics tool. Probability distributions and Data modelling. Sampling and Inferential statistical methods. Using Excel Data Analysis add in for estimation and hypothesis testing

### **Module 5: Predictive Analytics**

**15 Hours**

Introduction, Statistical Model, Inference about regression coefficient, Multicollinearity, Include/Exclude Decisions, Stepwise Regressions, The Partial F test, Outliers, Violation of Regression Assumptions, Prediction, Multiple Regression: Interpretation of regression coefficients, Interpretation of Standard error of estimate and R Square, Modelling Possibilities, Validation of Fit. Binomial Logistic Regression, Multinomial Logistic Regression.

### **Module 6 : Time Series Analysis**

**15 Hours**

Introduction – Time Series, Time Series Vs Regression, Components – Predictable, Unpredictable, Local Global, Trend, Seasonality, Additive & Multiplicative models, Cyclicity, Seasonality, Stationary, Noise, Single and Double Exponential Smoothing (Holt's Method), Autocorrelation function, AR Model, MA Model, ARMA Model, ARIMA, GARCH Model.

#### **SKILL DEVELOPMENT**

- i. Bring out the application of predictive analytics in Marketing, Insurance, Supply chain management, and Education with suitable examples.
- ii. Identify the profile of customers for a Digital fitness band that different brands offer. Investigate differences across the usage patterns and product lines concerning customer characteristics such as age, gender, annual income, and the number of miles walks every week. Use the appropriate measure of central tendency and dispersion.
- iii. Build a visualization by using tableau based on publicly available Covid Data. The attributes may be a seven-day average of cases and death, Positive rate and number of tests, etc.
- iv. Build a regression model by identifying dependent and independent variables. Test model fit and Multicollinearity and Interpret R-Square. Find whether the predictor variables are statistically significant and interpret the regression coefficients.
- v. Using Binary logistic regression, identify characteristics that indicate people who are likely to default on loans and use those characteristics to identify good and bad credit risks.
- vi. Estimate the stock market return and volatility on selected Thematic Indices. Apply the appropriate Time-series Model for the study.

#### **Suggested Readings:**

1. Evans J. R (2013). Business Analytics Methods, Models and Decisions. Pearson,

Upper Saddle River, New Jersey.

**Reference Books:**

1. Albright C. S., Winston Wayne L. and Zappe C. J (2009). Decision Making Using Microsoft Excel (India Edition). Cengage Learning.
2. Forte, R. M., (2015)., Mastering Predictive Analytics with R., Packt Publishing Limited.
3. Rees, M. (July 2015). Business Risk and Simulation Modelling in Practice: Using Excel, VBA and @RISK. John Wiley & Sons.
4. Richard, M., McCarthy, M., Ceccucci, W., & Halawi, L. (2019). Applying Predictive Analytics: Finding Value in Data. Springer.

### 3.3 Finance Specialization

|  |                       |                             |
|--|-----------------------|-----------------------------|
| <b>Name of the Program: Master of Business Administration</b><br>Course Code:3.3.1<br><i>Name of the Course: Business Valuation and Value Based Management</i>   |                       |                             |
| Course Credits   | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits  | 4 Hrs                 | 56 Hrs                      |
| <b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To provide knowledge on valuation of business enterprises.</li> <li>2. To make students understand the various models of value-based management.</li> <li>3. To give insight on various forms of corporate restructuring.</li> </ol>   |                       |                             |
| <b>Course outcomes:</b> <ol style="list-style-type: none"> <li>1. The basic concepts required for corporate valuation.</li> <li>2. The various methods of valuation.</li> <li>3. Valuation in special cases.</li> <li>4. Models of value-based management.</li> <li>5. Strategies for ‘value maximization’ – corporate restructuring, with special focus on mergers and acquisitions.</li> <li>6. Financial modelling skills for valuation of business enterprises.</li> </ol> |                       |                             |
| <b>Module 1: Introduction to Fundamental tools of Finance</b>  |                       | <b>8 Hours</b>              |
| Meaning of Financial Management – Goals of Financial Management - Analysis of Financial Statements – DU PONT ANALYSIS; Time Value of Money – Compounding, Discounting, Annuity and Perpetuity; Weighted Average Cost of Capital – CAPM based calculation. Beta – Un-levering and Re-levering   |                       |                             |
| <b>Module 2: Corporate Valuation</b>   |                       | <b>16 Hours</b>             |
| Valuation of Firm and Valuation of Equity – Net Assets Method, Earnings Capitalisation Method, Relative Valuation, Chop Shop Method. Valuation of Firm and Valuation of Equity – Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method, Economic Value Added (EVA) Method. <b>Indian Valuation Standards issued by ICAI.</b>  |                       |                             |
| <b>Module 3: Advanced issues in Valuation</b>  |                       | <b>10 Hours</b>             |
| Valuation of High Growth Companies, valuation of Cyclical Companies, Valuation of Banks, valuation of Insurance Companies. Cross-border Valuation, Valuation in Emerging Markets, Valuation of Private Companies. Valuation of Intangible Assets. Human Resource Valuation. Brand Valuation.   |                       |                             |
| <b>Module 4: Value Based Management and Corporate Restructuring</b>  |                       | <b>8 Hours</b>              |

Marakon Approach, Alcar Approach, Mc Kinsey Approach, Stern-Stewart Approach and BCG Approach. Performance Measurement and Analysis. Balanced Scorecard.

**Module 5- Corporate Restructuring**

**8 Hours**

Corporate Restructuring – Ownership Restructuring, Business Restructuring, Asset Restructuring, Organisational Restructuring. Financial Restructuring - designing or redesigning capital structure, financial restructuring in the event of change in legal requirements, financial restructuring in the event of continuous losses, Buy-back of Shares, Rights Issue, Convertible Instruments, Callable Bonds.

**Module 6: Mergers and Acquisition**

**10 Hours**

Valuation for Merger / Acquisitions, financing a merger, Determining Exchange Ratio – Range and Terms. Feasibility of Mergers and Acquisitions

**PRACTICALS / SKILL ENHANCEMENT ACTIVITIES**

1. Perform Du Pont Analysis for any listed company and identify the areas of concern.
2. Calculate Beta for a listed company using spreadsheet and ascertain its cost of equity.
3. Find value of any company using DCF method, making necessary assumptions.
4. From the latest media reports, identify and list corporate restructuring strategies of at least 5 Indian companies.
5. Make a list of domestic and international mergers and acquisitions over the last 5 years in any industry.
6. Design Excel Templates for Corporate Valuation

**Suggested Readings**

- Strategic Financial Management - Managing for value creation | Second Edition. (2020). (n.p.): McGraw-Hill Education.
- Strategic Financial Management. (2018). (n.p.): Kojo Press.
- Pettit, J. (2011). Strategic Corporate Finance: Applications in Valuation and Capital Structure. Germany: Wiley.
- Jarrell, S. L., Morin, R. A. (2000). Driving Shareholder Value: Value-Building Techniques for Creating Shareholder Wealth. United States: McGraw-Hill Education.
- Chandra, P. (2011). Corporate valuation and value creation. Tata McGraw-Hill Education.

**Name of the Program: Master of Business**

**Administration**

Course Code:3.3.2

Name of the Course: Indian Financial System

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

**Course Objectives:**

1. To provide an insight into the functioning of Indian financial system.
2. To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise

**Course outcomes:**

The student will have improved ability to

1. The framework of Indian Financial System.
2. The various financial institutions that have impact and influence on business organizations and their functioning.
3. The financial markets and their mechanism, with special emphasis on Stock Exchanges.
4. Various financial services available for a business enterprise

**Module 1: Overview of Financial system**

**6 Hours**

Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System

**Module 2: Financial Institutions**

**12 Hours**

Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, , National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India

**Module 3: Non-Banking Financial Institutions****8 Hours**

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

**Module 4: Financial services****12 Hours**

Concept, Objectives / Functions, Characteristics, Financial Services – Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.

**Module 5: Financial Markets****12 Hours**

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

**Module 6: Stock Exchange****6 Hours**

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading

**PRACTICALS / SKILL ENHANCEMENT ACTIVITIES**

1. Identifying the organisation structure, functions and who's who of select 3 financial institutions.
2. Writing a commentary on the latest measures and policies of the Reserve Bank of India
3. Preparing a list of money-market and capital market instruments and identifying the pros and cons of each of them
4. Identifying the financial services offered by 1 bank and 1 financial institution and listing the features of all the services.
5. Writing a report on the trading activities and modus operandi of BSE / NSE.

**Suggestive Readings**

1. Guruswamy, S, "Indian Financial System", McGraw Hill Companies
2. L.M. Bhole, "Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y, "Indian Financial System", The McGraw Hill Companies.
4. Sharma, Meera, "Management of Financial Institutions", Eastern Economy Edition.
5. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and



Innovations”, TheMcGraw Hill Companies

6. Guruswamy, S, “Financial Services and System”, McGraw Hill Companies
7. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
8. Karkal G.C, Unorganised money markets in India, Lalwani, Bombay.
9. Khan. M.Y, Indian Financial System, Vikas
10. H.R Machiraju, Indian Financial System, Vikas Pub. House.
11. E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house

### **References**

1. ICWA, Financial Services, ICAI, Publication.
2. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
3. J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.
4. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
5. SEBI Guidelines issued from time to time.
6. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
7. Gledstone, Venture Capital Investing, NY, Prentice Hall.
8. Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey.

**Name of the Program: Master of Business**

**Administration**

*Course Code:3.3.3*

*Name of the Course: Investment Analysis and  
Management*

| Course Credits | No. of Hours per<br>Week | Total No. of<br>Teaching Hours |
|----------------|--------------------------|--------------------------------|
| 4 Credits      | 4 Hrs                    | 56 Hrs                         |

**Overview of the Course:**

Investing surplus funds for generating some returns is common among individuals and organizations. When a business enterprise has idle funds for a certain period of time, it is prudent on the part of the enterprise to invest it wisely and generate decent returns, the onus of which lies on finance manager. Hence, it is essential for finance professional to have knowledge on the process of making and managing investments. This course entitled “Investment Analysis and Management” is introduced to orient a finance professional regarding the process of making and managing investments.

**Course Objectives:**

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.
- To train the learners on portfolio construction and management

**Course outcomes:**

This course will equip the students with required skills of Investment decisions and actions.

- Identifying investment alternatives
- Choosing the best / suitable alternatives.
- How to construct a portfolio
- Portfolio management

**MODULE 1: BASICS OF INVESTMENTS**

**6**

**HOURS**

Investments – Meaning. Differences between Investment, Trading and Speculation. Process of making and Managing Investments. Investment Goals and Constraints.

**MODULE 2: INVESTMENT ALTERNATIVES****6 HOURS**

Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.

**MODULE 3: STOCK SELECTION AND PORTFOLIO CONSTRUCTION** **10 HOURS**

Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction: Calculation of Return and Risk, Decomposition of Risk. Portfolio Construction Theories – Markowitz Theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

**MODULE 4: BONDS****12 HOURS**

Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy

**MODULE 5: MUTUAL FUNDS****8 HOURS**

Mutual Funds – Net Asset Value. Mutual Fund Returns. Selection Criteria – Sharpe's Measure, Treynor's Measure, Jensen's Measure.

**MODULE 6: PORTFOLIO EVALUATION AND REVISION****6 HOURS**

Selection criteria: Performance Evaluation- Sharpe's Performance Index, Treynor's Performance Index and Jensen's Measure to identify the predictive ability, Evaluation of Mutual Fund. -NAV method, Portfolio Revision Methods- Investment Timing, Formula Plans Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan

**PRACTICALS / SKILL ENHANCEMENT ACTIVITIES**

1. Administering 'Risk Measurement Tools' and identifying the type of risk takers of at least 5 individuals.
2. Perform Fundamental Analysis and identify at least 5 stocks suitable for long-term investment
3. Perform Technical Analysis and identify at least 5 stocks for short-term investment
4. Construct Portfolio of selected stocks using Sharpe's Model or CAPM
5. Identify and suggest at least 5 Mutual Funds suitable Mutual Funds, on the basis of different parameters

**Suggestive Readings:**

- Charles P. Jones (2007); “Investments Analysis and Management”, Wiley, 9th Edition
- Punithavathy Pandian, (2007); “*Security Analysis and Portfolio Management*”, Vikas Publishing House Private Limited, Fifth Reprint Edition.
- Reily and Brown (2007); “*Investment Analysis and Portfolio Management*”, Thomson South Western, 8th Edition, First Indian Reprint.
- Fischer, E Donald and Jordan, J Ronald (2005); “*Security Analysis and Portfolio Management*”, Prentice Hall of India Private Ltd., 6th Edition.

**Additional Readings:**

- Haugen Robert (2003); “Modern Investment Theory”, Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); “Investment Management”, S. Chand; 12th Edition.
- Hirschey and Nofsinger (2008); “Investments – Analysis and Behaviour”, Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
- Avadhani V.A (2006), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Eighth Revised Edition.
- Sharpe, Alexander and Bailey (1996); “Investments”, Prentice Hall of India Private Limited, 5th Edition.
- Kevin (2008); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Limited, First Reprint Edition.

## 1.4 MARKETING SPECIALIZATION

|   |                       |                             |
|---|-----------------------|-----------------------------|
| <p><b>Name of the Program: Master of Business Administration</b></p> <p>Course Code: 3.4.1</p> <p><b>Name of the Course: Retailing Management and Services</b></p>  |                       |                             |
| Course Credits  | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits   | 4 Hrs                 | 56 Hrs                      |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1 To understand the services domain from a marketing perspective.</li> <li>2 To understand retailing as a business and have a comprehensive view of the marketing and store management functions in a retailing organization.</li> </ol>  |                       |                             |
| <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. At the end of the course, student must be able to understand the essential components of a service business and manage retailing.</li> </ol>   |                       |                             |
| <p><b>COURSE CONTENT</b></p>  |                       |                             |
| <p><b>MODULE 1: INTRODUCTION TO SERVICES MARKETING</b></p>  |                       | <p><b>8 HOURS</b></p>       |
| <p>Foundations of services marketing - The services concept- Service Industry –Nature of Services, Distinctive Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global &amp; Indian Scenarios, Extended Services Marketing Mix: 7 Ps of Services Marketing.</p>  |                       |                             |
| <p><b>MODULE 2: SEERVICE QUALITY</b></p>  |                       | <p><b>10 HOURS</b></p>      |
| <p>The GAP model, Customer expectations of services, Customer perceptions of Service and Measurement of quality in services, Servqual model and measurement methods, Employees role in service delivery, Creating a culture of service, the services marketing triangle, Customers role in service delivery, Services -Market Segmentation –Positioning and Differentiation of Services, Strategies for managing closing the five gaps.</p> |                       |                             |
| <p><b>MODULE 3:SERVICE BLUE PRINT</b></p>   |                       | <p><b>10 HOURS</b></p>      |
| <p>Managing the Service Process – new service development, Service Blueprints,</p>  |                       |                             |

Customer defined service standards, Physical Evidence and Cape Services. Service encounter, Service failure and recovery, Service pricing, Customer relationship management and Loyalty in services, Role of social media in customer services.

**MODULE 4: INTRODUCTION TO RETAILING**

**10 HOURS**

Introduction to retailing, types of retailers and Retail formats including e-tailers, theories of retail development, Consumer shopping behaviour and decision-making process, the concept of franchising, Retail mix, measuring performance in retail, Introduction to multi-channel retailing, Retail Strategy

**MODULE 5: STORES MANAGEMENT**

**8 HOURS**

Key elements of store operations and managing touch points, role of a store manager, Retail location selection, Segmenting and targeting in retail, shopper marketing - components, store design and layouts, Visual Merchandising.

**MODULE 6: IMC IN RETAILING**

**10 HOURS**

Integrated marketing Communications in retailing, Merchandising concept and functions, Merchandise Management, Concept of CPFR, Category Management - Definition and process, Introduction to private labels. Customer services in retailing.

**Suggested Readings:**

- Valarie A Zeithml, Mary Jo Bitner and Ajay Pandit. 7<sup>th</sup> edition (2018). *Services Marketing – Integrating customer focus across the firm*. Paco Underhill.
- K Rama Mohana Rao. 2<sup>nd</sup> edition (2011). *Services Marketing*. Pearson Education India.
- W. Jochen. L Christopher. Chatterjee Jayanta. (2017). *Services Marketing -People Technology Strategy*. Pearson Education.

**References:**

- Simon & Schuster. (2008). *Why we buy – The Science of Shopping*. Paco Underhill.
- G.P.Sudhakar. (2012). *Integrated Retail Communication*. Prentice Hall of India Pvt Ltd.
- Rosemary Varley and Routledge. (2005). *Fundamentals of data visualization: a primer on making informative and compelling figures*. O'Reilly Media.

**Name of the Program: Master of Business**

**Administration**

*Course Code: 3.4.2*

*Name of the Course: Consumer Behavior*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 60 Hrs                      |

**Course Objectives:**

- 1 To gain clear understanding of the factors that shape consumer behavior
- 2 To understand various theoretical models of consumer behavior.
- 3 To gain a perspective on consumer behaviour research and some important tools and techniques used.

**Course Outcomes:**

1. At the end of this course, students will be able to appreciate the importance of understanding consumer behaviour for marketing success, understand the various factors shaping consumer behaviour and choice, be able to conduct exploratory research in consumer behavior and be able to use understanding of consumer behaviour in making marketing plans.

**COURSE CONTENT**

**MODULE 1: INTRODUCTION TO CONSUMER BEHAVIOUR 8 HOURS**

Introduction: The Scope and importance of consumer behaviour, Concept, diversity of consumer behavior, Characteristics of Indian Consumers. Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.

**MODULE 2: INDIVIDUAL & GROUP BEHAVIOUR 10 HOURS**

Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decision making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer

behaviour- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.

**MODULE 3: CONSUMER DECISION MAKING MODELS 8 HOURS**

Consumer decision making: Models of consumer decision making - Engle-Kollatt Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement, extensive/limited problem solving – routinized responsive behavior.

**MODULE 4: CONSUMER SATISFACTION MODELS 8 HOURS**

Post purchase behavior: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

**MODULE 5: CONSUMERISM 12 HOURS**

Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers rights, effects of consumerism. Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities.

**MODULE 6: 10 HOURS**

Organizational Influences on Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.

**Suggested Readings:**

- DebrajDatta and MahuaDatta. 1<sup>ST</sup> edition (2011). *Consumer behaviour and Advertising Management*. Vrinda Publication Pvt Ltd.
- K Rama Mohana Rao. 2<sup>nd</sup> edition (2011). *Services Marketing*. Pearson Education India.
- S.Sumathi and P. Saravanavel.. (2017). *Marketing Research and Consumer Behaviour*. Vikas Publishing House Pvt Ltd.



**References:**

- Rama Bijapurkar. (2013). *We are like that only*. Penguin India.
- Matinkhan. (2007). *Consumer Behaviour and Advertising Management* new age publishers.
- Conner Acevedo. (2018). *Consumer Behaviour and Advertising Management*. ED-TECH press.

**Name of the Program: Master of Business****Administration***Course Code: 3.4.3**Name of the Course: Rural and Agricultural**Marketing*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 60 Hrs                      |

**Course Objectives:**

- 1 To understand the opportunities and challenges in rural marketing
- 2 To understand the differences between Rural and Agricultural marketing.
- 3 To evaluate different marketing strategies used in rural distribution and promotion.

**Course Outcomes:**

1. At the end of the course, the student must develop an appreciation for rural and agricultural marketing.

**COURSE CONTENT****MODULE 1:INTRODUCTION TO RURAL MARKETING****8 HOURS**

Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets. Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Rural Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.

**MODULE 2:RURAL MARKETING MIX****10 HOURS**

Segmenting Rural Markets, Rural Marketing Mix Strategies: Positioning in rural markets, Rural Product Strategies and Brand Management – Rural Pricing Strategies – Rural Distribution Strategies – Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti, Mahindra Samriddhi sand Godrej Sakhi. Rural Promotional Strategies, Challenges in Rural Communication, Rural Media- Mass Media, Non- Conventional Media, Personalized Media, Rural Media Typology, Rural Media Innovation, Influence of Consumer Behaviour on Communication. Cases on FMCG /Beverages /OTC marketing in rural markets.

**MODULE 3: RURAL MARKETING STRATEGIES****8 HOURS**

Marketing strategies for rural markets, Market Research in rural India including findings published reports like Thompson’s rural market index and similar ones, Consumer Finance, Public-Private Partnership, E-Rural Marketing, Role of Government and NGOs in Rural Marketing. Qualitative research techniques for rural research, NSSO rural consumption studies

**MODULE 4: AGRICULTURAL MARKETING****12 HOURS**

Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, classification of agricultural products and markets, how agricultural marketing is different from rural marketing, Challenges in Agricultural Marketing, Channels of Distribution for agricultural products, Managing rural distribution networks. Government led incentives for agricultural marketing like Krishimarata Vahini, online trading in Karnataka, and Agmarknet, Impact of Rural Credit and Finance on Rural Consumerism – Scope and role of Banking and NBFCs in Rural markets.

**MODULE 5: COOPERATIVE MARKETING****8 HOURS**

Export potential for farm products - Role of APEDA, Global GAP, International Marketing and Export process -Supporting Services, Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector and successful cases such as Amul. Supply Chain Management in Agricultural products including Post harvest processes and cold chains, commodity markets and futures, understanding the economics of fresh, chilled and frozen produce.

**MODULE 6: FUTURE OF RURAL MARKETING****10 HOURS**

The Future of Rural Marketing, Concept and working of contract farming in India. Suggestions and group discussions from students on the future of Rural Marketing in India.

Case studies of Safal, Gherkin exports, and Poultry farming may be useful.

**Suggested Readings:**

- Kashyap. 3<sup>rd</sup> edition (2016). *Rural Marketing*. Pearson Education India.
- BalramDogra&KarminderGhuman.(2007). *Rural Marketing: Concepts and Cases*. Tata McGraw Hill Education Pvt Ltd
- Krishnamacharyulu. 2<sup>nd</sup> edition(2010). *Rural Marketing: Text and Cases*. Pearson India

**References:**

- D Kumar.P Gupta. (2017). *Rural Marketing: Challenges and Opportunities*. SAGE Publications Pvt. Ltd.
- NilabjaGhosh. (2013). *India's Agricultural Marketing: Market Reforms and Emergence of New Channels*. Springer India.
- Dr. SubhashBhave. *Agribusiness Management in India –Text & Cases*

### 3.5 HUMAN RESOURCES

|  |                       |                             |
|--|-----------------------|-----------------------------|
| <b>Name of the Program: Master of Business Administration</b><br><b>Course Code:3.5.1</b><br><b>Name of the Course: Learning and Development</b>   |                       |                             |
| Course Credits   | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits  | 4 Hrs                 | 56 Hrs                      |
| <b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To enable the students to understand the concepts, principles and process of learning and development.</li> <li>2. To develop an understanding on various non-training solutions to improve employee performance</li> </ol>  |                       |                             |
| <b>Course outcomes:</b> <ol style="list-style-type: none"> <li>1. By the end of this course, a student would learn to develop an understanding of how to assess training needs and design training programmes in an Organisational setting. To familiarize the student with the levels, tools and techniques involved in evaluation of training effectiveness</li> </ol>   |                       |                             |
| <b>Module 1: INTRODUCTION <span style="float: right;">8 Hours</span></b><br>Introduction - Need and importance of Training and development in organizations - A Systematic approach to Training & Development - Assessment, Training and Development and Evaluation Phases, Training administration, difference between training and learning.   |                       |                             |
| <b>Module 2: ORGANISATIONAL DEVELOPMENT <span style="float: right;">10 Hours</span></b><br>Need Assessment and Analysis - Organizational Support for need assessment - Operational / Organizational analysis - Requirement analysis - Individual analysis - Motivational aspects of HRD - Development cycle - Reinforcement for behaviour modification - Challenges to become learning organization - Trainee readiness - Trainee motivation to learn. |                       |                             |
| <b>Module 3: TRAINING METHODS <span style="float: right;">10 Hours</span></b><br>An overview of Instructional Approaches - Traditional and modern Instructional  |                       |                             |

Approaches - Internal Vs External Training - Training Methods - On the Job - Apprenticeship working – mentoring; Off the Job - Case studies - lectures - vestibule – sensitivity - in-basket - role plays - audio-visual & other contemporary methods - Adult learning principles or methods

**Module 4: TRAINING EVALUATION AND MEASUREMENT** **10 Hours**

Training Evaluation and Measurement - Introduction to evaluation process - Criteria development - choosing criteria measures - Evaluation of Criteria - Experimental Designs - quasi experimental designs - Other methods of evaluation - External Training Validity - Models of Evaluation - ROI on Training

**Module 5: HUMAN RESOURCE DEVELOPMENT** **10 Hours**

Human resource development - HRD at micro and macro levels - Sub-systems of HRD - role of HRD function - Concept of career – Career Stages - Steps in career Planning - Methods of career planning and development - Career development Actions and programs - Career problems and solutions - Guidelines for Career management – Concept, need and importance of management development - Management development process - Leader centred techniques of management development.

**Module 6: Valuation of Mergers & Acquisition** **8 Hours**

Practical - Design and conduct training program and visit vocational training institutes.

- Create and implement a training needs analysis
- Develop and implement a training plan
- Assess and/or evaluate a training plan
- Propose alternatives to training

**Suggested Readings**

1. Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development, and evaluation (4th ed.). Belmont, CA: Wadsworth.
2. Lynton & Parekh, (2011)., Training for Development, 3 ed. Sage Publications
3. Robert L. Craig, “ASTD Training and Development”, McGraw Hill Publications

**References**

1. Dugan laird, (2003), Approaches to Training and Development, Perseus Publishing.
2. Noe, A Raymond & Kodwani, Deo Amitabh, (2012), Employee Training and Development”, 5e, McGraw Hill Publications, 2012

**Name of the Program: Master of Business**

**Administration**

Course Code:3.5.2

Name of the Course: Team Dynamics at Work

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 58 Hrs                      |

**Course Objectives:**

1. To understand the purpose and the value of team building.
2. To apply as when teams are important and when they are not.
3. To describe how teams are formed and how they operate.
4. To comprehend and apply the techniques and principles of conflict resolution to make teams more effective.
5. To interpret the application of talent development within a team environment.
6. To evaluate the techniques to assure good team function.
7. Apply team-building activities.

**Course outcomes:**

1. To impart the fundamentals of the key elements of a business organization
2. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
3. To provide insights into latest technology, business communication, management concepts and to build team work and leadership skills among them.
4. To inculcate the habit of inquisitiveness and creativeness aimed at self-actualization and realization of ethical practices.

**Module 1: INTRODUCTION**

**10 Hours**

Team composition, formation of teams and development- Intra team Dynamics -Inter group relations -Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making, Group dynamics, Dynamics of teams and Team building

|  |                 |
|--|-----------------|
| <b>Module 2: LEADERSHIP TEAM DECISION MAKING</b>   | <b>10 Hours</b> |
| Leadership-Team Decision Making, Discovering the interpersonal orientation through, training needs analysis, STAR team model (Strengths, Teamwork, Alignment and Results), Experiential learning Methodologies-T- group sensitivity training, encounter groups Culture, Types of culture in the organization, Culture, Discipline, Organizational Effectiveness in creating team culture |                 |
| <b>Module 3: TALENT MANAGEMENT</b>   | <b>10 Hours</b> |
| Elements, benefits and challenges of Talent Management System - Building blocks of Talent management: competencies, performance management, evaluating employee Potential - Modern practices in talent attraction, selection, retention and engagement   |                 |
| <b>Module 4: GROUPS</b>  | <b>10 Hours</b> |
| Introduction to Groups, Nature of groups, stages of group development, Encounter groups, appreciative enquiry, Discover the facets of interpersonal trust through Johari window, communication skills.   |                 |
| <b>Module 5: NEGOTIATION</b>   | <b>8 Hours</b>  |
| Introduction to Negotiation, Negotiation skills and strategies for team building, team morale, team building strategies at work place.   |                 |
| <b>Module 6: CONFLICT AND STRESS</b>   | <b>10 Hours</b> |
| Nature of conflict, theories of conflict, work place conflict, Conflict resolution in teams, competitive vs collaborative behaviour, developing collaboration. work stress and stress management   |                 |

|   |
|---|
| <b>Suggested Readings</b>   |
| <ol style="list-style-type: none"> <li>1. Levi, Daniel. (2014). Group Dynamics for Teams, 5th Edition, SAGE Publications.</li> <li>2. Simon Hartley, Stronger Together: How Great Teams Work , Little, Brown Book Group UK</li> </ol> |

|  |
|--|
| <b>References</b>  |
| <ol style="list-style-type: none"> <li>1. Greg L Stewart, Charles C manz, Team Work and Group Dynamics, John Wiley and Sons</li> </ol> |

**Name of the Program: Master of Business**

**Administration**

Course Code:3.5.3

Name of the Course: Performance Management  
System

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

**Course Objectives:**

1. The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.

**Course Objectives**

1. It is particularly intended for students as future managers and supervisors who will conduct the performance appraisal of their subordinate

**Module 1: INTRODUCTION**

**10 Hours**

Conceptual aspects of Performance System, Dimensions and excellence in performance- Pillars of human performance - Theoretical base for PMS - Objectives and functions of PMS - Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM, Performance Management and Employee Development – Emerging trends in performance appraisal.

**Module 2: TEAM PERFORMANCE MANAGEMENT**

**12 Hours**

Team performance Management - Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards.

**Module 3: PERFORMANCE APPRAISAL**

**8 Hours**

Objectives, process, pros and cons of Performance appraisal - Design of appraisal forms using rating scales - Different methods of appraisals – Past, present and future oriented methods.



**Module 4: PERFORMANCE MANAGEMENT CHECKLISTS****8 Hours**

Data collection on Performance information - Presentation, interpretation and corrective action - Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

**Module 5: PAY AND PERFORMANCE****8 Hours**

Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills

**Module 6: ISSUES IN PERFORMANCE APPRAISAL****10 Hours**

Legal issues associated with performance appraisals - Mentoring and coaching - Counselling and Monitoring Managing development - Guidelines on appraising expatriate's Performance, counselling for better performance - Six sigma and bench marking.

**Suggested Readings**

1. B D Singh,(2012), Performance Management System – A Holistic Approach”, Excel books
2. S Kohli and T Deb,(2008) “Performance Management”, Oxford Higher Education

**References**

1. SoumendranarainBagchi, (2013) “Performance Management 2 ed., Cengage Learning
2. Herman Aguinis, (2013) Performance Management” 3 ed. , Pearson.

**Fourth Semester**  
**Core Subject**

|  |                       |                             |
|--|-----------------------|-----------------------------|
| <p><b>Name of the Program: Master of Business Administration</b></p> <p><i>Course Code:4.1</i></p> <p><i>Name of the Course: International Business</i></p>  |                       |                             |
| Course Credits   | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits  | 4 Hrs                 | 56 Hrs                      |
| <p><b>Course Objectives:</b></p> <ul style="list-style-type: none"> <li>• To introduce complex problems and issues facing the International Business</li> <li>• To develop ability to manage the opportunities &amp; risks of international business</li> <li>• To understand the special issues of managing an international organization</li> <li>• To reinforce capacities of strategic analysis and application in an international context</li> <li>• To help develop abilities to think outside narrow frameworks and incorporate broad perspectives into decision-making.</li> <li>• To improve report writing and presentation skills</li> </ul> <p><b>Course outcomes:</b></p> <p>On successful completion of this subject, students should be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate sound knowledge of how business organizations operate in international environment</li> <li>• Explain the global trends that affect international management</li> <li>• Examine systematically the main aspects of the international business environment including country competitiveness and risk factors.</li> <li>• Know factors that influence location decisions, positioning strategies, international completion.</li> <li>• Process of formulating and implementing international strategies.</li> </ul> |                       |                             |

**MODULE 1: INTRODUCTION TO INTERNATIONAL BUSINESS, GLOBALIZATION AND TRADE** **10 HOURS**

Introduction to International Business. Differences between international business and domestic business, Stages of internationalization. Globalization and its impact on business, society and the environment.

International trade theories (Country-specific and firm-specific), Porter's diamond, Global Competitiveness Index and Business Competitiveness Index.

WTO, IMF, WB and Regional Economic integration and Trade blocks (ASEAN, NAFTA, OECD, European Union etc.)

**MODULE 2: INTERNATIONAL BUSINESS ENVIRONMENT** **10 HOURS**

Economic Environment – Types of economies, Measures of economic success such as GDP, GNP, PPP, Inflation, Human Development Index, Global Happiness Index etc.

Social and Cultural Environment – Hofstede's cultural dimensions and its implications for cross-cultural management.

Technological Environment – Differences in level of technology and innovation and its implications for businesses.

Political and legal environment – Types of governments, Political risks and managing political risks.

Legal environment, Types of law, Basis of International law, Composition, jurisdiction and powers of International court of Justice.

**MODULE 3: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS** **10 HOURS**

Assessing international business opportunities, Entry strategy and Modes of Entry. Green field ventures, Acquisitions,

Mergers and Strategic Alliances in the International context.

Operations management and competitive advantage, strategic issues in Operations Management (Manufacturing Management, Logistics Management and Procuring),

Technology transfers – issues arising out of technology transfers.

**MODULE 4: INTERNATIONAL MARKETING** **8 HOURS**

Introduction to International marketing: The globalization of Markets & Brands. Market Segmentation, Pricing and Distribution Strategy, Issues in Global Advertising

**MODULE 5: INTERNATIONAL STAFFING AND EXPATRIATION** **8 HOURS**

Staffing Policy, Process of expatriation, Managing Expatriates, Performance Appraisal, Compensation & International Labor Relations.

**MODULE 6: INTERNATIONAL TRADE, FINANCE AND INVESTMENT 8 HOURS**

Foreign Exchange Markets, FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. FDI- Indian Scenario. EXIM, Export and Import financing, Export marketing, India's EXIM policy, Balance of Payments.

Roles of Institutions connected with EXIM.

**Suggested Reading:**

- Charles Hill, Tomas Hult and Rohit Mehtani (2019), International Business: Competing in the Global Marketplace (SIE) | 11th Edition, McGraw-Hill Publication
- Francis Cherunilam, International Business, Texts and Cases, Prentice Hall Of India, 6th Edition, 2018
- John Daniels, Lee Radebaugh, Daniel Sullivan and Reid Click, "International Business-Environment and Operations, Prentice Hall, 17th Edition, 2019

**Reference Books:**

- Griffin, R.W. and Pustay, M.W. (2020) International Business: A managerial perspective, 8th Edition, Pearson Publ.
- Sundaram, A. K. & Black, J.S (1999), The international Business Environment: Text and Cases, Printice-Hall of India Publ.
- Hodgetts, R.M. and Luthans, F. (2005) International Management, 5th edition, Tata McGraw-Hill Publ.

## Common Elective

|   |                       |                             |
|---|-----------------------|-----------------------------|
| <p><b>Name of the Program: Master of Business Administration</b></p> <p><i>Course Code: 4.2.4, 4.3.4, 4.4.4, 4.5.4, 4.6.4, 4.7.4, 4.8.4 &amp; 4.9.4</i></p> <p><i>Name of the Course: Data Analysis and Visualization using Tableau</i></p>   |                       |                             |
| Course Credits  | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits   | 4 Hrs                 | 60 Hrs                      |
| <p><b>Overview of the Course:</b></p> <p>Data Visualization is a core component of the Business Analytics skill set. This course will provide an introduction to the main concepts of visual analytics such as visuals reports and dashboards with a hands-on tutorial to Tableau, a leading self-service Business Intelligence and Data Visualization tool.</p> <p><b>Course Objectives:</b></p> <ul style="list-style-type: none"> <li>• To familiarize the students about different kinds of representing the data.</li> <li>• To introduce tableau for Visualization of the data</li> </ul> <p><b>Course outcomes:</b></p> <ul style="list-style-type: none"> <li>• Create and represent different kinds of data.</li> <li>• Create story boards and dashboards for business decisions</li> <li>• Evaluate the use of visualization tools for different contexts</li> </ul> |                       |                             |
| <p><b>MODULE 1: INTRODUCTION TO DATA VISUALIZATION</b></p> <p>Introduction to data visualization, Need and importance of visualization, telling stories with data, Basic design principles for charts and graphs. Common tools for creating data visualizations, Application of design principles, Advantages of Modern Analytics platform.</p>   |                       | <p><b>8 HOURS</b></p>       |
| <p><b>MODULE 2: SKILL SET FOR VISUAL ANALYSIS</b></p> <p>Information visualization, Effective data analysis, visual perception, Building blocks of</p>  |                       | <p><b>6 HOURS</b></p>       |

information visualization, analytical interaction and navigation, analytical patterns and examples.

### **MODULE 3: INFORMATION DASHBOARD DESIGN**

**8 HOURS**

Characteristics of Dashboards, Visual Designing process, Designing dashboard for usability, Aesthetics of dashboards, testing for usability, Critical design practices.

### **MODULE 4: INTRODUCTION TO TABLEAU**

**12 HOURS**

Introduction and Overview, Scope of tableau for data visualizations, Data preparation, the tableau workspace, working with measures and dimensions, saving, opening and sharing workbooks, Adding data sources in tableau – setting up data connectors, selecting data tables, joins and unions, data types, Meta data, Adding hierarchies, calculated fields and table calculation.

### **MODULE 5: DATA VISUALIZATION**

**14 HOURS**

Specific types of charts including bar charts, line charts, scatter plots, waterfall chart, Gantt charts, histograms, bullet charts and several others, legends, filters, hierarchies, highlight tables, heat maps. Aggregation functions, calculated fields, Aggregation in calculated fields – text operators, date fields, Logical functions in calculated fields – parameters, searching text fields, table calculations – types, quick table calculations, customized table calculations, Level of detail expressions. Maps

### **MODULE 6: ADVANCED ANALYTICS AND INTERACTIVE DASHBOARD 12 HOURS**

Overview of tableau analytics pane, constant, average and reference lines, trend lines, forecasts. Creating an interactive dashboard – dashboard pane, placing charts on dashboard, dashboard titles, navigation buttons, dashboard actions. Best practices for designing a dashboard.

#### **Essential Reading:**

- Loth, A. (2019). Visual Analytics with Tableau. John Wiley & Sons.
- 

#### **Reference Books:**

- Laursen, G. H., & Thorlund, J. (2016). Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons.
- Healy, K. (2018). Data visualization: a practical introduction. Princeton University Press.

- Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.
- Baldwin, D. (2016). Mastering Tableau. Packt Publishing Ltd.

## Elective Subjects

### 4.2 Finance

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.2.1*

*Name of the Course: Financial Techniques for Strategic Decision making*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

#### **Overview of the Course:**

Every Strategic Decision must be made considering all perspectives, most essentially, the financial perspective. Various tools and techniques exist for making decisions from financial perspective. This course introduces the learners to few of the important tools and techniques which help in Strategic Decision Making. Further, decision-making can be made simple with use of appropriate skills and one essential skill is use of Spreadsheets. This course also gives an orientation to fundamentals of financial modelling, which helps in decision-making process.

#### **Course Objectives:**

1. To give orientation on various financial tools and techniques used in decision-making process
2. To enable learners to make decisions from finance perspective
3. To introduce the learners to 'financial modelling' and give insights on use of spreadsheets.

#### **Course outcomes:**

This course will equip the students with required skills of Investment decisions and actions.

1. Identify the financial perspective in decision making process
2. Know about some of the important financial techniques used in decision making process
3. Acquire decision-making skills
4. Get acquainted with spreadsheet skills



**MODULE 1: TECHNIQUES OF RISK ANALYSIS IN CAPITAL BUDGETING DECISION  
6 HOURS**

Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks – Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk-Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method.

**MODULE 2: COST MANAGEMENT TECHNIQUES 12 HOURS**

Target Costing, Value Analysis / Value Engineering, Pareto Analysis, Life Cycle Costing, Environmental Management Accounting.

**MODULE 3: PRICING STRATEGIES AND DECISIONS 10 HOURS**

Theory and principles of Product Pricing, Pricing – New Product, Finished Products and Pricing of Services, Sensitivity Analysis in Pricing Decisions, Pricing Decision under special circumstances, Pricing Strategies.

**MODULE 4: PERFORMANCE MEASUREMENT AND EVALUATION 6 HOURS**

Responsibility Accounting, Linking Critical Success Factors (CSFs) to Key Performance Indicators (KPIs) and Corporate Strategy.

Performance Measurement Models – Balanced Scorecard, The Performance Pyramid, The Performance Prism and The Building Block Model.

**MODULE 5: STRATEGIC DECISION MAKING AND MANAGERIAL CONTROL  
10 HOURS**

Decision making using

- CVP Analysis
- Relevant Cost Concepts
- Activity Based Costing
- Ethical and Non-financial Consideration relevant to decision-making.

**MODULE 6: FINANCIAL MODELLING 8 HOURS**

EXCEL FUNCTIONS – IF, SUM, SUMIF, SUMIFS, AVERAGE, AVERAGEIF, AVERAGEIFS, INDEX AND MATCH, V-LOOKUP, RANK, MIN AND MAX  
COMMON ERRORS IN EXCEL – VALUE, NAME, DIV/0, REF, NUM, N/A, etc.

FINANCE FUNCTIONS – FV, PV, PMT, RATE, NPV, XNPV, IRR, XIRR, SLOPE (Beta Calculation), Financial Model for Calculation of WACC, Corporate Valuation and Stock Valuation.

**Reference Books:**

- Ryan and Ryan (2002), “Capital Budgeting Practices of Fortune 1000: How have things changed”, Journal of Business and Management, Volume 8, Number 4.
- Block, Stanley (2005), “Are there differences in capital budgeting procedures between industries? – An Empirical Study”, The Engineering Economist, pp55-67,
- Jain and Yadav (2002), “Financial Management Practices in India, Singapore and Thailand”, “Management and Accounting Research”, Volume 3, No. 4, April-June, pp 84-102.
- Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India(ICMAI), and The Institute of Company Secretaries of India (ICSI)
- Khan, M.Y., and Jain, P.K., “Financial Management – Text, Problems and Cases”, Tata McGraw-Hill Publishing Company Limited.

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.2.2*

*Name of the Course: International Financial  
Management*

| Course Credits | No. of Hours per<br>Week | Total No. of<br>Teaching Hours |
|----------------|--------------------------|--------------------------------|
| 4 Credits      | 4 Hrs                    | 56 Hrs                         |

**Overview of the Course:**

A business enterprise having international transactions is exposed to various risks. While understanding the global environment, the economic impact of the transactions, the procedures and formalities to be adhered to are on one side, the impact of transactions on cash flow of the entity on account of fluctuations in foreign exchange rate is another aspect that must be addressed. This course titled "International Financial Management" aims to orient all the aspects a professional need to know in carrying out international transactions.

**Course Objectives:**

1. To orient the students on global business environment.
2. To give knowledge on the foreign currencies and foreign exchange markets.
3. To make students understand the various risks an enterprise is exposed to on account of international transactions.
4. To provide knowledge and skills for hedging foreign currency risks.

**Course outcomes:**

- The global financial environment, currency system, relationship between economies and impact of international transactions on the economy.
- Functioning of international financial markets.
- Fixing of exchange rate.
- Foreign currency risks and hedging strategies.
- Interest rate risks and hedging strategies

**MODULE 1: GLOBAL FINANCIAL MANAGEMENT** **8 HOURS**

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime

**MODULE 2: BALANCE OF PAYMENTS** **8 HOURS**

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

**MODULE 3: FOUNDATION OF FOREIGN EXCHANGE** **8 HOURS**

Quotations – Direct and Indirect; Ask Rate, Bid Rate and Spread Points; Spot, Future Spot and Swap Points; Appreciation and Depreciation of Currency (Premium / Discount), Cross Rates, Cross Currency Arbitrage.

**MODULE 4: EXCHANGE RATE DETERMINATION** **8 HOURS**

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory. Covered Interest Arbitrage

**MODULE 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES**

**16 HOURS**

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

**MODULE 6: INTERNATIONAL FINANCIAL DECISIONS** **12 HOURS**

International Capital Budgeting Decisions: Home Currency Approach and Foreign Currency Approach; Impact of Inflation. International Financing Decisions: Sources of International Financing – ADRs, GDRs, FCCBs, External Commercial Borrowings, Masala Bonds, Foreign Bonds, Euro Bonds, Floating Rate Notes etc. International Working Capital Management: Netting, Leads and Lags, International Money Markets.

**Reference Books:**

- Alan Shapiro (2008), "Multinational Financial Management", Wiley India Private Limited, 8th Edition.
- Apte, Prakash (2007), "International Finance – A Business Perspective", Tata McGraw Hill, 2nd Edition.
- David B. Zenoff & Jack Zwick (1969), "International Financial Management", Prentice Hall.
- Rita M. Rodriguez L. Bigame Carter, (1979), "International Financial Management" Prentice Hall, 2nd Edition.
- V. A. Avadhani (2017), "International Finance- Theory and Practice", Himalaya Publishing House, 8<sup>th</sup> Edition.

**Additional Readings:**

- Haugen Robert (2003); *"Modern Investment Theory"*, Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); *"Investment Management"*, S. Chand; 12th Edition.
- Madura, Jeff,(2005), *"International Corporate Finance"*, Thomson South-Western, 8th International Edition.
- Sharan, Vyuptakesh (2012), *"International Financial Management"*, Prentice Hall of India, 6th Edition.
- A.V. Rajwade, (2014), *"Foreign Exchange International Finance and Risk Management"*, Prentice Hall. 5th Edition.

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.2.3*

*Name of the Course: Risk Management and Derivatives*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

**Overview of the Course:**

Uncertainty coupled with financial implication is 'risk'. Every business enterprise is exposed to various risks from the operations within and environmental forces outside. Unless the risks are understood, measured, analyzed and taken care of, the good prospects of the entity cannot be ensured. A finance professional must have knowledge of measuring and hedging various risks. This course entitled "Risk Management and Derivatives" aims at providing knowledge of risks and various hedging strategies.

**Course Objectives:**

1. To orient students on the meaning and types of risks.
2. To enable understanding of the functioning of Derivatives Market and the mechanism of Derivative Operations
3. To provide knowledge on volatility risks associated with investments and strategies for hedging the same with derivatives.
4. To give knowledge on Commodity Markets, risks associated with Commodities and Commodity Derivatives.
5. To equip learners with strategies for hedging interest rate risk

**Course outcomes:**

By the end of this course, a student would learn:

- Risk analysis in capital budgeting.
- Risks associated with investments and hedging with derivatives.
- Meaning and types of derivatives.
- Futures – terminology, mechanism, hedging and pricing.
- Options – terminology, mechanism, pay-offs, hedging and pricing.
- Commodity markets and commodity derivatives.

**MODULE 1: INTRODUCTION TO RISK AND DERIVATIVES****8 HOURS**

Meaning of Risk. Types of Risks of a Business Enterprise – Market Risk, Operating Risk, Interest Rate Risk, Legal Risk, Financial Risk, Liquidity Risk, Capital Budgeting Risk, Volatility Risk, Credit Risk, Forex Risk and Other Risks.

Derivatives – Meaning and Types. Derivatives Market – Functions, Players (Hedgers, Speculators and Arbitrageurs). Derivatives Market in India. Forward Agreements – Meaning and Features.

Future Contracts – Meaning. Terms associated with Futures. Differences between Forwards and Futures.

**MODULE 2: FUTURE CONTRACT- MECHANISM, HEDGING AND TRADING****10 HOURS**

Margin and Settlement Mechanism of Futures. Calculation of Value-at-Risk (VaR) Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk. Pricing of Futures.

**MODULE 3: OPTIONS – BASICS, MECHANISM AND STRATEGIES****12 HOURS**

Option Contracts – Meaning, Types – Call, Put, American, European, In-the-Money, At-the-Money and Out-of-the-Money. Pay-off and Pay-off Diagrams for Options. Hedging Strategies – Protective Put & Protective Call Strategy: and Covered Call & Covered Put Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads.

**MODULE 4: OPTION PRICING****10 HOURS**

Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks.

**MODULE 5: INTEREST RATE RISK AND RISK HEDGING STRATEGIES****10 HOURS**

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.

**MODULE 6: COMMODITY RISKS AND COMMODITY DERIVATIVES****10 HOURS**

Commodity Markets, Commodity Exchanges in India. Commodities traded in Exchanges. Meaning and features of Commodity Derivatives. Trading and Settlement System for Commodity Derivatives. Pricing of Commodity Futures. SEBBI guidelines for Indian Commodity Markets.

**Suggested Reading:**

- Damodaran Aswath (2014), *“Applied Corporate Finance”*, John Wiley & Sons Inc, 4<sup>th</sup> Edition..
- Chandra, Prasanna (2007), *“Financial Management – Theory and Practice”*, Tata McGraw-Hill Publishing Company Limited, 10<sup>th</sup> Edition.
- Pandey, I M (2021), *“Financial Management”*, Pearson Publications, 12<sup>th</sup> Edition.

**Reference Books:**

- Kapalesh Ashar (2019), *“Financial Management Essentials you always wanted to know”*, Vibrant Publishers, 4<sup>th</sup> Edition.
- Rustagi (2020), *“Fundamentals of Financial Management”*, Taxmann Publications Pvt. Ltd.; 15<sup>th</sup> edition

**PRACTICALS / SKILL ENHANCEMENT ACTIVITIES**

1. Measure the risk level associated with select stocks and design hedging strategy with Future Contracts
2. Design Option Strategies for hedging investment risk in Stocks.
3. Identify suitable Option Trading Strategies and the timing of execution for stock and index underlying
4. Ascertain the interest rate risk of at least 3 companies and strategies adopted by them for hedging such risk
5. Prepare report on the functioning and effectiveness of Commodity Derivatives in India.



### 4.3 Marketing

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.3.1*

*Name of the Course: Strategic Brand Management*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

#### **Overview of the Course:**

Brands that a firm has invested in and developed over time are their valuable assets. Processes, designs and strategies of organizations may be easily copied, but a strong brand is something which cannot be easily reproduced. Strong brands can influence purchase decisions by communicating the value of and providing differentiation for products and services. Effective brand management is critical to maintaining the long-term profitability of products and services. This course is designed to develop students' understanding of the importance of brand equity as well as how to build, measure and manage brand equity.

#### **Course Objectives:**

- To give students a deeper understanding of the process of brand building in a variety of business contexts, the integrated requirements for effective brand reinforcement, revitalization as well as the models, measures and impact of brand equity.

#### **Course outcomes:**

By the end of this course, a student would learn

- Understand key principles of branding, positioning and brand building strategies.

**MODULE 1: PRODUCT MANAGEMENT****8 HOURS**

Product Planning and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies – Competitor Analysis

**MODULE 2: INTRODUCTION TO BRAND MANAGEMENT****10 HOURS**

Brands Vs Products- Brand Management - Brand Components & Attributes- Significance Of Branding To Consumers & Firms - Selecting Brand Names- Brand Identity – Keppeler Brand Identity Prizm Model - Branding Challenges & Opportunities

**MODULE 3: BRAND EQUITY****12 HOURS**

Types of Brands - Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension And Stretching - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Loyalty.

**MODULE 4: BRAND POSITIONING****8 HOURS**

Types Of Positioning- Over, Under & Repositioning- Differentiation – Identifying Gaps Using Perceptual Maps - Co-Branding –Licensing – Celebrity Endorsement - Positioning Guidelines.

**MODULE 5: BRAND AUDIT AND VALUATION****8 HOURS**

Brand Audit - Internal Branding- Introduction to Brand Valuation – Components & Types Of Valuation.

**MODULE 6: BUILDING ONLINE BRANDS****10 HOURS**

Integrated Marketing Communication - The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using social media to Build Brands – E-Commerce & Brands

**Suggested Reading:**

- Kevin Lane Keller M. G. Parameswaran and Isaac Jacob (2010), Strategic Brand Management, Pearson Education India, 3rd Edition.

- RamanujMajumdar (2007),” Product management in India”, PHI Learning Pvt India.
- KirtiDutta (2012), Brand Management, Principles and Practices ,Oxford University Press, 1st Edition.

**Reference Books:**

- Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall, 4th Edition, 2012
- MG Parameswaran , Building Brand Value – Five Steps to Building Powerful Brands, Tata McGraw hill, 2006
- SubrotoSengupta , Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Education, 2005
- J.N. Kapferer , The New Strategic Brand Management (Creating And Sustaining Brand Equity Long Term) , Kogan Page Publishers India, 2008.
- S.A. Chunawalla , Compendium of Brand Management,Himalaya Publishing House , 2011
- David A Aaker , Managing Brand Equity, Free Press, 1991.

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.3.2*

*Name of the Course: Marketing Research and Metrics*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

**Overview of the Course:**

The course will assist students to understand the process by which market information is collected and analysed and to apply this understanding to the development of a marketing plan in response to a real-life client problem.

**Course Objectives:**

- To enhance the students understanding of the marketing research industry.
- To develop skills required by the researcher and understand different applications of Marketing Research
- To be able to exploit Marketing Research data for management decision-making

**Course outcomes:**

By the end of this course, a student would learn

- Understand the process of marketing research and its different processes
- Identify sources of information
- Understand different research methods
- Apply selected research methods
- Analyze and interpret both qualitative and quantitative data
- Conduct and analyze a focus group discussion
- Build a simple questionnaire from a web-based survey administration site.

**MODULE 1: INTRODUCTION TO MARKETING RESEARCH**

**8 HOURS**

Introduction to Marketing Research, Nature and Scope, Difference between Market and Marketing Research, Marketing Research Process, Applications of Marketing Research, Limitations of Marketing Research, Ethical considerations in Marketing Research.

**MODULE 2: QUESTIONNAIRE DESIGN AND SAMPLING**

**10 HOURS**

Major Qualitative and Quantitative Research Designs, Types of Research Design, Designing Questionnaires for Market Research, Types of Questions, Schedule, Reliability and Validity of a Questionnaire, Sampling Techniques, Procedure for sample selection and sample determination, Design of fieldwork, Selection of cities/centers, Organizing Field Work, Selection of Respondents, Control procedures on the field.

**MODULE 3: DATA ANALYTICS AND HYPOTHESIS TESTING USING STATISTICAL PACKAGE**

**12 HOURS**

Introduction to statistical packages (SPSS, PASW, JASP, Jamovi etc.), Data input, coding, recoding, data cleaning, Split file, Group, Subset, merge file options, Descriptive and inferential statistics, Visualization, exploration and extracting data summary statistics, Overview of hypothesis, Parametric and Non-parametric tests and their applications in marketing research.

**MODULE 4: INTRODUCTION TO MARKETING METRICS**

**10 HOURS**

The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, the importance of marketing metrics, measuring market effectiveness. Market share, relative market share, market concentration, market penetration, brand penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development

index.

### **MODULE 5: PRICING, PRODUCT AND PORTFOLIO MANAGEMENT 10 HOURS**

Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction, elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume and repeat rate, adjusted trial rate, cannibalization rate, weighted contribution margin and breakeven with cannibalization.

### **MODULE 6: SALES FORCE MANAGEMENT AND PROMOTION PROFITABILITY 10 HOURS**

Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate & churn rate.

#### **Essential Reading:**

- Malhotra, N and Dash, S. (2019). Marketing Research – An Applied Orientation, (7th ed). Pearson Education
- Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2016) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance (Third Edition). Upper Saddle River, New Jersey: Pearson.

#### **Reference Books:**

- Kozielski, Robert (2018), Mastering Marketing Analytics, 1st Edition, Emerald Publication.
- Sauders, M., Lewis, P & Thornhill, A (2016), Research Methods for Business Students, 7th Edition, Pearson Education.

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.3.3*

*Name of the Course: Digital Marketing*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

**Overview of the Course:**

Marketing has changed from traditional advertising media to online platforms. The course shall introduce the student to social media platforms. Market research forms the back bone of digital marketing. Reputation of entities can be altered within minutes which is of high risk. Use of social media effectively produces engaged customers and their posts are brand advertisements which spread through word of mouth. Digital marketing can be successful only if an organized plan has been drawn. Social relation building helps in increasing Customer Loyalty. Hence, it is not just online presence but also its maximum utilization that is important. There is a huge inflow of new digital marketing technology and tools. Choosing the right tool is essential for customer delight and deriving results. Most of the business have digital presence but lack a strategy to tackle the digital competition.

**Course Objectives:**

- To understand the basics of digital marketing.
- To develop a comprehensive digital marketing strategy
- To be able to use new media such as search engine and social networking.

**Course outcomes:**

- By the end of the course, the student will be able to evaluate the risks involved in digital marketing. It shall make them be able to attract and retain customers online.

**MODULE 1: INTRODUCTION** **10 HOURS**

Introduction to marketing in the digital environment, Types of web presence, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways and paypal.

**MODULE 2: DIGITAL MARKETING RESEARCH** **10 HOURS**

Audience profiling and segmentation, Internet usage patterns ,Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies.

**MODULE 3: SEARCH ENGINE MARKETING** **10 HOURS**

Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, googleAdwords analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.

**MODULE 4: SOCIAL MEDIA AND e-PR** **10 HOURS**

Using Facebook, Linked-in, twitter, Youtube including creating a channel on You Tube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Building relationships with different stakeholders online.

**MODULE 5: ONLINE REPUTATION MANAGEMENT** **8 HOURS**

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments.

**MODULE 6: RECENT TRENDS** **8 HOURS**

Localization of content and advertising. Marketing using mobile networks, evolution of Indian banking industry – journey from brick and mortar to mobile banking, Consumer

engagement – meaning and methods.

**Suggested Reading:**

- Deepak Bansal (2009), “A Complete Guide To Search Engine Optimization”, B.R Publishing Corporation, 1st Edition.
- Strauss.J and Frost . R (2009), “E- Marketing”, Pearson Education, 5th Edition.
- Ramsey (2010), “Seven Guidelines for Achieving ROI from Social Media”, eMarketer.

**Reference Books:**

- Godfrey Parkin (2009), “Digital Marketing: Strategies for Online Success”, United Kingdom: New Holland.
- Damian Ryan (2014), “Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation”, Kogan Page, 3rd Edition.
- Jonah Berger (2013), “Contagious Why Things Catch On”, Simon & Schuster, 1<sup>st</sup> Edition.



## 4.4 HUMAN RESOURCES

|   |                       |                             |
|---|-----------------------|-----------------------------|
| <p><b>Name of the Program: Master of Business Administration</b></p> <p><i>Course Code:4.4.1</i></p> <p><i>Name of the Course: Strategic HRM</i></p>  |                       |                             |
| Course Credits  | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits   | 4 Hrs                 | 56 Hrs                      |
| <p><b>Overview of the Course:</b></p> <p>With increasing competition, the technological, socio cultural and economic changes have triggered the need for constantly developing the human resources. HRD is no longer limited to the confines of a departmental activity, now it finds a place even in the vision and mission statements of the companies. The need to survive in the ever-changing business world demands a well-developed pool of human resources with strategies.</p> <p><b>Course Objectives:</b></p> <ul style="list-style-type: none"> <li>• To develop the perspective of strategic human resource management.</li> <li>• Distinguish the strategic approach to human resources from the traditional functional approach.</li> </ul> <p><b>Course outcomes:</b></p> <ul style="list-style-type: none"> <li>• By the end of this course- a student would learn the relationship of HR strategy with overall corporate strategy and understand the strategic role of specific HR systems</li> </ul> |                       |                             |
| <p><b>MODULE 1: <span style="float: right;">8 HOURS</span></b></p> <p>HR environment HRM in knowledge economy Concept of SHRM Investment Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR –Barriers to strategic HR Role of HR in strategic planning.</p>  |                       |                             |
| <p><b>MODULE 2: <span style="float: right;">10 HOURS</span></b></p> <p>Strategic fit frameworks - Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM</p>  |                       |                             |

and firm performance linkages - Measures of HRM performance - Sustained competitive advantages through inimitable HR practices.

**MODULE 3: 10 HOURS**

HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Various Strategic Management frameworks.

**MODULE 4: 10 HOURS**

Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring.

**MODULE 5: 10 HOURS**

Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & A s and Strategic HR .

**MODULE 6: 8 HOURS**

Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment (Ref. Srinivas R. Kandula PHI 2012).

Interview schedule for conducting case study

- Interviewee's awareness / knowledge of strategic responses being planned / implemented / progressed in the organization. (common)
- Compatibility between voluntary participative forums and collective bargaining forum (HR Managers)
- Reasons for strong / weak / no relationship (positive or negative) between strategic responses and SHRD system. (HR Manager / Individual / Trade Unions)
- Unions perception on the commitment of employer, frontline officers and workers in SHRD system (Trade union leaders)
- 

**Suggested Reading:**

- Mello- Jeffrey A (2018), "Strategic Human Resource Management", Thomson Learning Inc, 1<sup>st</sup> Edition.
- Kelliher, C., Garavan, T., Bailey, C., Mankin, D. (2018). Strategic Human Resource Management. United Kingdom: Oxford University Press.

- Khandekar, A., Sharma, A. (2014). Strategic Human Resource Management: An Indian Perspective. (n.p.): Lulu.com.
- Strategic Human Resource Management: An International Perspective. (2017). United Kingdom: SAGE Publications.

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.4.2*

*Name of the Course: International HRM*

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|----------------|-----------------------|-----------------------------|
| 4 Credits      | 4 Hrs                 | 56 Hrs                      |

**Overview of the Course:**

A challenging aspect of HRM in most firms with multinational operations is the multicultural nature of their work force, which is further compounded by its geographical dispersion. In addition, HRM like so many other managerial functions, takes place not in vacuum but within the overall internal organisational environment and the external national and international context in which the company operates an attempt is made to know the insight of IHRM.

**Course Objectives:**

- To be able to assess the extent to which multinational companies can have companywide HRM strategies, policies and practices

**Course outcomes:**

By the end of this course, a student would learn a perview of the major challenges that MNC's face and to be familiar, through a real-life case study, with some of the HRM issues faced by staff in a foreign subsidiary of a major multinational company

**MODULE 1:**

**8 HOURS**

International HRM - Domestic HRM v/s IHRM - Managing International activities - Human Resource Planning - International recruitment and selection - Training and development of expatriates – M & A –Integration of acquired employees in newer cultures, Global Mobility and HR-International postings.

**MODULE 2:**

**10 HOURS**

Repatriation – Expatriation and repatriation - Selection methodology of expatriation - Process of repatriation, job related adjustments, organisational development - International compensation: components, objectives and methods of compensation - Taxation decisions

- Changing trends in International employment.

**MODULE 3:**

**10 HOURS**

Managing HR in Virtual Organisation: Meaning and types of virtual organisations - Difference between traditional and virtual organisations - Features of virtual organisation - Managing HR in virtual organisations - Challenges of International performance management - Career Management & International HRM.

**MODULE 4:**

**10 HOURS**

Knowledge management and International management development - Knowledge and Knowledge transfer - Knowledge and situated cognition - Implications for knowledge transfer - Knowledge management in MNCs - Knowledge management and IHRM - Changing scope of International management development - International manager roles: development implications, international management development initiatives, Future developments.

**MODULE 5:**

**10 HOURS**

IHRM Strategies and Developments - Managing diversity - Linking corporate and HRM strategy - Total quality in HRM - Scope of TQM - Comparison of Traditional and TQHRM approaches - Barriers to TQHRM - HR project planning - Importance of computerised information system - Conflict management - Human rights movement and IHRM, Experiences of Japan and China.

**MODULE 6:**

**8 HOURS**

Case Studies - Ethics and challenges in IHRM - Role of international education in IHRM - UNO and IHRM - Business leaders as global citizens - Futuristic view of IHRM – socio cultural factors and ethical issues in BPO Industry - Adventurous training - Problems of women expatriates - Globalisation and senior citizens – BPO and IHRM.

**Suggested Reading:**

- Rao, P. L. (2008). International Human Resource Management: Text and Cases. India: Excel Books.
- Dowling, P. J., Engle, A., Festing, M. (2013). International Human Resource Management. United Kingdom: Cengage Learning.
- Kandula, S. R. (2018). International Human Resource Management. India: SAGE Publications.

- Briscoe, D. R., Schuler, R. S. (2004). International Human Resource Management: Policy and Practice for the Global Enterprise. United Kingdom: Routledge.
- International Human Resource Management. (2004). India: SAGE Publications.

**Name of the Program: Master of Business**

**Administration**

*Course Code:4.4.3*

*Name of the Course: Talent and Knowledge  
Management*

| Course Credits | No. of Hours per<br>Week | Total No. of<br>Teaching Hours |
|----------------|--------------------------|--------------------------------|
| 4 Credits      | 4 Hrs                    | 56 Hrs                         |

**Overview of the Course:**

The explosion of interest in talent and knowledge management among academics, public policy makers, consultants, and business people began as recently as the mid-1990s. The level of interest in Talent & Knowledge management since then visible in a number of ways. It is growing rapidly more and more companies have built talent and knowledge repositories. Even new job titles have appeared from knowledge edge developer, to knowledge facilitator, to corporate knowledge officer

**Course Objectives:**

- To impart the knowledge on talent and knowledge management. its importance in contemporary business

**Course outcomes:**

By the end of this course, a student would learn the new concepts in talent and knowledge management and its relevance in the corporate.

**MODULE 1: 8 HOURS**

Talent - Engine of new economy - Difference between talent and knowledge workers - Leveraging talent - Talent value chain - Elements of talent friendly organizations

**MODULE 2: 12 HOURS**

Elements, benefits and challenges of Talent Management System - Building blocks of talent management: competencies, performance management, evaluating employee potential - Modern practices in talent attraction, selection, retention and engagement. Talent Management & Social Media - Emerging Trends in Talent Management.

**MODULE 3: 10 HOURS**

Talent Planning – Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching.

**MODULE 4: 6 HOURS**

Return on talent (ROT) - ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Psychometrics for TM.

**MODULE 5: 12 HOURS**

Knowledge economy - Understanding Knowledge management - Types of knowledge - Knowledge centric organizations - Knowledge management framework - Knowledge creation and capture - Designing of Knowledge management strategy - Issues and challenges in knowledge Management - Implementing knowledge management strategy - Knowledge management metrics and audit.

**MODULE 6:****8 HOURS**

Conduct Interviews with five senior executives of two organisations on their talent and knowledge management practices. Conduct minimum one focus group discussion (FGD) on Knowledge Management Portal .

**Suggested Reading:**

- Berger, Lance A and Dorothy Berger (2010), "The Talent Management Handbook", Tata McGraw Hill, New Delhi, 2nd Edition
- Masood, Anilkumarsingh and Somesh Dhamija (2017) , Talent management in India- challenges and opportunities, Atlantic publisher, New Delhi, Atlantic Publishers and Distributors Pvt Ltd, 1st edition
- Scullion, H., Collings, D. (2011). Global Talent Management. United States: Taylor & Francis.
- Talent Management of Knowledge Workers: Embracing the Non-Traditional Workforce. (2010). United Kingdom: Palgrave Macmillan UK.
- Thunnissen, M., Gallardo-Gallardo, E. (2017). Talent Management in Practice: An Integrated and Dynamic Approach. United Kingdom: Emerald Publishing Limited.
- The Oxford Handbook of Talent Management. (2017). United Kingdom: Oxford University Press.
- Macro Talent Management: A Global Perspective on Managing Talent in Developed Markets. (2018). United States: Taylor & Francis.