

SIKKIM UNIVERSITY

(A Central University Established by an Act of Parliament of India, 2007)

LEARNING OUTCOME - BASED CURRICULUM

MASTER OF BUSINESS ADMINISTRATION (MBA)

(With effect from Academic Session 2023-24)



DEPARTMENT OF MANAGEMENT

SIKKIM UNIVERSITY

6TH MILE, TADONG - 737102

GANGTOK, SIKKIM, INDIA

VICE-CHANCELLOR'S MESSAGE

Sikkim University stands at the forefront of embracing the transformative National Education Policy (NEP) 2020. In alignment with NEP 2020's vision and the guidelines of the Learning Outcomes-based Curriculum Framework (LOCF) mandated by the UGC, we have undertaken a comprehensive revision of our curriculum across all departments. This initiative ensures a holistic educational experience that transcends traditional knowledge delivery, emphasizing the practical application of knowledge in real-world scenarios. The shift towards LOCF marks a pivotal change from teacher-centric to learner-centric education, fostering a more active and participatory approach to learning. Our updated curriculum clearly defines Graduate Attributes, Programme Learning Outcomes (PLOs), and Course Learning Outcomes (CLOs), setting clear objectives for our students to achieve. This revision is designed to enable a teaching-learning environment that supports the attainment of these outcomes, with integrated assessment methods to monitor and encourage student progress comprehensively.

A key innovation in our curriculum is the mandatory integration of Massive Open Online Courses (MOOCs) through the SWAYAM platform, enhancing accessibility and the breadth of learning opportunities for students. Our approach encourages multidisciplinary studies through the curriculum while allowing for specialization. The curriculum embodies the policy's core principle of flexibility by enabling mobility for students, thereby allowing the exit and entry of students in the program.

I extend my heartfelt gratitude to our faculty, the Head of the Department, the Curriculum Development Committee members, the NEP coordinators, and the dedicated NEP Committee of Sikkim University for their relentless dedication to updating our curriculum. I appreciate Prof. Yodida Bhutia, the Chairperson, and all dedicated NEP Committee members for their thorough review and integration of LOCF and NEP components into our curriculum.

To our students, I convey my best wishes as we embark on this journey with our updated and inclusive curriculum, aiming not only to enrich their academic knowledge but also to nurture their personal growth, critical thinking, and ability to adapt and innovate in an ever-changing world.

Best wishes,



Prof. Avinash Khare
Vice Chancellor
Sikkim University

1 Preamble

The business world has changed significantly in the past few years. The pace at which technology has evolved and the way it has changed the various facets of doing business, is not unknown. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning. AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA (Volatile, Uncertain, Complex and Ambiguous) world. The dept. of management conducted its syllabus revision exercised in the year 2017. The govt. of India came up with most awaited change in the education system by way implementing the New Education Policy framework 2020 with focus on multidisciplinary & skill enhancement-based approach in curriculum. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies in line with NEP 2020. Therefore, a revision of MBA program of Sikkim university is made so that the necessary required knowledge & skills for an MBA graduate student can be incorporated in the syllabus keeping in view the latest industry trends, digital economy and market requirements.

2 About the MBA program of Sikkim University

The Dept. of Management, Sikkim university offers MBA program which aims at providing necessary knowledge, skills, and competencies among the students for starting their business or taking up a challenging managerial role in the corporate sector. The revised curriculum focuses on the alignment of MBA program curriculum with NEP 2020 along with UGC's learning outcome-based curriculum framework and emphasizes an intensive, flexible core in management education with three main specializations and electives including second generation courses. The Department offers MBA program with dual specialization. Specialization courses are offered in four functional areas - Finance, Marketing, HR and Business Analytics. The student has to opt any two functional areas as their dual specialization. The program has 104 credits which are mandatory for the student to obtain MBA degree.

3 Program Educational Outcomes (PEOs)

The students who have undergone MBA Program will

PEO1 Possess professional skills for employment and lifelong learning in management.

PEO2 Have attained a general level of competence in management and to enable them to act with creative, innovative and entrepreneurial potentials with management tools.

PEO3 Adapt to a rapidly changing environment with learned and applied new skills.

PEO4 Become socially responsible, and value driven citizens committed to sustainable development.

PEO5 Be able to identify real world business problems and provide the innovative solution by applying quantitative and qualitative problem-solving tools and techniques.

4 Program Learning outcomes (PLOs)

The core courses of MBA programs are comprised of seven key program learning outcomes that every employer seeks in management graduate and a management aspirant must know.

1. **Business Environment and Domain Knowledge (BEDK):** Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
2. **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** Ability to Identify, formulate and provide innovative solution frameworks to real world

complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.

3. **Global Exposure and Cross-Cultural Understanding (GECCU):** *Demonstrating a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.*
4. **Social Responsiveness and Ethics (SRE):** *Developing responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.*
5. **Effective Communication (EC):** *Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large. Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas..*
6. **Leadership and Teamwork (LT):** *Understanding leadership roles at various levels of the organization and leading teams by way of collaborations across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.*
7. **Entrepreneurship & Innovation (EI):** *Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.*

5 Graduate Attributes (GAs)

At the end of the MBA program the learner shall exhibit:

GA1: Managerial competence- Apply knowledge of management theories and practices to solve business problems. Foster Analytical and critical thinking abilities for data-based decision making.

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership- Communicate effectively in a variety of formats, collaborate in teams and develop Value based Leadership ability.

GA3: Competence in Entrepreneurship Creativity & Innovation- Develop the knowledge, skills and attitude which helps them to support & enhance their entrepreneurial ability & innovation.

GA4: Research Aptitude, Scholarship & Enquiry- Foster Analytical and critical thinking abilities for data-based decision making

GA5: cross cultural Orientation- Understand, analyze and communicate globally, economic, legal, and ethical aspects of business.

GA6: Proficiency in ICT - application of technology in business decision making and capability to use various ICT tools (like spreadsheet) for exploring, analysis, and using the information for business purposes.

GA7: Results Orientation- Integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to solve business problems

GA8: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour- Avoiding unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, and appreciate environmental and sustainability issues

GA9: Lifelong learners- Capable of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling

6 Types of courses in MBA Program

6.1 Core courses

Core courses are the compulsory courses for all the students enrolled for MBA program of Sikkim university.

6.2 Open Courses

Open Courses are such courses which can be chosen by any students from any program of the university. These courses are offered in II and III semesters.

6.3 Elective Course

Elective course is a course which can be chosen from a pool of courses offered under various specialisations. These courses are offered in III and IV semesters.

6.4 Ability/Skill Enhancement Course

These courses are aimed at enhancing the required skills in MBA student. One such course is offered in each semester.

6.5 Massive Open Online Courses (MOOCs)

1. Students are encouraged to opt for MOOCs (Massive Online Open Courses) of matching credits through SWAYAM and NPTEL platform of Govt. of India.
2. Not more than 40% of the total credits (40 Credits) shall be earned through the MOOCs.
3. Not more than 40% of the credits per semester (10 credits) per semester shall be earned through the MOOCs.
4. Students shall apply to the Head of the Department / other designated competent academic authority of the university in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
5. In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM) and a certificate of completion of the course has to be submitted by the student to the HoD for consideration of credit transfer.

6.6 MBA Program Courses Matrix (AY 2023-24 onwards)

Program & Semester	Core courses (4 credits)	Open courses (4 credits)	Elective courses (4 Credits)	S Course (2 Credits)	Total
MBA I	5	0	0	1	6 (24 credits)
MBA II	4	1	0	1	6 (24 credits)
MBA III	1	1	3	1	6 (24 credits)
MBA IV	2 (including 1 internship/ Project work/dissertation)	0	3	1	6 (24 credits)
Total	12 (48 credits)	2 (8 credits)	6 (24 Credits)	4 (8 credits)	24 (96 credits)

7 Semester & Credit Framework

There shall be a total of minimum 90 working/ actual teaching days in a semester. Odd semester shall be counted from July-December and Even semester from January to June.

- 1 Credit = 15 Hours of Lecture/Theory/Tutorial or 30 Hours for Practical/Internship/ Project work in a semester
- In a week, there shall be 3 lectures of Theory/ Tutorial (each period of 1 hour 20 min duration and 1 practical/Internship/project work session of 2 hour and duration (30 hours in a semester)

8 Teaching Pedagogy

Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

9 MBA Program Course Structure

MBA I Year (Semester I and Semester II)							
General Eligibility: 3 year bachelor's degree or 4 year bachelor's degree with honours in any discipline with a minimum passing grade of 50% .							
Course Code	Course Title	Type of course	Credits	Assessment		Total Marks	
				Internal	external		
MBA I Semester							
MGT-C-501	Management Concepts & Organisation Behaviour	C	4	30	70	100	
MGT-C-502	Managerial Economics	C	4	30	70	100	
MGT-C-503	Accounting for Managers	C	4	30	70	100	
MGT-C-504	Marketing Management	C	4	30	70	100	
MGT-V-505	Indian contributions to business management	V	4	30	70	100	
MGT-S-506	Communication Skills for Managers	S	2	30	70	100	
	Total	6	22			600	
MBA II Semester							
MGT-C-551	Business Law and Environment	C	4	30	70	100	
MGT-C-552	Corporate Finance	C	4	30	70	100	
MGT-C-553	Human Resource Management	C	4	30	70	100	
MGT-C-554	Business Statistics and Operations Research	C	4	30	70	100	
MGT-O-555	Ethics, Governance, and CSR	O	4	30	70	100	
MGT-V-556	Cyber Laws and Computer Applications	V	2	30	70	100	
MGT-I-557	Summer Training	I	4			100	
	Total	7	26			700	
<div>Optional Exit</div> <p>After the successful completion of the first two semesters, or the first year of the MBA program, students are eligible to take their first exit with the degree titled <i>"One Year Post Graduate Diploma in Business Management."</i></p>							
<div>MBA II Year (Semester III and Semester IV)</div> <div>Eligibility</div> <p>Subject to the availability of seats in the department, lateral entry could be offered to the eligible candidates on merit basis after they fulfil the necessary criteria. There shall be two modes of entry to the MBA II year program:</p> <p>1. General Entry Mode: All those who have successfully completed two semesters or first year of</p>							

MBA degree and earned minimum 36-40 credits balance in it.

2. Lateral Entry: On the availability of the seats, lateral entry could be given to the students fulfilling either of the below mentioned condition:
 - i. 4 years of Honours degree in BBA
 - ii. 3 years of degree course in any discipline with one year of PGDBM course

MBA III Semester

MGT-C-601	Business Policy & Strategic management	C	4	30	70	100
MGT-O-602	Research Methodology and Research Ethics	O	4	30	70	100
	S1 E1 (Major)	E	4	30	70	100
	S1 E2 (Major)	E	4	30	70	100
	S2 E1 (Minor)	E	4	30	70	100
MGT-S-607	Personal Financial Planning	S	2	30	70	100
	Total	6	22			600

MBA IV Semester

MGT-C-651	International Business	C	4	30	70	100
	S1 E3 (Major)	E	4	30	70	100
	S1 E4 (Major)	E	4	30	70	100
	S2 E3 (Minor)	E	4	30	70	100
MGT-R-651	Dissertation	R	4	30	70	100
MGT-R-652	Comprehensive Viva-Voce	R	4	30	70	100
MGT-S-653	Leadership & Personality Development	S	2	30	70	100
	Total	7	26			700
	Grand Total	24 courses	96 credits			2600 marks

C-Core Course; O-Open Course; E-Elective Course; S-Ability/Skill Enhancement Course V-Vocational Course; I-Internship R-Dissertation and Viva
 S1E1-Specialisation 1 Elective Course 1; S2 E1- Specialisation 2 Elective Course 1 and so on will be either marketing or finance or human resource based on choices made by students.

Structure for the MBA Program as per NEP

Credit Distribution Structure

Program & Semester	Core courses (4 credits)	Open courses (4 credits)	Elective courses (4 Credits)	ASE Course (2 Credits)	Total
MBA I	5	0	0	1	6 (22 credits)
MBA II	5 (Including summer training)	1	0	1	7 (26 credits)
MBA III	1	1	3	1	6 (22 credits)
MBA IV	3 (Including 1 Project work/dissertation, and 1 Viva-Voce))	0	3	1	7 (26 credits)
Total	14 (56 credits)	2 (8 credits)	6 (24 Credits)	4 (8 credits)	24 (96 credits)

There shall be a total of minimum 90 working/ actual teaching days in a semester. Odd semester shall be counted from July-December and Even semester from January to June.

- 1 Credit = 15 Hours of Lecture/Theory/Tutorial or 30 Hours for Practical/Internship/ Project work in a semester
- In a week, there shall be 3 lectures of Theory (each period of 1 hour 20 min duration and 1 Tutorial/practical/Internship/project work session of 2 hour and duration (30 hours in a semester)

10 List of Specialisation & Elective Courses

Specialisation: Human Resource Management			Marks		
Course code	Course Title	Credits	Internal	External	Total
Semester III					
MGT-E-601	Performance Management Systems	4	30	70	100
MGT-E-602	Human Resource Development	4	30	70	100
MGT-E-603	Strategic Human Resource Management	4	30	70	100
Semester IV					
MGT-E-651	Compensation Management & Benefits	4	30	70	100
MGT-E-652	Industrial Relations & Labour Codes	4	30	70	100
MGT-E-653	International Human Resource Management	4	30	70	100
Specialisation: Marketing Management					
Semester III					
MGT-E-604	Consumer Behaviour	4	30	70	100
MGT-E-605	Digital Marketing	4	30	70	100
MGT-E-606	Services Marketing	4	30	70	100
Semester IV					
MGT-E-654	Retail Management	4	30	70	100
MGT-E-655	Rural & Agricultural Marketing	4	30	70	100
MGT-E-656	Sales and Distribution Management	4	30	70	100
Specialisation: Finance					
Semester III					
MGT-E-607	Financial Markets & Services	4	30	70	100
MGT-E-608	Managing Banks & Financial Institutions	4	30	70	100
MGT-E-609	Taxation	4	30	70	100
Semester IV					
MGT-E-657	Investment Analysis & Portfolio Management	4	30	70	100
MGT-E-658	International Finance	4	30	70	100
MGT-E-659	Mergers, Acquisitions and Corporate Restructuring	4	30	70	100

11 Summer Training/Internship (SIP)

In order to encourage practical thinking and application of management knowledge four credits internship work is mandatory to award the degree. In the **Second Semester by the month of May/June** each student shall undertake a summer Internship/ Project (SIP) for a minimum duration of **4 weeks to a maximum of 6 weeks** as per industry requirements. It is mandatory for the student to seek advance

written approval from the faculty guide and the Head of the Department before commencing the SIP. Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism.

The SIP report must reflect at least 4 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Certificate by the Company/ Supervisor
2. Formal feedback from the company guide
3. Executive Summary
4. Organization profile
5. Outline of the problem/task undertaken
6. Research methodology & data analysis (in case of research projects only)
7. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
8. Learning of the student through the internship/project
9. Contribution to the host organization
10. References in appropriate APA referencing style.

12 Dissertation

12.1 Dissertation Evaluation

Every student is required to submit two hard bound copies of their project report for evaluation. The student shall make a brief presentation of project work for at least 10-15 minutes. The project work shall be evaluated by at least one external examiner outside the department to be appointed by CoE and respective faculty guide as an internal examiner. The external and internal examiners shall together evaluate the Project Report.

12.1 Industrial Visit

The Department shall organise one industrial visit to the MBA students once in an academic year to provide them practical exposure about the various functional areas of business management. The industrial visits shall be financially and logistically facilitated by the university on the recommendation of the HoD. The students shall prepare a brief report of the visit stating their learning experiences.

13 . Comprehensive Viva Voce:

At the end of the fourth semester there shall be a comprehensive viva voce of 100 marks. The viva voce shall be conducted by the external expert to be nominated by CoE at the recommendation of HoD. One internal expert shall assist the external examiner in evaluation.

13.1 Academia-Industry Interaction

The dept. shall organise guest lectures/ special lectures from the industry peoples to provide the exposure to the students about the current trends, practices, required skills etc. in real corporate sector for boosting their creative thought process and innovation. This shall be financially supported by the university.

14 Comprehensive Evaluation Process

14.1 Internal Evaluation

The course teacher shall take 2 sessional tests of 20 marks each. The best score in any one sessional test shall be included for internal assessment. Besides sessional tests, the course teacher shall monitor each student in terms of attendance, class participation, assignments, presentations etc and award marks out of 10. The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.

14.2 End Semester Evaluation

The student shall be evaluated out of 70 marks in their end semester examination conducted by CoE and executed by the dept. of management. The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit. Passing & Degree awarding Standards

14.3 Attendance

The student must meet the requirement of 75% attendance in each course for appearing in end semester examination. The attendance of the students shall be monitored by the respective course teacher. The University may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10% provided the student represents his/her case to the CoE through HoD. The institute shall have the right to withhold the student from appearing in examination of a specific course if the above requirement is not fulfilled.

14.4 Passing Criteria

A student shall be said to have earned the credits for a course if he/she earns minimum 40 marks out of 100 marks in each course. In order to be promoted to the next semester, the student must earn a minimum of 50% marks (aggregate of all subjects) to be promoted to the next semester. A student is required to retake an examination in which they have failed to secure minimum marks.

14.5 Grading System

The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- (a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
- (b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

14.6 Award of Degree Requirements

After satisfactorily completing all MBA requirements within a time frame of at least 2 years and not more than 4 years, the student will be given the MBA degree.

15 Program Learning outcomes (PLOs)-Course's Learning outcomes (CLOs) Mapping Matrix

Core Course/ Skill Enhancement course/ Internship/ Project work	Program Learning Outcomes (POs)						
	PO1- BEDK	PO2- CBPI	PO3- GECCU	PO4- SRE	PO5- EC	PO6- LT	PO7- IE
Management Concepts & Organisational Behaviour	√			√		√	
Managerial Economics	√	√		√	√		
Accounting for Managers		√			√		
Business Law & Environment	√		√	√			√
Business Statistics and Operations Research		√			√		
Indian contributions to business management	√		√	√		√	
Communication Skills for Managers			√		√	√	
Marketing Management	√		√	√	√		
Corporate Finance	√	√			√		
Human Resource Management	√	√	√			√	
Cyber Laws and Computer Applications	√	√			√	√	
Business Policy & Strategic management	√	√	√			√	
Research Methodology and research Ethics		√		√	√	√	
Personal Financial Planning		√			√		√
International Business	√		√	√		√	
Leadership & Personality Development					√	√	√
Internship/Dissertation/Viva Voce	√	√	√	√	√	√	√

16 Detailed Course Outline

Detailed Course Outline of each course in MBA program is enclosed in **Annexure I**

Annexure I

MGT-C-501**MANAGEMENT CONCEPTS & ORGANISATION BEHAVIOUR****Semester: First Semester****Course Level: 500****Total Marks: 100****L+T+P: 3+1+0 = 4 Credits****Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs**

Course learning outcomes (CLOs): On completion of this course, the students shall be able to

- ✓ CLO1: understand evolution and basic concepts of management.
- ✓ CLO2: understand the functions of management and decision making.
- ✓ CLO3: Understand the dynamics of group behaviour and employee motivation.
- ✓ CLO4: evaluate the behavioural dynamics within an organization.

Course Outline**Unit I- Introduction to Management**

Concept of Management; Levels of management; Managerial skills, qualities and characteristics of a manager; Evolution of Management thoughts and theories-classical approach, behavioural approach, systems approach; managerial ethics; communication-concept, process, barriers to effective communication and measures to overcome it; leadership-concepts, theories and leadership style, contemporary leadership.

Unit II- Functions of Management

Planning-significance and classification of planning, process of planning, barriers of effective planning; Decision making-strategies used in decision making, types of organizational problem, steps in decision making process.

Organising-definition and process of organising, organizational structure, departmentalization, span of control.

Staffing-objectives of staffing, job analysis, recruitment and selection.

Directing- techniques of directing, types of supervisor, characteristics of supervisor.

Controlling-concept, importance of controlling, control techniques, steps in controlling.

Unit III-Organization Behaviour

Introduction to Organization Behaviour; characteristics of organization behaviour; Individual behaviour-perception, managerial implications on perception, types of attitudes, personality traits, theories of personality, theories and principle of learning; group behaviour-group dynamics, types of group, teams vs groups; stages of group development; group cohesiveness; classification of conflict, conflict management, stress management; motivation- Definition, forms of employee motivation, theories of motivation.

Unit IV-Organizational Dynamics

Organizational culture- concept, elements of culture, functions of organizational culture; Organizational change- forces for change, resistance to change, managing resistance to change, Kurt Lewin theory of change; Organizational politics: Concept, sources of power, types of organizational politics

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own

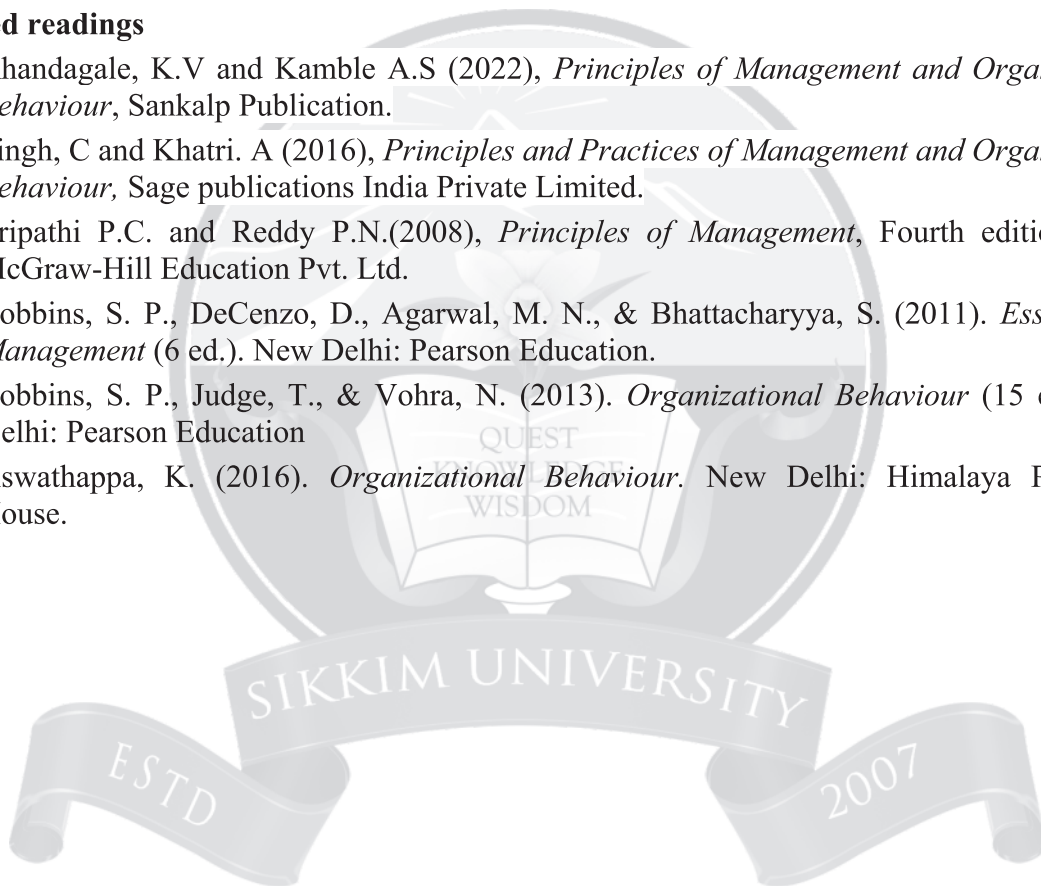
leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Khandagale, K.V and Kamble A.S (2022), *Principles of Management and Organizational Behaviour*, Sankalp Publication.
2. Singh, C and Khatri. A (2016), *Principles and Practices of Management and Organizational Behaviour*, Sage publications India Private Limited.
3. Tripathi P.C. and Reddy P.N.(2008), *Principles of Management*, Fourth edition, Tata McGraw-Hill Education Pvt. Ltd.
4. Robbins, S. P., DeCenzo, D., Agarwal, M. N., & Bhattacharyya, S. (2011). *Essentials of Management* (6 ed.). New Delhi: Pearson Education.
5. Robbins, S. P., Judge, T., & Vohra, N. (2013). *Organizational Behaviour* (15 ed.). New Delhi: Pearson Education
6. Aswathappa, K. (2016). *Organizational Behaviour*. New Delhi: Himalaya Publishing House.



MGT-C-502
MANAGERIAL ECONOMICS

Semester: First Semester
100 L+T+P: 3+1+0 = 4 Credits
Hrs

Course Level: 500

Total Marks:
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0

Course Learning Outcomes: On completion of this course, the students shall be able to

- ✓ CLO1: Apply the knowledge of the mechanics of supply and demand to explain working of markets
- ✓ CLO2: Describe how changes in demand and supply affect markets
- ✓ CLO3: Explain relationships between production and costs
- ✓ CLO4: Define key characteristics and consequences of different forms of markets and important concepts of Macro Economics.

Course Outline

Unit I: Introduction to Economics

Introduction to Economics: micro vs. macroeconomics; Nature, Scope and significance of Managerial Economics, Role of managerial economics in decision making, Decision making under risk and uncertainty.

Unit II: Demand & Supply and Production Analysis

Demand Analysis; Determinants of demand, Law of demand, Exceptions to the law of demand, Elasticity of demand- Price, Income, Cross elasticity; Uses of elasticity of demand, Measurement of elasticity of demand. Demand estimation, Demand forecasting, Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Production concepts & analysis; Production function, Law of variable proportion, Law of returns to scale, Economies of scale, Cost concepts and analysis, Short-run and long-run cost curves and their managerial use, Estimation of cost function, Relationship between cost and production function.

Unit III: Market Structure and Pricing

Revenue concepts, Market equilibrium., Market Structure: Perfect competition, Features, Price determination under perfect competition. Monopoly: Features, Pricing under monopoly, Price discrimination. Monopolistic: Features, Pricing under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand curve, Cartels, Price leadership. Pricing strategies; Full cost pricing, Product line pricing, Price skimming, Penetration pricing.

Unit IV: Macroeconomics

An Overview National Income: Different Concepts and various methods of its measurement, Inflation - Types, Causes and Measures to control Inflation, Business cycle, Profit concept and major theories of profits; Dynamic surplus theory, Risk & uncertainty bearing theory and innovation theory. Employment determination classical theory, Keynesian theory, Neoclassical theory.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction,

presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Damodaran, S. (2010). *Managerial Economics*. New Delhi: Oxford University Press.
2. Hirschey, M. (2008). *Economics for Managers*. New Delhi: Thomson publications.
3. Petersen, H, C., Lewis, W.C. & Jain, S.K. (2008). *Managerial Economics*. New Delhi: Pearson Education.
4. Salvatore, D., (2012). *Managerial Economics: Principles and Worldwide application*. New York: Oxford University Press.
5. Mithani D.M. (2015). *Principles of Economics*. New Delhi: Himalaya Publishing House.
6. Dwivedi D.N. (2011). *Managerial Economics*. New Delhi: Vikas Publications.
7. Maheswari, Y. (2012). *Managerial Economics*. New Delhi: PHI Learning Pvt. Ltd.
8. Gupta, G.S. (2011). *Managerial Economics*. New Delhi: Tata McGraw-Hill.



MGT-C-503
ACCOUNTING FOR MANAGERS

Semester: First Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 500
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course Learning outcomes (CLOs): On completion of this course, the students shall be able to

- ✓ CLO1: Understand the fundamentals of financial accounting, including the accounting equation, debits and credits, and the preparation of financial statements.
- ✓ CLO2: Analyze and interpret financial information to make sound business decisions.
- ✓ CLO3: Develop the ability to interpret and analyze financial information to monitor and manage performance.
- ✓ CLO4: Develop the skills to effectively manage financial resources in order to maximize profitability, and understanding the principles and concepts of financial reporting, including the Generally Accepted Accounting Principles (GAAP).

Course Outline

Unit I- Introduction to Accounting

Introduction to the Purpose of Financial Accounting, Overview of the Financial Statements, Accounting Process, Accounting Cycle, Double-Entry Accounting, Bookkeeping and Accounting Principles, Generally Accepted Accounting Principles (GAAP), Accrual Accounting, Matching Principle, Journal, Ledger and Cash books, brief introduction to Cost Accounting and Management accounting

Unit II- Mechanics of Accounting

Preparation of Trial Balance, Trading, P & L A/c, Balance Sheet Basics, Assets, Liabilities, Equity; (practical problems)

Unit III- Financial Analysis

Financial Ratios: Financial Ratios and Analysis, Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios; Common size and Comparative Income statement and Balance sheet, Trend analysis. (practical problems)

Unit IV- Overview of Management Accounting

Budgeting: Budgeting Basics, Types of Budgets, Cost-Volume-Profit Analysis, CVP Relationships, Make-or-Buy Decisions, Cost-Benefit Analysis. (practical problems)

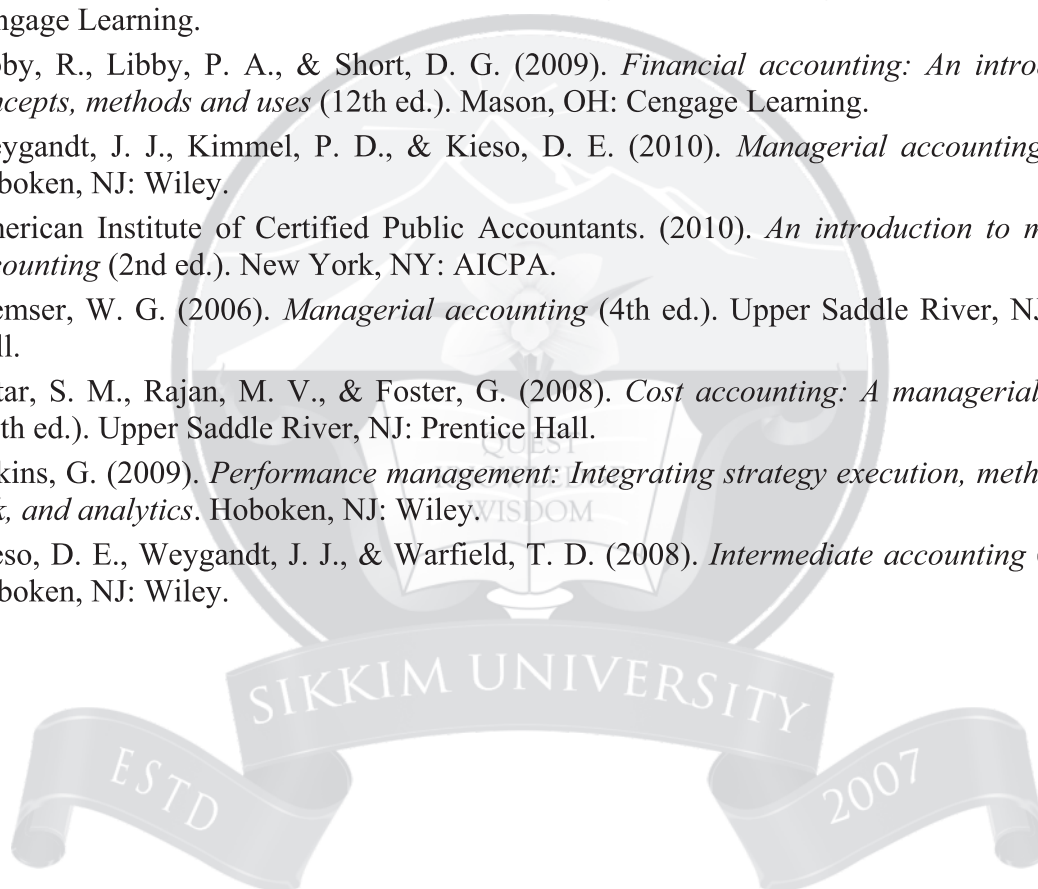
Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Deakin, E. B., & Needles, B. E. (2013). *Managerial accounting* (14th ed.). Mason, OH: Cengage Learning.
2. Libby, R., Libby, P. A., & Short, D. G. (2009). *Financial accounting: An introduction to concepts, methods and uses* (12th ed.). Mason, OH: Cengage Learning.
3. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2010). *Managerial accounting* (6th ed.) Hoboken, NJ: Wiley.
4. American Institute of Certified Public Accountants. (2010). *An introduction to managerial accounting* (2nd ed.). New York, NY: AICPA.
5. Bremser, W. G. (2006). *Managerial accounting* (4th ed.). Upper Saddle River, NJ: Prentice Hall.
6. Datar, S. M., Rajan, M. V., & Foster, G. (2008). *Cost accounting: A managerial emphasis* (13th ed.). Upper Saddle River, NJ: Prentice Hall.
7. Cokins, G. (2009). *Performance management: Integrating strategy execution, methodologies, risk, and analytics*. Hoboken, NJ: Wiley.
8. Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2008). *Intermediate accounting* (13th ed.). Hoboken, NJ: Wiley.



MGT-C-504
MARKETING MANAGEMENT

Semester: First Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 500
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course Learning Outcomes: On completion of this course, the students shall be able to

- ✓ CLO1- Understand the concepts and functions of marketing.
- ✓ CLO2- Analyse marketing environment impacting the business.
- ✓ CLO3- Segment the market and understand the consumer behaviour
- ✓ CLO4- Describe the 7Ps of service marketing and also strategize marketing mix

Course Outline

Unit I- Introduction

Meaning and Definition, Concepts of Marketing, Elements of marketing - Needs, Wants, Demands, Customer, Consumer, Markets and marketers; Selling Needs, Wants, Demands, Customer, Consumer, Markets and marketers; Selling vs. Marketing, Functions of Marketing. Consumer Behaviour, Marketing environment, Factors affecting marketing environment, Marketing information system and Marketing research, Marketing Myopia. Market Segmentation, Targeting and Positioning, Strategic marketing planning, BCG Matrix, SWOT Analysis, ANSOFF Matrix.

Unit II- Product and Price decision

Marketing Mix, Meaning, Elements of Marketing Mix (Four P's), Product: Product decisions, New product development, Reasons for Failure of New Product, Product-mix, Product life cycle, Branding, Packing and Packaging, Labelling.

Price: Pricing decisions, Pricing objectives, Policies methods of setting price, Pricing strategies.

Unit III- Place and Promotion

Place: Channels of distribution for consumer/ industrial products, Factors affecting channel distribution, Management of channels: Current trends in wholesaling and retailing, Retail distribution system in India.

Promotion: Meaning and Significance of Promotion, Promotion-mix- Advertising, Direct Marketing, Sales promotion, Personal selling, Public Relations, Digital/Internet Marketing.

Unit IV- Marketing of Services & Recent Trends

Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).

Recent trends in Marketing- E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, social media marketing and E-tailing; Electronic marketing; B2C, B2B and C2C, Direct marketing through internet, International marketing(Meaning only).

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own

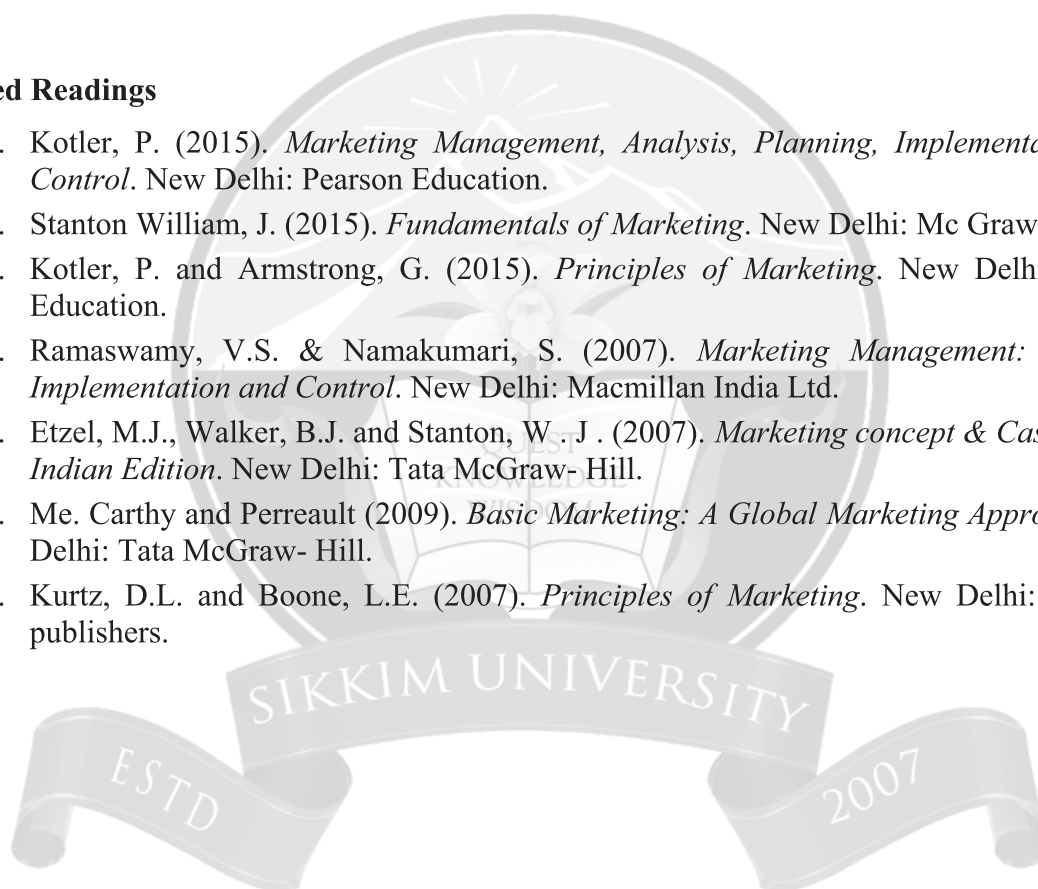
leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings

1. Kotler, P. (2015). *Marketing Management, Analysis, Planning, Implementations and Control*. New Delhi: Pearson Education.
2. Stanton William, J. (2015). *Fundamentals of Marketing*. New Delhi: Mc Graw- Hill.
3. Kotler, P. and Armstrong, G. (2015). *Principles of Marketing*. New Delhi: Pearson Education.
4. Ramaswamy, V.S. & Namakumari, S. (2007). *Marketing Management: Planning, Implementation and Control*. New Delhi: Macmillan India Ltd.
5. Etzel, M.J., Walker, B.J. and Stanton, W. J. (2007). *Marketing concept & Cases special Indian Edition*. New Delhi: Tata McGraw- Hill.
6. Me. Carthy and Perreault (2009). *Basic Marketing: A Global Marketing Approach*, New Delhi: Tata McGraw- Hill.
7. Kurtz, D.L. and Boone, L.E. (2007). *Principles of Marketing*. New Delhi: Thomson publishers.



MGT-V-505
INDIAN CONTRIBUTIONS TO BUSINESS MANAGEMENT

Semester: First Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 500

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course learning outcomes: On completion of this course, the students shall be able to

- ✓ CLO1-Understand India's contribution to the business world in the ancient era
- ✓ CLO2-Understand India's contribution to the business world in the mediaeval era
- ✓ CLO3-Understand India's contribution to the business world in the modern era
- ✓ CLO4- Examine the business scenario in post-independence era.

Course Outline

Unit I- Business in Ancient India

Business in Indus valley civilization, Vedic era, Barter system, emergence of Vaishya (vanik) as a business community, emergence of merchant guilds like sreni, family business system, history growth and development of coins, maritime trade practices etc. Religion and business, Philanthropy in business.

Business Practices during important dynasties of ancient India like Mauryan, Kushan, Gupta and Vardhan dynasty. Starting of silk route in India during Kushan period.

Deccan India- Business practices during Sangam Period, Chedi, Sarvanana's, Pandya, Chera and Chola dynasty.

Unit II- Business in Medieval India

Business Practices during prominent Medieval dynasties like Rajput era, Sultanate dynasty (with special emphasis on the reforms of Qutb-ud-din Aibak, Muhammad bin Tughlaq, Firoz Shah Tughlaq), and Mughal period.

Unit III- Business in British era

"Chit" Funds and "Nidhi" funds, the role of family businesses in the burgeoning national economy, Impact of British rule on Indian business, Limited companies, Gandhi and his thoughts on business. Emergence of prominent modern Indian business families like Tata, Birla, Wadia, Bajaj etc.

Unit IV- Feature of Modern Indian Economy (Post Independence)

Co-operative movement, self-help groups, business process outsourcing, and micro-finance as a macroscopic solution for poverty alleviation, the economic reforms of 1991, Five year Plans, Mixed Economy, concept of CSR, Corporate Governance in India, Start-ups, Special economic zones etc

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Basham, A.L. (2019). *The Wonder that was India*. Picador India.
2. S. A. A. Rizvi, (1975). *A Cultural History of India* (1975), edited by A. L. Basham.
3. Sharma, L.P. (2008). *History of Ancient India*, Konark Publishers, New Delhi.
4. Sharma, L.P. (2008). *History of Medieval India*, Konark Publishers, New Delhi.
5. Sharma, L.P. (2008). *History of Modern India*, Konark Publishers, New Delhi.

MGT-S-506**COMMUNICATION SKILLS FOR MANAGERS**

Semester: First Semester
L+T+P: 1+0+1 = 2 Credits

Course Level: 500

Total Marks: 100

Lecture: 15Hrs + Tutorial: 0Hrs + Practical: 30 Hrs

Course learning outcomes: On completion of this course, the students shall be able to

- ✓ CLO1- Understand the types of business communication and correspondence and will be able to comprehend the processes like receiving, filing and replying
- ✓ CLO2- Acquire knowledge in preparing good business communications and will be able to acquaint with organizational communication requirements and presentations.

Course Outline

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks

each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 2 units) of 10 marks each. The students are required to attempt one question from each unit.

Course Outline

Unit I: Introduction to Communication process and Soft Skills Development

The Communication Process; Barriers and Gateways to Communication, the Cross-Cultural Dimensions of Business Communication., Forms of Communication, Verbal Communication: Types of Verbal Communication Art of Public Speaking, Effective Listening

Non-verbal, Written Communication.: Letters, Enquiries, Quotations and Tender Notices, Preparing Agenda and Minutes, Memo, Office Order, Office Circular, Office Note,

Soft skill attributes for business executives like communication, business etiquette, adaptability, integrity, interpersonal skills, positive attitude, professionalism, discipline and responsibility, teamwork and motivation.

Unit II- Presentation Skills and Communicating for Job

Presentation Skills: Presentation definition, Elements of presentation, Designing a presentation, Advanced visual support for business presentation, Types of visual aids, Appearance & Posture, Practicing delivery of presentation.

Mock Interviews, Introduction, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing

Communication for Job: Writing CVs & Application Letters, Group Discussions & Interviews, Writing E-mail, E-mail Etiquettes; Business Reports, Purpose of Business Reports, Parts of Report; Business Proposals Format of Business Proposals, Practice for Writing Business Reports.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-four questions from each unit (total 4 units) of 10 marks each. The students are required to attempt two question from each unit.

Suggested Readings:

1. Scot, O. (2016). *Contemporary Business Communication*. New Delhi: Biztantra.
2. Lesikar, R.V. & Flatley, M.E. (2016). *Basic Business Communication Skills for Empowering the Internet Generation*. New Delhi: Tata McGraw Hill Publishing Company Ltd.
3. Ludlow, R. & Panton, F. (1998). *The Essence of Effective Communications*. New Delhi: Prentice Hall of India Pvt. Ltd.
4. Taylor, S. (2015). *Communication for Business*. New Delhi: Pearson Education.
5. Guffey, M.E. & Loewy, D. (2016). *Business Communication*. US: Cengage Learning.
6. Bisen, V. (2009). *Business Communication*. New Delhi: New Age International (P) Ltd., Publishers.
7. Sehgal, M.K. and Khetrapal, V. (2006). *Business Communication*. New Delhi: Excel Books.

MBA II Semester

MGT-C-551
BUSINESS LAWS & ENVIRONMENT

Semester: Second Semester
100 L+T+P: 3+1+0 = 4 Credits
0 Hrs

Course Level: 500

Total Marks:
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical:

Course learning outcomes: On completion of this course, the students shall be able to

- ✓ CLO1: Understand the legal framework applicable to businesses.
- ✓ CLO2: Comply with rules and regulations of various Acts related to formation of company.
- ✓ CLO3: Understand the role of different legal government bodies engaged in facilitation and controlling business environment.
- ✓ CLO4: Examine the political, social and economic environment and its impact on business operations.

Course Outline**Unit I-Introduction to Business Law**

Meaning, scope of business law; Indian Contract Act 1872- valid contract, consideration, free consent, legality of object, void agreement, breach, damages of breach of contract, quasi contract; Partnership Act 1932-essentials of partnership, minor as a partner, registration of the firm, dissolution of the firm; Sales of Contract Act 1930-types of Goods, rights of unpaid seller.

Unit II- Companies Act, 1956 And 2013

Definition of a Company; Classification of Companies; Memorandum of Association, Articles of Association, Prospectus, kinds of companies, Directors: their powers and duties, meetings, winding up; major amendments in 2013; Negotiable Instruments Act, 1881- Meaning of Negotiable Instrument; Types of negotiable instruments-promissory note, bills of exchange and cheques; consumer Protection Act 1986-complaints, redressal, procedure of complaints, penalties.

Unit III-Economic and Legal Environment of Business

Nature of BE; types of environment-internal, external; economic environment of business; New Industrial Policy of India; Financial institutions and its role-RBI, EXIM, IFCI, BIFR, SIDBI industrial policy for NE India-NEC, DONER, NEDFI; SEBI Act; Intellectual Property Rights and Patent Law; Government policy on environment; NITI Aayog, MSME; Trade blocks- WTO, European Union, ASEAN, BRICS, NAFTA.

Unit IV-Political and Socio-Cultural Environment

Concepts of Political Environment-Legislature, Executive, Judiciary and its Impact on Business; social environment: social responsibility of business and its impact on business decisions; capitalism & socialism; cultural milieu and environment; technology and business development-start ups, sustainable development.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Awasthappa, K. (2014). *Essentials of Business environment*. New Delhi: Himalaya Publishing House.
2. Singh, S. (2013). *Environmental Policy in India*. New Delhi: IIPA.
3. Misra, S.K. and Puri, V.K. (2004). *Economic Environment of Business*. New Delhi: Himalaya Publishing House.
4. Gulshan, J.J. (2012). *Business Law Including Company Law*. New Delhi: New Age International Publishers.
5. Kapoor, N.D. (2016). *Business Law*. New Delhi: Sultan Chand & Sons.
6. Singh, A. (2016), *Company Law*, 11th edition, Lucknow, Eastern Book Company.

MGT-C-552
CORPORATE FINANCE

Semester: Second Semester
100 L+T+P: 3+1+0 = 4 Credits
Hrs

Course Level: 500

Total Marks:
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0

Course Learning Outcomes: On completion of this course, the students shall be able to

- ✓ CLO1- Understand the theoretical framework of corporate finance
- ✓ CLO2- Understand the concept of Time value of money and Risk Management
- ✓ CLO3- Understand the concept and process of capital budgeting
- ✓ CLO4- Understand the concept of capital structure and cost of capital
- ✓ CLO5- Understand the concept of dividend decision and working capital management.

Course Outline

Unit I: Introduction

Concept, scope, objective and significance of financial Management, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Key Financial decision areas, Time Value of Money, Risk and Return Analysis.

Unit II: Investment and Financing Decision

Investment Decision: Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting. Financing Decision: Long-term, Medium Term and Short term sources of finance, Potentiality of equity shares, Preference shares, Debentures and bonds as sources of long- term finance;

Unit III: Capital Structure and Cost of Capital

Capital Structure: Concept and Planning, Capital Structure Theories: NI, NOI, Traditional and Modigliani Miller Approach; EBIT-EPS Analysis & Indifference Points.

Cost of Capital: Cost of equity, Preference shares, Debentures and retained earnings, Weighted average cost of capital and implications. Leverage Analysis: Financial, Operating and combined leverage along with implications

Unit IV: Dividend Decision and Working Capital Management

Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

Working capital: Overview of Working Capital Decision: Concept, Components, Factors affecting working capital requirement, Working Capital Management: Management of cash, Inventory and receivables; Introduction to Working Capital Financing.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Van Horne, J.C. (2016). *Financial Management and Policy*. New Delhi: Pearson Education.
2. Knott, G. (2004). *Financial Management*. Basingstoke, UK: Palgrave.
3. Khan, M.Y. and Jain, P.K. (2016). *Financial Management*. New Delhi: Tata McGraw Hill.
4. Chandra, P. (2016). *Fundamentals of Financial Management*, Tata McGraw Hill.
5. Rustagi, R.P. (2000). *Financial Management*. New Delhi: Galgotia.
6. Lawrence, J. G. (2004). *Principles of Managerial Finance*. New Delhi: Pearson Education.
7. Ravi, M. K. (2015). *Financial Management*. Kolkata: Taxmann
8. Damodaran, A. (2016). *Corporate Finance -Theory & Practice*. New Delhi: Wiley.

MGT-C-553**HUMAN RESOURCE MANAGEMENT****Semester: Second Semester****Course Level: 500****Total Marks:****100 L+T+P: 3+1+0 = 4 Credits****Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical:****0 Hrs****Course Learning Outcomes:** Students who undertake this course will be able to

- ✓ CLO1- Effectively manage and plan key human resource functions within organizations.
- ✓ CLO2- Demonstrate competence in development and problem solving in people management.
- ✓ CLO3-Contribute to employee performance management and organizational effectiveness.
- ✓ CLO4-Problem-solve human resource challenges and issues.
- ✓ CLO5- Explore current issues, trends, practices, and processes in HRM.

Course Outline**Unit I-Fundamentals of HRM**

Human Resources Management - Organisation and Functions of the HR and Personnel Department
 – HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

Job analysis: Methods, Writing job specification; Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection: Selection process, types of test, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

Unit II- Developing HR and Managing Performance

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the job and off-the-job Development techniques using HR to build a responsive organisation

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

Unit III- Managing Compensation and Benefits

Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives: Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services: Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Unit IV- Industrial Relation and Enactments

Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation

Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings

1. Venkata Ratnam C. S. & Srivatsava B. K.(1996), *Personnel Management And Human Resources*, Tata Mc-Graw Hill, New Delhi
2. Aswathappa (2010). *Human Resource Management*, Tata McGraw Hill, New Delhi.
3. Garry Dessler & Varkkey (2009). *Human Resource Management*, Pearson, New Delhi.
4. Alan Price (2007). *Human Resource Management*, Cengage Learning, New Delhi.
5. Pravin Durai (2010). *Human Resource Management*, Pearson, New Delhi.
6. Snell, Bohlander & Vohra (2010). *Human Resources Management*, Cengage, New Delhi.

MGT-C-554
BUSINESS STATISTICS & OPERATIONS RESEARCH

Semester: Second Semester
100 L+T+P: 3+1+0 = 4 Credits
0 Hrs

Course Level: 500

Total Marks:
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical:

Course Learning Outcomes (CLOs): On completion of this course, the students shall be able to

- ✓ CLO1: understand the application of statistic tools needed for making business decisions under various situations.
- ✓ CLO2: apply linear programming models to solve real business problems related to maximisation of profits and minimisation of costs using solver.
- ✓ CLO3: Formulate network models for service and manufacturing systems and apply the learnings of replacement issues and queuing problems in real business environment.
- ✓ CLO4: analyse the business situations for decision making using learnings of game theory, sequencing & simulation in real business environment.

Course Outline**Unit I: Introduction to Business Statistics**

Basic concepts of statistics, Descriptive statistics: measures of central tendency and variability, Probability theory and its applications in business, Sampling techniques and sampling distributions, Estimation and hypothesis testing

Unit II: Data Analysis and Interpretation

Data collection methods and sources, Data visualization techniques, Exploratory data analysis, Correlation and regression analysis, Time series analysis and forecasting, Introduction to data analytics and big data

Unit III: Decision Analysis and Optimization

Decision-making under uncertainty, Decision trees and decision analysis, Linear programming models and applications, Sensitivity analysis and duality, Integer programming and mixed-integer programming, Network models: shortest path, minimum spanning tree, and critical path analysis

Unit IV: Simulation and Queuing Theory

Introduction to simulation modeling, Monte Carlo simulation techniques, Queuing theory and its applications, Inventory management models, Supply chain optimization, Introduction to game theory and strategic decision-making

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Levin R.I., Rubin S. David (2015). *Statistics for Management*, Pearson, 7th Edition.
2. Beri (2015). *Business Statistics*, TMH, 1st Edition, 2015.
3. Gupta S.C (2015). *Fundamentals of Statistics*, Himalaya Publishing House, 6th Edition.
4. Levine , Stephan.; krehbiel , Berenson (2015). *Statistics for Managers using Microsoft Excel*, PHI, 1st Edition.
5. J. K Sharma (2015). *Business Statistics*, Pearson Publications, 2nd Edition.
6. Srivatsava TN, Shailaja Rego (2008). *Statistics for Management*, Tata McGraw Hill.
7. Sharma, Anand (2008). *Statistics for Management*, Himalaya Publishing House, Second Revised edition.
8. Anderson D.R., Sweeney D.J. and Williams T.A.(2002). *Statistics for business and economics*, 8th edition, Thomson (South – Western) Asia, Singapore.
9. Aczel A.D. and Sounderpandian J. (2004). *Complete Business Statistics*, 6th edition, Tata McGraw-Hill.
10. Carter, M., Price, C., & Rabadi, G. (2017). *Operations: A Practical Introduction* (2nd ed.). CRC Press.
11. Gupta, P. K., & Hira, D. S. (2011). *Operations Research* (6th ed.). S Chand & Company Pvt.Ltd.
12. Hillier, F. S., Lieberman, G. J., Nag, B., & Basu, P. (2017). *Introduction to Operations Research* (11th ed.). McGraw Hill Education (India) Private Limited.
13. Ramamurthy, P. (2007). *Operations Research*. New Age International (P) Limited.
14. Taha, H. A. (2016). *Operations Research: An Introduction* (10th ed.). Pearson.

MGT-O-555
ETHICS, GOVERNANCE AND CSR

Semester: Second Semester
100 L+T+P: 3+1+0 = 4 Credits
0 Hrs

Course Level: 500

Total Marks:
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical:

Course Learning Outcomes

- ✓ To make students aware of the concepts of Business Ethics.
- ✓ To make the students aware of the different theories and philosophies of Business Ethics.
- ✓ To help the students in taking sound individual and organizational ethical decisions.
- ✓ To help students learn the concept and theories of CSR and Corporate Governance along with theological moral guidelines prescribed in different religious structure.

Course Outline

Unit I: Introduction

Opening Case: Subprime lending

Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught? Bad Apple Theory, Why Ethics matters in Business? Ethics and Law, Ethical Behavior, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares? Pressure Points for Ethical Behaviour.

Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc. ;

Ethical issues related to Marketing, Ethical issues related to Finance, Ethical issues related to HR, Ethical issues related to IT, Ethics of Net neutrality, Ethical dimensions of artificial intelligence.

Ethical Issues in Capitalism, Socialism and Communism,

Closing Case Study: Bhopal Gas tragedy

Unit II: Business Ethics Philosophies

Opening Case: Turing Pharmaceutical price hike controversy

Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces.

Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Divine Command Theory, Machiavellian Theory, Darwinism, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism.

Contemporary Moral Philosophies: Contractarianism, Prisoner's Dilemma, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).

Closing Case: Johnson & Johnson Tylenol Crisis

Unit III: Ethical Decision Making: Individual And Organizational Factors

Opening Case: Enron scandal

Individual Ethics Management: Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model, Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth.

Organizational Ethics Management: Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organisations: Tips for whistleblowing and the process of handling whistleblowing in organisations, Discussion of case related to murder of whistle-blowers Satyendra Dubey and Shanmugam Manjunath.

Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.

Global Ethics Management: Avoiding, Forcing, Persuasion or education, Infiltration, Negotiation or Compromise, accommodation and Collaboration.

Closing Case: Galleon Group Insider trading fraud.

Unit IV: Corporate Social Responsibility

Opening Case: Merck and River blindness

Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy.

Theological Ethics and Philanthropy: Philanthropy in Hinduism, Buddhism, Islam, Christianity, Islam and Sikhism.

Corporate Governance: Theories and Models

Definition of Corporate Governance, Importance of Corporate Governance, Principles of Corporate Governance, and Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India.

Theories of Governance: Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory,

Closing Case: Satyam Scam

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

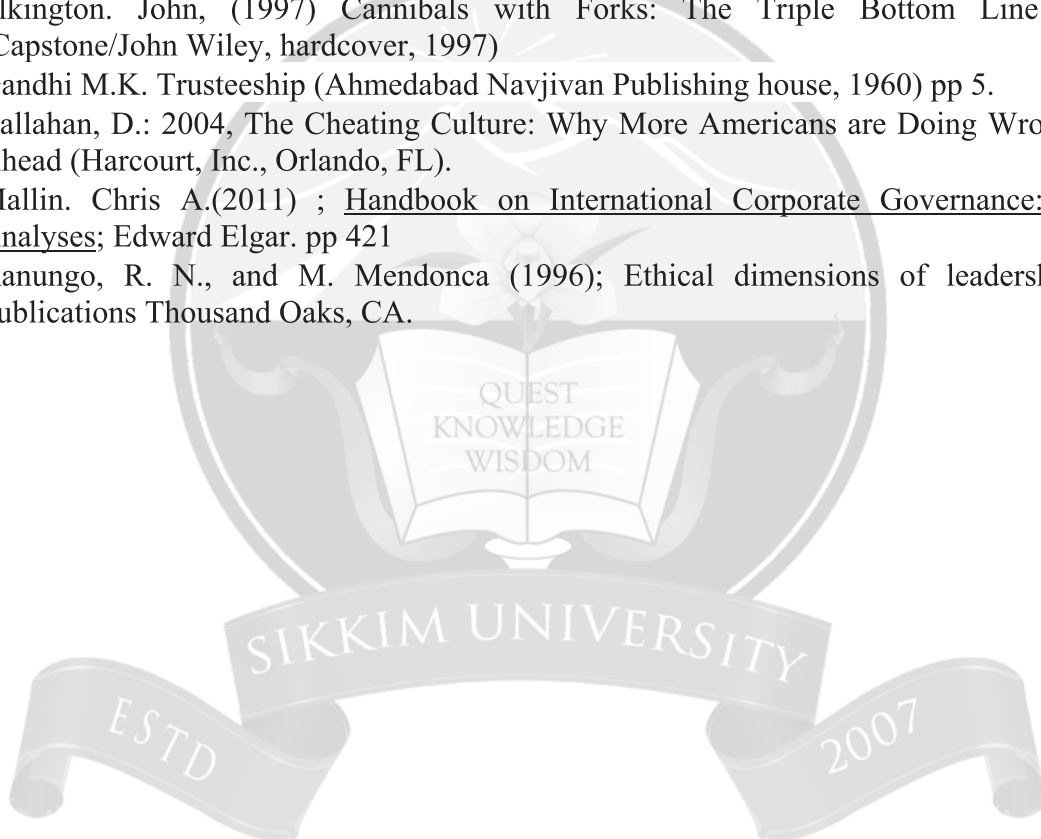
Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from

each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Books

- Kumar, Shailendra and Alok Kumar Rai (2019); *Business Ethics*; Cengage Publishing House, 1st edition.
- Linda K. Trevino, Katherine A. Nelson (2017); *Managing Business Ethics: Straight Talk about How to Do It Right*, Wiley Publishing House, 6th Edition
- O. C. Ferrell , John Fraedrich , Ferrell (2017); *Business Ethics: Ethical Decision Making & Cases*; Cengage Publishing House
- Thomas Donaldson , Thomas W. Dunfee,(1999); *Ties That Bind: A Social Contracts Approach to Business Ethics*; Harvard Business School Press.
- Norman E. Bowie, (2015); "Business Ethics," in *New Directions in Ethics*, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge & Kegan Paul, 2015
- Elkington. John, (1997) *Cannibals with Forks: The Triple Bottom Line of 21st* (Capstone/John Wiley, hardcover, 1997)
- Gandhi M.K. *Trusteeship* (Ahmedabad Navjivan Publishing house, 1960) pp 5.
- Callahan, D.: 2004, *The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead* (Harcourt, Inc., Orlando, FL).
- Mallin. Chris A.(2011) ; Handbook on International Corporate Governance: Country Analyses; Edward Elgar. pp 421
- Kanungo, R. N., and M. Mendonca (1996); *Ethical dimensions of leadership*, Sage Publications Thousand Oaks, CA.



MGT-V-506
CYBER LAWS AND COMPUTER APPLICATIONS

Semester: Second Semester
100 L+T+P: 1+0+1 = 2 Credits
Hrs

Course Level: 500

Total Marks:
Lecture: 15Hrs + Tutorial: 0Hrs + Practical: 30

Course learning outcomes (CLOs): On completion of this course, the students will be able to

- ✓ CLO 1: After completion of the module, students will have complete understanding of the cyber security, cyber-crimes, and data privacy features on Internet and will also be able to understand the legal framework that exist in India
- ✓ CLO 2: students after completing this module will be able to develop the word processing skills and prepare the effective business presentations and will also be able to perform the data visualisation and perform data analysis using spreadsheets. They will further be able to understand the database

Course Outline

Unit I- Cyber Security, Cyber Crimes, Cyber laws and Data Privacy

Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical IT and National Critical Infrastructure, Cyberwarfare, Case Studies.

Cyber-crimes targeting Computer systems and Mobiles- data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cybersquatting, Pharming, Cyber espionage, Cryptojacking, Darknet- illegal trades, drug trafficking, human trafficking., Social Media Scams & Frauds- impersonation, identity theft, job scams, misinformation, fake news cyber-crime against persons - cyber grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.

Cyber-crime and legal landscape around the world, IT Act, 2000 and its amendments. Limitations of IT Act, 2000. Cyber-crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies.

Defining data, meta-data, big data, nonpersonal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations(GDPR),2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media- data privacy and security issues.

Defining data, meta-data, big data, nonpersonal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations(GDPR),2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media- data privacy and security issues.

UNIT II: Word Processing, Power-Point Presentation, Spreadsheets applications and DBMS

Word Processing: Introduction to word Processing, Word Processing concepts, Use of Templates;

Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, **Formatting the Document :** Bullets and numbering, Tabs, Paragraph Formatting,

Indent, Page no., Header and footer; **Tables:** Inserting, filling and formatting a table; Inserting Pictures and Video; **Mail Merge:** including linking with Database; Printing documents. Creating Business Documents using the above facilities (practical applications). Basics of presentations: Slides, Fonts, Drawing, editing; Inserting: Tables, Images, texts, Symbols, Media; Design: Themes, changing slide size, design ideas; Transition effects; Animation effects; Slideshow, Slide master; Creating Business Presentations using above facilities.

Spreadsheet Concepts; Managing Worksheets: Formatting, Entering Data, printing, Rearranging worksheet; Functions in Excel: mathematical, statistical, financial & logical functions, practical applications of each;

Creating Spreadsheet, Graphical Representation of Data, Popular formulae application techniques in Excel,

Types of Database Models, DBMS Software (MS Access): Environment; Tables; Forms; Queries; Reports; Modules; Applying DBMS in the areas of Accounting; Managing the data records of Employees, Suppliers and Customer

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-four questions from each unit (total 2 units) of 10 marks each. The students are required to attempt two question from each unit.

Suggested Readings

1. Venkataramanan, Natraj and Shriram, Ashwin. (2020) Data Privacy Principles and Practice, CRC Press.
2. Belapure, Sumit., and Godbole, Nina. (2021). Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives, Wiley India Pvt. Ltd.
3. Sanjay Saxena (2015). *A First Course in Computers*, Vikas Publishing House, New Delhi
4. Pradeep K. Sinha and Preeti Sinha (2022). *Foundation of Computing*, BPB, Publication.
5. Deepak Bharihoka (2007). *Fundamentals of Information Technology*, Excel Book, New Delhi
6. V. Rajaraman (2003). *Introduction to Information Technology*, PHI. New Delhi
7. Leon, A. & M. Leon (2009). *Fundamentals of Information Technology*, Vikas Publishing.

MBA III Semester

MGT-C-601
BUSINESS POLICY AND STRATEGIC MANAGEMENT

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course Learning Outcomes: Upon completion of this course, the student will be able to

- ✓ CLO1- Develop strategic management and leadership capabilities and its understanding.
- ✓ CLO2- Understand various types of strategies and nuances of competencies at different levels.
- ✓ CLO3-Gain knowledge of the subtleties involved in developing and implementing business and corporate strategies.
- ✓ CLO4-Identify the impact of new technology and changing landscape on business.

Course Outline:

Unit I- Basics of Strategic Management

Introduction to Strategy: Vision, Mission, Strategic Goals, Introduction to Strategy Frameworks, Strategic Decision-making, Business Policy Vs Strategy.

Identifying Opportunities in the External Environment: Macro Environmental Analysis – PESTEL Framework, Porter's Five Forces Industry Analysis, Competitive Dynamics.

Leveraging Resources & Core Competencies: Analysing Organisational Resources and Capabilities, VRIN/VRIO Framework for Resource Configuration, Developing Core Competencies, Leveraging Knowledge Assets.

Unit II- Different Levels of Strategies

Strategy Formulation for Competitive Advantage: Competitive Business Strategies, Cost Leadership, Differentiation & Focus Strategies, Growth Strategies: Ansoff Matrix

Corporate Strategy: Strategic Value Chain Decisions: Vertical Integration Strategy, Diversification Strategy: Related and Unrelated Growth Opportunities, Inorganic Growth through Mergers & Acquisitions, Leveraging Inter-organisational Synergies: Joint Ventures & Strategic Alliances, International Business Strategies.

Unit III- Strategic Implementation

Tools and Frameworks of Strategy Implementation: Balanced Scorecard for Holistic Performance Management, McKinsey 7S Framework, Organisational Learning and Knowledge Management

Blue Ocean Strategies and Red Ocean Strategies, Strategic Leadership, CSR and Sustainable Development.

Unit IV- Emerging trends in Business Scape

Strategies for Emerging Technologies: Key Emerging Technology Trends as Strategic Enablers, Blockchain Technology Landscape, Policies, Business Domain Applications and Ecosystem, Leveraging Trends such as Artificial Intelligence, Industry 4.0, Internet-of-things, Fintech, Platform Economy, etc., for Competitive Advantage.

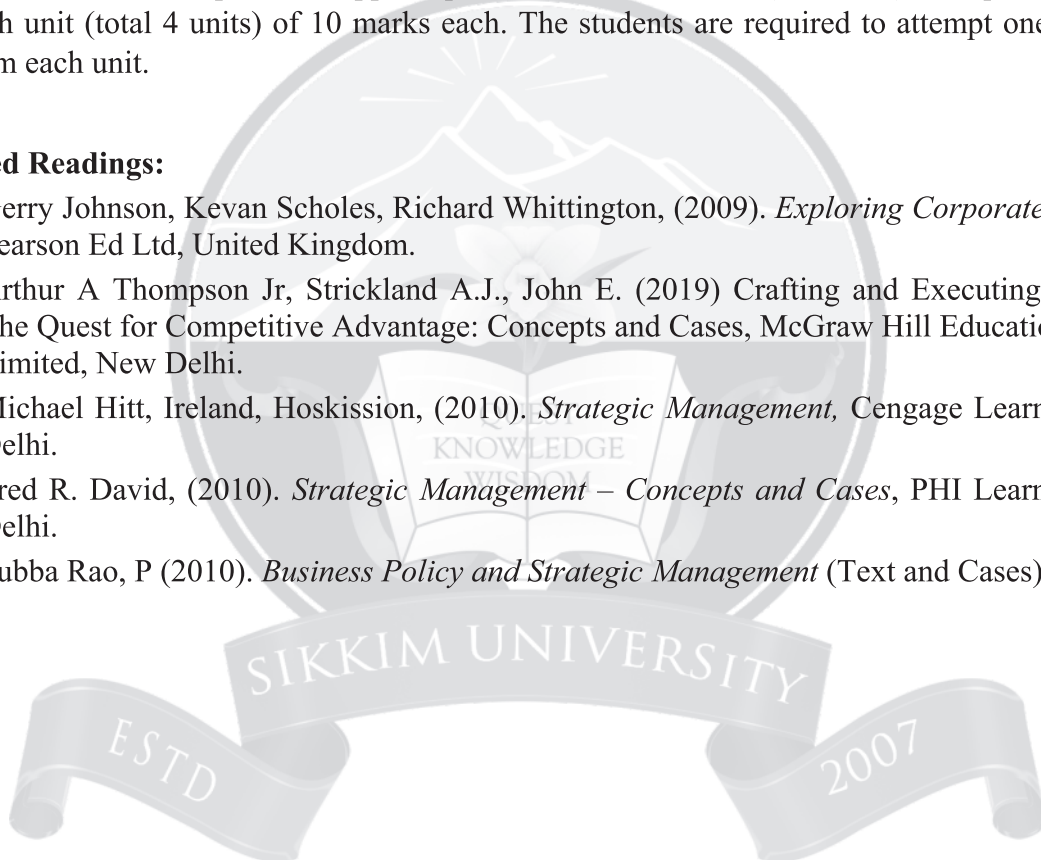
Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, (2009). *Exploring Corporate Strategy*, Pearson Ed Ltd, United Kingdom.
2. Arthur A Thompson Jr, Strickland A.J., John E. (2019) *Crafting and Executing Strategy, The Quest for Competitive Advantage: Concepts and Cases*, McGraw Hill Education Private Limited, New Delhi.
3. Michael Hitt, Ireland, Hoskission, (2010). *Strategic Management*, Cengage Learning, New Delhi.
4. Fred R. David, (2010). *Strategic Management – Concepts and Cases*, PHI Learning, New Delhi.
5. Subba Rao, P (2010). *Business Policy and Strategic Management* (Text and Cases),



MGT-O-602
RESEARCH METHODOLOGY AND RESEARCH ETHICS

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course learning outcomes (CLOs): On completion of this course, the students will be able to

- ✓ CLO 1: Understand various types of research, approaches and scientific research process.
- ✓ CLO 2: Formulate research problem and develop a sufficiently coherent research design.
- ✓ CLO 3: apply the qualitative & quantitative methods as well as measurement & scaling techniques.
- ✓ CLO 4: perform data analysis, including data analysis using software.

Course Outline:

Unit I-Introduction to Business Research Process

Introduction, Research and Manager, Types of business research, ethics and business research, scientific approach to research, hypothetico-deductive approach; Research Process: defining and refining the problem, Literature review, theoretical framework & Hypotheses development; academic writing, research proposal, referencing

Unit II-Research Designs & Data Collection

Types of Research designs: Descriptive, Exploratory, hypothesis testing & experimental design; Elements of research design: Research strategies, study settings, unit of analysis, time horizon; mixed methods; Sampling-probability and non-probability sampling methods, sample size

Data collection: Sources of data, Methods of data collection-Interviews, Observation, questionnaire, schedules; Measurement: scaling, reliability & Validity

Unit III- Data Analysis

Data entry: coding, editing, cleaning, transformation; Getting a feel of Data: Data visualisation,

Qualitative data analysis: Qualitative data Analysis: Introduction to qualitative research methods such as interviews, focus groups, and content analysis, coding and analysis, interpretation of results.

Quantitative data analysis using software: Descriptive summary, correlation & regression, Testing of Hypothesis: parametric and non-parametric methods

Advanced Data Analysis & Reporting

Factor Analysis, Discriminant Analysis, Cluster Analysis (using Statistical data analysis software)

Structure and components of Scientific Reports: types of Report – Technical Reports and Thesis, Layout, structure and Language of typical reports, Figures and tables, Bibliography, Referencing and foot notes

Unit IV- Research and PUBLICATION ETHICS

Publication ethics: definition, introduction and importance, Best practices /Standards setting initiatives and guidelines: COPE. WAME, etc., Conflicts of interest, Publication misconduct: definition, concept, problems that lead to unethical behavior and vice-versa, types; Violation of

publication ethics, authorship and contributorship, Identification of publication misconduct, complaints and appeals, Predatory publishers and journals

OPEN ACCESS PUBLISHING: Open access publications and initiatives; SHEERPA/RoMEO online resource to check publisher copyright & Self – archiving policies; Software tool to identify predatory publications developed by SPPU; Journal finder /Journal suggestion tools viz.JANE., Elsevier journal Finder, Springer Journal, Suggester, etc.,

PUBLICATION MISCONDUCT

- A. Publication Misconduct- Subject specific ethical issues, FFP, authorship; Conflicts of interest; Complaints and appeals: examples and fraud from India and abroad;
- B. Software tools- Use of plagiarism software like Turnitin, Urkund and other open source software tools

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings:

1. Branica, T & Roche, W.K. (1997). *Business Research Methods*, Jaico Publishing House.
2. Wilson, J. (2013). *Essential of Research Methods*, SAGE Publication.
3. Sachdeva, J.K. (2009). *Business Research Methodology*, Himalaya Publishing House,
4. Trochim, W.M.K. (2003). *Research methods*, Dreamtech Press.
5. Cauvery, R., Nayak, Girija & Meenakshi, R. (2003). *Research Methods*, Sultan Chand & company Ltd.
6. Lee, Nick & Lings, Ian (2009). *Doing Business Research*, Sage South Asia.
7. Mark Saunders, Lewis, P. & Thornhill, A. (2015). *Research Methods for Business Students*, Pearson Education.
8. Uma Sekaran & Roger Bougie (2016). *Research Methods for Business: A Skill-Building Approach*, John Wiley & Sons Ltd.

MGT-S-607
PERSONAL FINANCIAL PLANNING

Semester: Third Semester
L+T+P: 1+0+1 = 2 Credits

Course Level: 600

Total Marks: 100

Lecture: 15Hrs + Tutorial: 0Hrs + Practical: 30 Hrs

Course Learning Outcomes: on completion of this course, the students shall be able to

- ✓ CLO1- Develop a personal budget and identify areas where they can reduce expenses or increase savings and create a savings plan and set financial goals for the short and long term.
- ✓ CLO2-Compare and contrast different types of investment options and evaluate their suitability for their personal financial goals. And will also be able to explain the impact of taxes, inflation, and other economic factors on their personal finances.

Course Outline

Unit I- Principles of Personal Financial Planning and Developing a Personal Financial Plan

Overview of Financial Planning, Financial Goals and Objectives, Setting Financial Priorities, Identifying and Managing Risk, Financial Management Techniques, Cash Flow Management, Investment Strategies, Retirement Planning, Taxation Planning, Estate Planning

Establishing a Financial Plan, Collecting Financial Information, Analyzing Financial Information, Developing Financial Strategies, Implementing Financial Strategies, Monitoring and Revising Financial Strategies

Unit II- Financial Planning Tools and Professional Financial Planning

Financial Planning Software, Budgeting, Risk Analysis Tools, Investment Analysis Tools, Retirement Planning Tools, Tax Planning Tools

Types of Financial Professionals, Working with Financial Professionals, Financial Planning Specialties, Fee-Only Financial Planners, Fee-Based Financial Planners, Commission-Based Financial Planners, Financial Planning Certifications

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-four questions from

each unit (total 2 units) of 10 marks each. The students are required to attempt two question from each unit.

Suggested Readings:

1. Clason, G. S. (2022). *The Richest Man in Babylon*. India: General Press.
2. Ramsey, D. (2013). *The total money makeover: Classic edition: A proven plan for financial fitness*. Thomas Nelson.
3. Stanley, T. J. (1996). *The millionaire next door: The surprising secrets of America's wealthy*. Taylor Trade Publishing.
4. Lindauer, M., Larimore, T., & leboeuf, M. (2021). *The Boglehead's; Guide to Investing*. John Wiley & Sons.
5. Sethi, R. (2020). *I Will Teach You to be Rich*. United Kingdom: Hodder & Stoughton.
6. Graham, B. (1985). *The intelligent investor*. United Kingdom: Harper & Row.
7. Chilton, D. (1998). *The Wealthy Barber, Updated 3rd Edition: Everyone's Common-sense Guide to Becoming Financially Independent*. United States: Crown.
8. Orman, S. (2007). *The Money Book for the Young, Fabulous & Broke*. United States: Penguin Publishing Group.

SPECIALIZATION AND ELECTIVE COURSES OF III SEMESTER

MGT-E-601

PERFORMANCE MANAGEMENT SYSTEMS

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes (CLOs): After completion of the course, the students shall be able to:

- ✓ CLO1: Understand the fundamentals of Performance Management concept, process and objectives.
- ✓ CLO2: Develop an understanding of why and how the performance of employees to be evaluated and rewarded.
- ✓ CLO3: Learn various methods and tool used for managing / appraising performance of employees.
- ✓ CLO4: To identify performance gaps and to develop tools to bridge the performance gaps.

Course Outline:

Unit I: Introduction to Performance Management

Performance: Dimensions of Performance, Performance Appraisal & Potential Appraisal,
Performance Management: Planning Performance for Role Clarity, Accountability and

Effectiveness, Process of Performance Management, Developing and Implementing a Performance Management System

Unit II: Performance Management Analysis & Application Reward System

Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan. Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions and Performance Improvements, Performance Management Skills, Performance Management Systems and Appraisal Practices

Unit III: Performance Management Techniques

Competency Mapping as a Performance Management Tool, Balanced Scorecard and its Applications, Mentoring System, 360° Feedback, Assessment Centres, Performance Management Practices of Different Companies.

Unit IV: Performance Consulting Concept

The Need for Performance Consulting, Role of the Performance Consulting, Designing and Using Performance Relationship Maps, Contracting for Performance Consulting Services, Operationalizing Performance Management.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Rao, T.V. (2017). *Performance Management: Toward Organizational Excellence*. New Delhi: Sage Publishers.
2. Rao, T.V. (2005). *Performance Management and Appraisal Systems*. New Delhi: Sage Publishers.
3. Chadha, P. (2008). *Performance Management*. New Delhi: Macmillan India Ltd.
4. Michael, A. (2006). *A Handbook of Human Resources Management Practice*, London: Kogan Page.
5. Suri, G.K. (2008). *Performance Measurement and Management*. New Delhi: Excel Publications.

6. Robert, L. C. (2011). *Performance Management Concepts Skills and Exercises*, New York: M.E.Sharpe Publications.
7. Rao, N.S., (2017). *Compensation System and Performance Management*. New Delhi: Himalaya Publishing House.

MGT-E-602
HUMAN RESOURCE DEVELOPMENT

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: After completion of the course, the students shall be able to:

- ✓ CLO1- List methods for how to plan, incorporate innovate and build strategies for effective HRD Practices.
- ✓ CLO2- Understand HRD practices of our country.
- ✓ CLO3- Examine the HRD interventions.
- ✓ CLO4- Evaluate HRD applications and trends

Course Outline:

Unit I- Introduction to Human Resource Development

An overview, Objectives, HRM Vs. HRD, Precursors of HRD, Concepts of Education, training, development, HRD Vs. training and development, Theories of HRD: General Systems Theory, institutional theory, human capital theory, behavioural theory, resource-based theory Multidisciplinary nature of HRD – Recent approaches to HRD.

Unit II- National Context of HRD

National vocational education and training – Public policy and infrastructure – Ministry of HRD: structure, role and functions - Adult education – National education policy- Intended outcomes of HRD Philosophy, policies, processes, programmes and practices – Recent trends.

Unit III- HRD Process

Individual, Team and organizational Learning- Analysis and assessment of Training Needs- Methods used to conduct training needs analysis at the individual, operational and organisational levels – Training and development methods and instructional approaches - Designing and Implementing HRD programmes - Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate – Recent trends.

Unit IV-Employee Development Activities

Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling - HRD and Global Management – HRD and Knowledge Management- Employer branding and other emerging trends – Recent trends.

Ethical Issues and Dilemmas in HRD: Privacy in the workplace – electronic monitoring – employee drug use and testing – alcohol abuse at work – employee theft and honesty testing – whistle-blowing and free speech in the workplace – women and minorities at work – Comparable worth and the gender pay gap – breaking the glass ceiling – equal employment opportunity – sexual

harassment – balancing work and life – ethics of downsizing – ethical issues in managing a diverse workplace Reputation Management. Future challenges of ethics in HRD – Recent trends.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Haldar, U. K. (2009). Human Resource Development, Oxford University Press India.
2. Harrison, R., (1997). Employee Development, London: Institute of Personnel and Development.
3. Mankin, D., Human (2009). Resource Development, Oxford University Press India.
4. Nadler, L., (1980). Corporate human resources development, Van Nostrand Reinhold.
5. Rao, T.V., (2003). Future of HRD, Macmillan Publishers India.
6. Rao, T.V., (2008). HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
7. Rao, T.V., (2011). Hurconomics for Talent Management: Making the HRD Missionary Business-Driven, Pearson Education
8. Rothwell, W.J. and Kanas, H.C. (1989). Strategic Human Resource Development, Englewood Cliffs, NJ: Prentice Hall.
9. Stewart, J and McGoldrick, J (Eds.), (1986). Human Resource Development: Perspectives, Strategies, and Practice, London: Financial Times/ Pitman Publishing.

MGT-E-603
STRATEGIC HUMAN RESOURCE MANAGEMENT

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: After studying this course students will be able to

- ✓ CLO1- identify the key perspective of strategic HR and operations;
- ✓ CLO2- determine the connections between HRM operations, strategies, structures, and culture within an organisation.
- ✓ CLO3- put theories and abilities into practice in order to join the organization's core business and future strategic development as a strategic partner.
- ✓ CLO4- understand the global perspective in managing HR strategies.

Course Outline:

Unit I- Basics of SHRM

Introduction to Strategic HRM: Strategic role of HRM, Different perspectives of Strategic HR: Universalistic, Configurational, Contingency perspectives, **Investment perspectives of Strategic HR:** Investment in training and development, Investment practices for improved retention, Investment in job security of workforce.

Understanding Human Resource Environment: Technology and organizational structure, Strategy and organizational Structure, Workers values and attitudinal trends: management and demographic trends, Strategic impact of the legal environment.

Unit II- Formulation and Implementing HR Strategy

Strategy formulation: Importance of human resources to strategy, Human resource contribution to strategy, Human resource planning & techniques, Integration and alignment with business strategies, Different topologies of HR Strategies, Person-job Fit, Vertical and Horizontal fits.

Strategy implementation: Work force recruitment and employment practices, Efficient utilization of HR, Dealing with employee shortages, Selection of employees, Reward and development system, Strategically oriented performance management system, Strategically oriented compensation systems, Employee development, Challenges in strategic implementation.

Unit III- High Performance Work Practices and Evaluating HR

The Performance Impact of Human Resource Practices: Individual High-Performance Practices, Systems of High-Performance Human Resource Practices (High Performance Work Practices); Human Resource Evaluation: Overview of Evaluation, Approaches to Evaluation, Prevalence of Evaluation, Evaluating Strategic Contributions of Traditional Areas and in Emerging Areas.

Unit IV-Global and Emerging Trend

Global HR Strategies: Developing HR as a value added function, Introduction to global HR strategies; Emerging issues in SHRM: Sustainable and Green HRM, Ethics Vs Strategic HR, Human Capital Disclosure, HR Analytics.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction,

presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings:

1. Charles R. Greer (2001). Strategic Human Resource Management: A General Managerial Approach, Pearson; 2 edition.
2. Tanuja Agarwala (2007) Strategic Human Resource Management. Oxford University Press.
3. Mello, J. A. (2002). Strategic Human Resource Management. United Kingdom: South-Western College Pub.
4. Das Gupta, A. (2020). Strategic Human Resource Management: Formulating and Implementing HR Strategies for a Competitive Advantage. United States: Taylor & Francis.
5. Armstrong, M., Baron, A. (2002). Strategic HRM: The Key to Improved Business Performance. United Kingdom: Chartered Institute of Personnel and Development.
6. Strategic Human Resource Management: An International Perspective. (2017). United Kingdom: SAGE Publications.



MGT-E-604
CONSUMER BEHAVIOUR

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course Learning Outcomes: On completion of this course, the students will be able to

- ✓ CLO1: Understand the types of consumers and their attitude towards a product or a service.
- ✓ CLO2: Analyse the factors affecting consumer choice of product(s) and service(s), thereby deciding appropriate marketing strategies to upsurge product demands.
- ✓ CLO3: Develop comprehension skills in ascertaining dynamics affecting decision making of consumers.
- ✓ CLO4: Expand their ability to critically analyse recent trends and tactics to maintain ethics.

Course Outline:

Unit I-Introduction to Consumer Behaviour

Concept and definition, types of consumers, nature, scope of consumer behaviour; impact of new technologies; a model of consumers; four drivers of successful relationships between marketers and customers, consumer behaviour and Life-Style Marketing-AIO inventory, VALS.

Unit II- Determinants of Consumer Behaviour

Consumer motivation; consumer perception; consumer attitude; structural models of attitudes; family and household influences; family decision making and consumption related roles; consumption in non-traditional families; social class; culture-symbols, rituals.

Unit III-Consumer Decision Making

Consumer decision; levels of consumer decision making; consumer buying process; post purchase behaviour; post purchase cognitive dissonance; customer loyalty; B2B, B2C, C2C; industrial buying process, consumer behaviour models-Black box model and Howard-Seth model. Innovation and its marketing implications.

Unit IV- Consumer Ethics and Recent Trends in Marketing

Ethics in consumer; consumer social responsibility; importance of netiquette; netnography and its importance; neuroscience marketing; sustainable consumption; green marketing; basic concept on digital marketing, metaverse, influencer marketing, personalisation, AI in marketing.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks

each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Majumdar, R. (2009). *Consumer Behaviour: Insight form Indian Market*. New Delhi: Prentice Hall India Learning Private Limited.
2. Schiffman, L. & Kanuk, L. (2011). *Consumer Behaviour*. New Delhi: Pearson Education.
3. Nair, S. R. (2016). *Consumer Behaviour: Text and Cases*. Mumbai: Himalaya Publishing House
4. Loudon, D.L. & Della, B. (1992). *Consumer Behaviour: Concepts and Applications*. New Delhi: Tata Mc-Graw Hill.
5. Wilkie, W. L. (1998). *Consumer Behaviour*. New York: John Willey & Sons.
6. Batra & Kazmi (2009). *Consumer Behaviour-Text & Cases*, New Delhi: Excel Books
7. Jim Blythe (2013). *Consumer Behaviour*, SAGE Publications
8. Khan, M. (2007). *Consumer Behaviour*, New Age International (P) Limited

MGT-E-605 DIGITAL MARKETING

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course learning outcomes: On completion of this course, the students will be able to

- ✓ CLO1: Understand digital and social media marketing goals for successful online campaigns.
- ✓ CLO2: Analyse the effective digital media marketing strategies for various types of industries and businesses.
- ✓ CLO3: Design social media content and create strategies to optimize the content's reach to the target audience.
- ✓ CLO4: Appraise the reach and track progress in achieving social media objectives with a variety of measurement tools and metrics.

Course Outline:

Unit I- Introduction

Concept of digital marketing, Importance of digital marketing, history growth and development of digital marketing in India. Recent trends and current scenario of digital marketing in India

Unit II- Digital Marketing Strategy

Exploring digital marketing, Digital marketing strategy and planning, Mobile Marketing, email marketing, web marketing, writing for the web, video and audio marketing, micro-blogging etc.

Unit III-Analytics and briefings

Search engine optimization, search and display marketing, multi-channel communications, online payment, disability web access, survey and forms, voucher marketing, crowd sourcing, mastering google

Unit IV-Social Media Marketing

Introduction to social media, how to build a successful Social Media Strategy, Goal setting, Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India. Facebook, Twitter, Instagram, YouTube, LinkedIn, What's app marketing.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Annmarie Hanlon (2022), *Digital Marketing Strategic Planning & Integration*, 2nd Edition, SAGE Publications Ltd.
2. Matt Golden (2022), *Social Media Marketing*, 1st Edition, Bravex Publications.
3. Simon Kingsnorth (2022), *The Digital Marketing Handbook: Deliver Powerful Digital Campaigns*, 1st Edition, Kogan Page.
4. Melissa Barker, Donald I. Barker, Nicholas F. Bormann and Debra Zahay (2016), *Social Media Marketing: A Strategic Approach*, 2nd Edition, Cengage Learning.
5. Tracy L. Tuten and Michael R. Solomon, (2016), *Social Media Marketing, 2nd Edition*, Sage Publications India Private Limited.
6. Dave Chaffey & Fiona Ellis-Chadwick (2019). *Digital Marketing-Strategy, Implementation & Practice*, Pearson Education Ltd.
7. Simon Kingsnorth (2019). *Digital Marketing Strategy: An Integrated Approach to Online Marketing*, Kogan Page

MGT-E-606
SERVICES MARKETING

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course learning outcomes: On completion of this course, the students will be able to

- ✓ CLO1: Develop an understanding of constituents of service marketing.
- ✓ CLO2: Analyse the appropriate service marketing mix to leverage the demand.
- ✓ CLO3: Apply the knowledge for customer attraction, satisfaction and retention as a key to sustain in the market.
- ✓ CLO4: Evaluate the prominence of customer satisfaction and service quality.

Course Outline:

Unit I-Introduction to Service Marketing

Definition and nature of services; difference between physical goods and services; classification of services; reasons for growth of services; role of services in economy; services in India; branding in services, emerging service sectors in India; ethics in service firms; recent development in service sector.

Unit II- Service Marketing Mix

Introduction to marketing mix; extended P's of marketing- process, physical evidence, people; service product development; customer needs and expectations regarding service; service product strategies; new service development; evaluation of service providers by customers; service decision making process;

Unit III-Customer Relationship Marketing

Definition and significance of CRM; evolution of relationship marketing; purpose of relationship marketing; service failure; service recovery; service recovery paradox, CRM cycle; CRM models; supporting condition for CRM value chain; CRM technology- e-CRM, features of e-CRM, advantages of e-CRM, technologies of e-CRM; database management; important CRM software.

Unit IV- Customer Satisfaction and Service Quality

Meaning of customer satisfaction; significance and components of customer satisfaction; measuring customer satisfaction; customer satisfaction and marketing program evaluation; customer satisfaction practices; defining service quality; zone of tolerance; determinants of service quality; SERVQUAL-Gap Model.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Wirtz. J, Lovelock. C, Chatterjee. J, (2017), *Services Marketing: People, Technology, Strategy*, 8th edition, Pearson Education.
2. Shanker. R, (2002), *Services Marketing: The Indian Perspective: Text and Readings*, Excel Books.
3. Zeithaml. V.A, Bitner. M.J, Gremler. D.D, (2017), *Services Marketing: Integrating Customer Focus Across the Firm*, 7th edition, McGraw Hill.
4. Woodruffe. H, Helen, (1999), *Service Marketing: Operation, Management and Strategy*, New Delhi: Macmillan India
5. Rai, A.K. (2012). *Customer Relationship Management: Concepts and Cases*. New Delhi: PHI Learning.
6. Gerhard, R. (2008). *Customer relationship management: a Global Perspective*. Gower Publishing, Ltd.
7. Audrey Gilmore (2003). *Services Marketing and Management*, SAGE Publications
8. Rao (2011). *Services Marketing*, Pearson Education India
9. K. Douglas Hoffman, John E.G. Bateson (2016). *Services Marketing: Concepts, Strategies, & Cases*, Cengage Learning

MGT-E-607
FINANCIAL MARKETS AND SERVICES

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: On completion of this course, the students will be able to

- ✓ CLO1- Understand the importance of financial markets, and its role in economic development.
- ✓ CLO2- Understand the structure of financial markets and instruments
- ✓ CLO3- Evaluate the different types of financial services
- ✓ CLO4- Examine the emerging concepts in the area of financial technology

Course Outline:

Unit I: Introduction to Financial System and Regulatory Framework

Financial System – Introduction, Components of a financial system, Structure of Indian financial system; Financial system and economy – The role of financial system in an economy, Relationship between financial system and economic growth; Financial sector reforms in India

Unit II: Financial Markets and Instruments

Financial Markets – Introduction. Money Market – Overview, Money Market Instruments. Capital Market – Overview, Primary Market, Secondary Market – Stock Exchanges, Stock market index. Foreign Exchange Market – Overview, Foreign rate quotations, Determinants of foreign exchange rate. Derivatives Market – Overview, Economic benefits of derivatives, Need and types of financial derivatives.

Unit III: Financial Services

Insurance services- Concept, Life and Non-life Insurance services, Types, and advantages; Bancassurance, Reinsurance; Mutual Fund, Risk and Return in Mutual Funds; Investment Banking – Investment banking services, Merchant banking services; Depositories and Custodial services; Credit Rating; Leasing and Hire Purchase; Housing Finance; Factoring, Forfaiting and Discounting of Bills; Securitisation.

Unit IV: Recent Trends in Financial services

Financial Technology – Overview, Business models and principles – EY's CLASSIC Model, LASIC principles, Types of FinTech, Difference between traditional financial services and FinTech. Digital currency, Bitcoin and Cryptocurrency, Initial Crypto-Token Offering (ICO); Block chain; Recent trends and FinTech future.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks

each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Khan, M. Y. (2018). *Indian Financial System* (11th ed.). McGraw Hill.
2. Murari, K. (2020). *Financial Services* (1st ed.). Global Vision Publishing House.
3. Murari, K. (2020). *Indian Financial System: Reforms, Markets and Instruments*. Global Vision Publishing House.
4. Murthy, D. K. (2013). *Indian Financial System*. I.K. International Publishing House Pvt. Limited.
5. Pathak, B. V. (2018). *Indian Financial System*. Pearson.
6. Sarkhel, J., & Salim, S. (2017). *Indian Financial System and Financial Market Operations*. McGraw Hill Education (India) Private Limited.
7. Lee, D., & Low, L. (2018). *Inclusive FINTECH: Blockchain, Cryptocurrency and ICO*. World Scientific.
8. Lewis, A. (2018). *The Basics of Bitcoins and Blockchains: An Introduction to Cryptocurrencies and the Technology that Powers Them*. Mango Publishing.

MGT-E-608

MANAGING BANKS AND FINANCIAL INSTITUTIONS

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning outcomes: On completion of this course, the students will be able to

- ✓ CLO1- Developing a comprehensive understanding of banking and financial services.
- ✓ CLO2- Understanding financial regulations, risk management and compliance.
- ✓ CLO3- Developing strategies for managing financial risk and improving profitability.
- ✓ CLO4- Applying banking and financial principles to make sound management decisions.

Course Outline:

Unit I- Overview of Banking

Introduction to Banking, History of Banking, Types of Banks, Functions of Banks, Roles of Banks in the Economy, Regulatory Framework of Banks, Banking Operations and Services: Credit Management, Cardinal principles of sound bank lending, formulating loan policy, Factors influencing loan policy, Contents of loan policy, Evaluating credit applicant, Loan supervision

Unit II- Financial Institutions

Types of Financial Institutions-Banking Institutions, Non-Banking Financial Companies, Development Financial Institutions, Micro Finance Institutions, Mutual funds, Functions of Financial Institutions, Regulatory Framework of Financial Institutions,

Unit III- Risk Management

Risk Management in Banks and Financial Institutions, Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Interest Rate Risk, Regulatory Risk, Basel Accords, Risk Management Strategies

Chapter 4: Management of Banks and Financial Institutions

Managing Bank Assets and Liabilities, Managing Interest Rate Risk, Capital Structure and Capital Adequacy, Bank Management Strategies, Financial Modelling, Asset-Liability Management, determination of Interest rates; Concept of NPAs, NPAs in Indian commercial banks, Causes, Suggestions and steps for containing NPAs, Prudential norms

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Henriksson, R., & Merton, R. C. (2003). *Bank Management and Financial Services* (7th ed.). Boston, MA: Irwin/McGraw-Hill.
2. Davey, K. (2012). *Principles of Banking and Financial Institutions*. Hoboken, NJ: John Wiley & Sons.
3. Murari, K. (2020). *Financial Institutions and Regulatory Framework*. Global Vision Publishing House.
4. Blundell-Wignall, A., & Atkinson, P. (2013). *Financial Regulation: A Transatlantic Perspective*. New York, NY: Oxford University Press.
5. Allen, F., & Carletti, E. (2006). *Financial Crises: Theory and Evidence*. Cambridge: Cambridge University Press.
6. Chorafas, D. N. (2011). *Financial Institutions Management: A Risk Management Approach* (7th ed.). New York, NY: McGraw-Hill.
7. Berger, A. N., & Mester, L. J. (2003). Inside the Black Box of Community Banking. *Journal of Money, Credit and Banking*, 35(2), 111-138.
8. Mishkin, F. S. (2007). *The Economics of Money, Banking and Financial Markets* (8th ed.). Boston, MA: Pearson Education.
9. White, L., & Kroszner, R. S. (2008). Financial Regulation: Its Purposes, Implementation, and Effects. *Journal of Economic Perspectives*, 22(2), 3-28.

MGT-E-609 TAXATION

Semester: Third Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course Learning Outcomes: on completion of this course, the students shall be able to

- ✓ CLO1- Develop an understanding of the fundamental principles and core concepts of taxation system in India.
- ✓ CLO2- Calculate the tax liability of various entities and understand the procedural compliance for direct taxes.
- ✓ CLO3- Understand the structure of indirect taxes especially GST.
- ✓ CLO4-Compute the GST liability and understand the procedural compliances for the same

Course Outline:

Unit I- Introduction to Direct Taxes

Direct Taxes at a Glance: Background of Taxation system in India; Vital Statistics; Administration.; Basic concepts of Income Tax: Important definitions under Income Tax Act, 1961; Distinction between Capital and Revenue Receipts and Expenditure; Tax Rates; Incomes which do not form part of Total Income; Computation of Income under Various Heads : Income from Salary; Income from House Property; Profit and Gains of Business or Profession; Capital Gains; Income from Other Sources; Clubbing provisions and Set Off and / or Carry Forward of Losses; Deductions from Gross Total Income & Rebate and Relief. Tax avoidance, tax evasion.

Unit II- Corporate Tax Planning

Tax planning & financial management decisions: Tax planning relating to capital structure decision, Tax planning related to new business, Tax planning and managerial decisions: Tax planning wrt Own, or lease, sale of assets used for scientific research, make, or buy decisions, repair, replacement. Provisions relating to double taxation (Numerical problems)

Unit III- Indirect Taxes

Concept of Indirect Taxes at a glance: Background; Constitutional powers of taxation; Indirect taxes in India – An overview; Pre-GST tax structure and deficiencies; Administration of Indirect Taxation in India; Existing tax structure; Basics of Goods and Services Tax 'GST' : Basics concept and overview of GST; Constitutional Framework of GST; GST Model – CGST / IGST / SGST / UTGST; Taxable Event; Exemptions under GST.

Unit IV-Computation of Indirect Taxes & Procedural Compliance

Input Tax Credit - Overview; Procedural Compliance under GST: Registration; Tax Invoice, Debit & Credit Note, Account and Record, Electronic way Bill; Return, Payment of Tax, Tax deductions and collections, Advance payment of tax, Refund Procedures

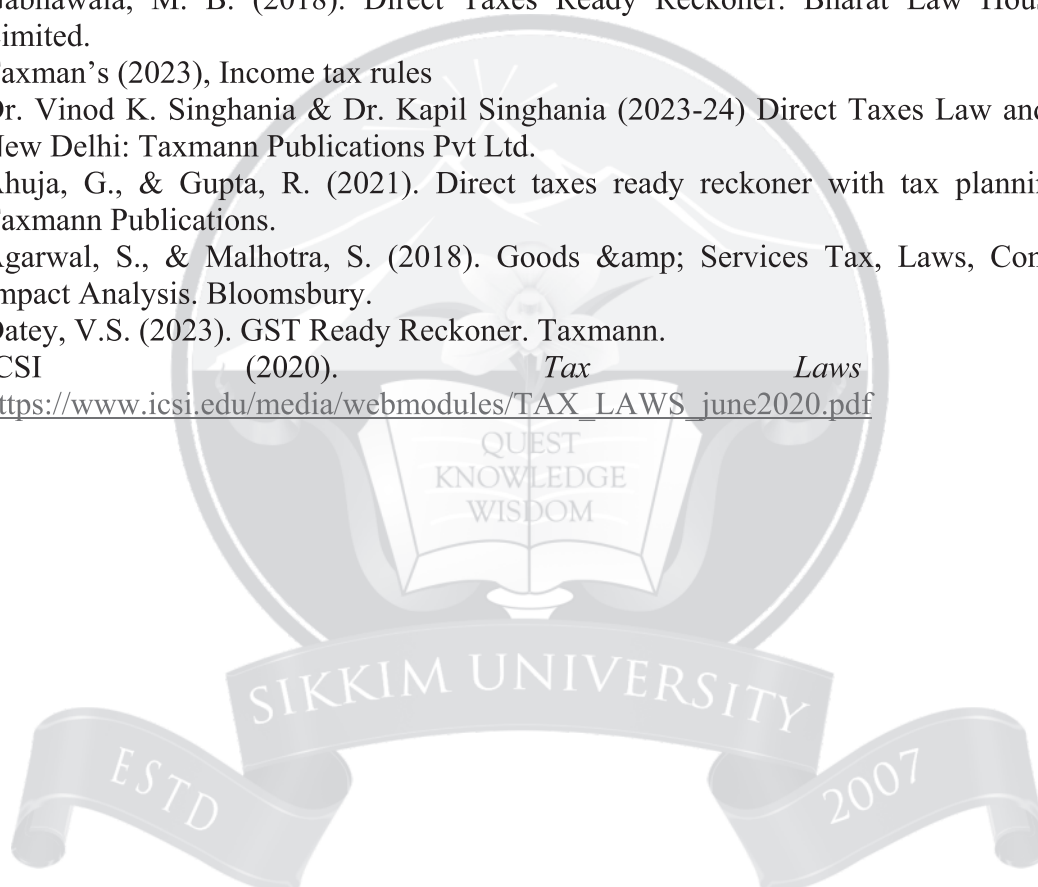
Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Gabhawala, M. B. (2018). Direct Taxes Ready Reckoner. Bharat Law House Private Limited.
2. Taxman's (2023), Income tax rules
3. Dr. Vinod K. Singhania & Dr. Kapil Singhania (2023-24) Direct Taxes Law and Practice. New Delhi: Taxmann Publications Pvt Ltd.
4. Ahuja, G., & Gupta, R. (2021). Direct taxes ready reckoner with tax planning. Delhi: Taxmann Publications.
5. Agarwal, S., & Malhotra, S. (2018). Goods & Services Tax, Laws, Concepts and Impact Analysis. Bloomsbury.
6. Datey, V.S. (2023). GST Ready Reckoner. Taxmann.
7. ICSI (2020). *Tax Laws* Module,
https://www.icsi.edu/media/webmodules/TAX_LAWS_june2020.pdf



MGT-C-651
INTERNATIONAL BUSINESS

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes (CLOs): At the end of the course students should be able to:

- ✓ CLO1: Understand the most widely used international business terms and concepts.
- ✓ CLO2: Identify the role and impact of political, economical, social and cultural variables in international business.
- ✓ CLO3: Analyze international business from a multi-centric perspective, avoiding ethnocentrism.
- ✓ CLO4: examine the role of various institutions in international business

Course Outline:

Unit I: Introduction to International Business

International Business- Nature, Importance and Scope; Modes of Entry into International Business; Framework for Analyzing International Business Environment: Economic, Technological, Socio-Cultural, Political and Legal Environment.

Unit II: Institutional Support to International Business

UNO, IMF, World Bank; UNCTAD; WTO, Regional Economic Co-operation and Integration between Countries; Different Levels of Integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, MERCOSUR, G8, G20.

Unit III: MNCs and Foreign Investments

Multinational Corporations: Conceptual Framework of MNCs; MNCs and Host and Home Country Relations; International Technology Transfers: Importance and Types, Foreign Investment: Capital Flows, Types, Theories of Foreign Investment and Barriers. Recent Developments in International Business: Ecological Issues; Social Aspects.

Unit IV: Foreign Exchange Markets

Foreign exchange market, Factors affecting exchange rate, Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Exchange rate quotes; Foreign exchange derivatives—forward contracts, futures, options and swaps. Cash and Spot exchange market; LERMS, Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure, Management of exposures – Internal and external techniques.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.

- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Hill, C.W.(2014). *International Business- Competing in the Global Market Place*. New Delhi: McGraw Hill.
2. Bhalla, V.K. & Shiva R. (2010). *International Business, Environment and Management*, New Delhi: Anmol Publications Pvt. Ltd.
3. Charles, T. & Hult (2016). *International Business, Competing in the Global Market Place*. New Delhi: McGraw Hill.
4. Donald, M. & Michael, G. (2007). *International Business*. New Delhi: McGraw Hill Education.
5. Sitkin A. & Bowen N. (2013). *International Business: Challenges and Choices*. UK: Oxford.
6. Bhalla, V. K. (2013). *International Business*, New Delhi: S. Chand & Sons company Ltd.
7. Alain Verbeke (2013). *International Business Strategy*, Oxford University Press

MGT-S-653

LEADERSHIP AND PERSONALITY DEVELOPMENT

Semester: Forth Semester
L+T+P: 1+0+1 = 2 Credits

Course Level: 600

Total Marks: 100

Lecture: 15Hrs + Tutorial: 0Hrs + Practical: 30 Hrs

Course learning outcomes: After studying this course, student will be able to;

- ✓ CLO1-Know themselves better and identify their own potentials and accept their own limitations.
- ✓ CLO2- Consciously overcome their limitations and move towards self-esteem and maximize their own potential in enabling a holistic development.

Unit I- Basics of Personality and Leadership and Attitude & Motivation

The concept of personality - Dimensions of personality, Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure, SWOT analysis.

Leadership and its Characteristics- Types of Leaders, Importance of Leadership, Leadership Skills. Building and Leading Efficient Teams – Leadership Qualities of Abraham Lincoln, mahatma Gandhi, Prakasam Pantulu, Dr. B. R. Ambedkar & J.R.D.Tata.

Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude – Advantages – Negative attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude.

Concept of motivation - Significance – Internal and external motives - Importance of self-motivation- Factors leading to de-motivation.

Unit II- Self-esteem and other Aspects of Personality Development

Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self esteem - Positive and negative self esteem.

Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours – Lateral thinking.

Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics –Good manners and etiquette.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Hurlock, E.B (2006). *Personality Development*, 28th Reprint. New Delhi: Tata McGraw Hill.
2. Stephen P. Robbins and Timothy A. Judge (2014), *Organizational Behavior* 16th Edition: Prentice Hall.
3. Andrews, Sudhir. *How to Succeed at Interviews*. 21st (rep.) New Delhi.Tata McGraw-Hill 1988.
4. Heller, Robert (2002). *Effective leadership. Essential Manager series*. DK Publishing.
5. Hindle, Tim (2003). *Reducing Stress. Essential Manager series*. DK Publishing.
6. Lucas, Stephen (2001). *Art of Public Speaking*. New Delhi. Tata - Mc-Graw Hill.
7. Mile, D.J (2004). *Power of positive thinking*. Delhi. Rohan Book Company.
8. Kumar, Pravesh (2005). *All about Self- Motivation*. New Delhi. Goodwill Publishing House. 2005.
9. Smith, B. (2004). *Body Language*. Delhi: Rohan Book Company.

SPECIALIZATION AND ELECTIVE COURSES OF IV SEMESTER

MGT-E-651
COMPENSATION MANAGEMENT AND BENEFITS

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: Upon completion of this course, the student will be able to;

- ✓ CLO1- Understand how wage decisions give the company a competitive edge.
- ✓ CLO2- Evaluate, incorporate, and use the knowledge to address issues with remuneration in organisations.
- ✓ CLO3- Demonstrate comprehension by constructing a compensation system encompassing; i) internal consistency, ii) external competitiveness iii) employee contributions, iv) organizational benefit systems, and v) administration issues.
- ✓ CLO4- Design rational and contemporary compensation systems in modern organizations.

Course Outline

Unit I- Fundamental of Compensation and Benefits

Basics and Fundamentals: Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches.

Unit II- Planning and Developing Compensation System

Strategic Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.

Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization.

Unit III- Benefits and Executive Compensation

Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.

Executive compensation – elements of executive compensation and its management – Executive compensation in an international context,

Unit IV- Managing Wages and International Compensation

Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions.

International Compensation - global convergence of compensation practices - Pay for performance for global employees -practices in different industries – Employee benefits around the world - CEO pay in a global context - Beyond compensation.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Milkovich, Newman & Gerhart (2011). *Compensation*, TMH Publications.
2. Luis R. Gomez-Mejia & Steve Werner (2008). *Global compensation - Foundations and perspectives* Routledge.
3. Richard I. Henderson (2009). *Compensation Management in a Knowledge-Based World*, Pearson Education, 2009.
4. Singh, B D (2008). *Compensation And Reward Management*, New Delhi:Excel Books.
5. Tapomoy Deb (2009). *Compensation Management, Text and Cases*, Excel Books.

MGT-E-652
INDUSTRIAL RELATIONS AND LABOUR CODES

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

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

- ✓ CLO1- Obtain understanding of the theory of labour relations.
- ✓ CLO2- Assess the amount of employee participation in management.
- ✓ CLO3- Comprehend the industrial dispute resolution process.
- ✓ CLO4- Understand the provisions of different labour enactments and code.

Course Outline

Unit I Basics of Industrial Relation

Industrial Relations: Concept, Definition and Importance, Factors Affecting Industrial Relations. Approaches to Industrial Relations, Impact of Technology on Industrial Relations, Evolution of Industrial relation in India

Trade Union: Labour Union, Emergence of Labour Union in India, Problems and challenges associated with labour union in India, Employers Unions, Important trade Unions in India.

Unit II-Understanding Bargaining and Grievances

Concept of Collective Bargaining, Prerequisites for Collective Bargaining, the Collective Bargaining Process, Principles of Collective Bargaining, Collective Bargaining and Labour Management, Co-Operation in India, Conditions for the Success of Collective Bargaining.

Grievance Management – Causes of Grievance – Effects of Grievance, Negotiation and Collective Settlements, Grievance Redressal Procedure.

Unit III-Labour Codes

Occupational Safety, Health and Working Conditions Code, 2020; Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970

Code on Wages, 2019; Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; and Equal Remuneration Act, 1976.

Unit IV-Labour Code

Industrial Relations Code, 2020; Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946, and Industrial Disputes Act, 1947

Code on Social Security, 2020; Employees' Provident Funds and Miscellaneous Provisions Act, 1952; Employees' State Insurance Act, 1948; Employees' Compensation Act, 1923; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972; Unorganised Workers Social Security Act, 2008.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.

- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Ebenezer Israel Ravindranath (2013). *Industrial Relations in India, A Practitioner's Handbook*. McGraw Hill Education (India) Private Limited.
2. Poole, M. (2013). *Industrial relations: origins and patterns of national diversity*. Routledge.
3. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.
4. Industrial Relation & Labour Law (2020) A Book based on The Industrial Dispute Act, 1947 and The Factories Act, 1948: SBPD Publication (English). (2020). (n.p.): SBPD Publications.
5. Industrial Relations, Trade Unions and Labour Legislation. (2017). India: Pearson India.
6. Industrial Relations and Labour Laws, 7th Edition. (2020). (n.p.): Vikas Publishing House.
7. Monappa, A. (2012). *Industrial Relations and Labour Laws*. India: Tata McGraw-Hill Education.

MGT-E-653

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: On completion of this course, the students will be able to

- ✓ CLO1- Examine the challenges that changes in the international economy and manage the diversity of HRM in an international context.
- ✓ CLO2- Understand the HR challenges while working internationally.
- ✓ CLO3- International HR practices by MNCs.
- ✓ CLO4- Evaluate the dynamics of Employee relations practices from International Perspective.

Course Outline

Unit I Globalization and Human Resource Management

Introduction to IHRM Definition, Features, elements Approaches to IHRM, Globalization and International HRM. Domestic Vs international HRM Internationalization of firms.

Unit II The diffusion of International HRM in MNCs

Global versus local strategy and structure in MNCs, Transfer of HR practices in MNCs. Knowledge management and international HRM. Cross cultural management. Global work life management.

Unit III International HR practices in MNCs

Talent Acquisition, retention of international managers; Women Expats; Repatriation, International management training and Development. International pay, key components of international compensation, Approaches to international compensation, Global compensation: emerging issues. issue of double taxation, Performance management of international Employees, Rewards and Recognition strategy. Global talent management.

Unit IV Employee Relations

International perspective of Industrial relations IHRM trends and future challenges. Corporate social responsibility and sustainability in HR Labour regulation in a global economy. Diversity and diversity management.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Dowling, Peter; (2007). International human resource management - Managing people in a multinational context; Publisher: Thompson.
2. Bhatia S K, (2007). International Human Resource Management-a global perspective: Publisher: Deep & Deep Publications Pvt. Ltd
3. Monir H. Tayeb. (2005). International Human Resource Management: A Multinational Company Perspective, Oxford University Press.
4. Paul Sparrow, Chris Brewster, Hilary Harris. (2004). Globalizing Human Resource Management; Oxford University Press Wayne Mondy (2010). *Human Resource Management*, Pearson.
5. Wayne Mondy (2010). *Human Resource Management*, Pearson.

MGT-E-654
RETAIL MANAGEMENT

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: On completion of this course, the students will be able to

- ✓ CLO1: Design the store layout by applying appropriate tools and techniques of store design to improve the flow of traffic.
- ✓ CLO2: Select appropriate location and framing strategies to upscale the store.
- ✓ CLO3: Formulate strategies for ease of shopping and undertaking frequent retail audit.
- ✓ CLO4: Apply the IT for inventory and supply chain in order to develop marketing competencies in retail management.

Course Outline

Unit I-Introduction to Retailing and Store Design

Concepts and functions of retailing; types of retailers-store retailing, non-store retailing, multichannel retailing; retailing environment in India; retail life cycle; objectives of good store design; retail store design-types of layout, factors affecting store layout; store image mix, problems of retailing in India; ethics in retailing.

Unit II- Retail Location and Strategies

Site selection-factors affecting site selection, steps involved in selection; type of retail location; HRM in retailing; HR functions in retailing; retail pricing-factors influencing pricing, retail pricing strategies; retail promotion-retail communication mix, retail advertising, sales promotion.

Unit III- Merchandise Management and Retail Audit

Planning merchandise assortment; merchandise buying system; merchandise budget plan; responsibilities of store manager; store security; visual merchandising, POS displays; store maintenance, understanding retail customers; customer service, retail audit-checklist, process, importance of retail audit.

Unit IV- Information Systems and Supply Chain Management

Radio frequency identification or RFID; coding system-common code system; inventory management; reducing inventory cost; supply chain management-parts of supply chain, objectives of supply chain; component of retail supply chain management.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business

problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested readings

1. Berman B., Evans. J.R and Mathur. M (2011). *Retail Management*, 11th edition, Pearson Education, New Delhi.
2. Jha. M, (2009). *Retail Management*, Gen Next Publications
3. Ayers J.B (2017). *Retail Supply Chain Management*, Taylor & Francis Inc.
4. Pooler J. (2008). *Retail Strategies*, Jaico Publishing House.
5. Ogden J.R and Ogden D.T. (2005). *Integrated Retail Management*, Wiley India.
6. Chetan Bajaj, Rajneesh Tuli, Nidhi Varma Srivastava (2010). *Retail Management*, Oxford University Press.
7. Mathur, U. C. (2010). *Retail Management-Text and Cases*, I.K. International Publishing House Pvt. Limited
8. Giri, Arunangshu, Paul, Pradip, Chatterjee, Satakshi (2020). *Retail Management-Text & Cases*, PHI Learning Pvt. Ltd.

MGT-E-655

RURAL AND AGRICULTURAL MARKETING

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: On completion of this course, the students will be able to

- ✓ CLO1: Describe the importance and application of various concepts of rural marketing.
- ✓ CLO2: Demonstrate the appropriate selection of the segmentation, targeting and positioning strategies along with the environmental factors that influence rural consumers' buying behaviour.
- ✓ CLO3: Design a Pricing Strategy that suits the characteristics of rural products and the stage in the product life cycle.
- ✓ CLO4: Formulate the appropriate marketing communication and rural distribution channel plans to promote and deliver the rural products.
- ✓ CLO5: Appraise the recent trends in Rural marketing and the application of digital technology in rural marketing.

Course Outline

Unit I: Introduction to Rural Marketing

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.

Unit II: Rural Marketing Mix and Strategies

Segmenting Rural Markets, Targeting and Positioning in rural markets, Rural Marketing Mix: Product, Price, Place and Promotion, 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.

Unit III: Agricultural Marketing

Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, Classification of Agricultural Products and Markets, Challenges in Agricultural Marketing, Channels of Distribution for Agricultural Products, Managing Rural Distribution Networks, Impact of Rural Credit and Finance on Rural Consumerism – Scope and role of Banking and NBFCs in Rural Markets.

Unit IV: Cooperative Marketing

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.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings

1. Prahlad, C.K. (2008). *Fortune at the bottom of the pyramid*. Pearson Publications
2. Mathur, U.C. (2008). *Rural marketing: Text and Cases*. Excel Books
3. Badi R.V. Badi N.V. (2010). *Rural Marketing*. Himalaya Publishing House
4. Gopalaswamy (2011). *Rural Marketing*. Vikas Publishing House New Delhi.
5. Kashyp Pradeep, Rant, Siddhartha (2005). *The Rural Marketing*. Biztantra, Mumbai.
6. Acharya, S. S. & Agarwal, N L. (2012). *Agricultural Marketing in India*, Oxford Publishing Co. Pvt. Ltd.
7. Verma, S. B. (2014). *Agricultural Marketing*, Scientific Publishers.
8. Chhina, S. S. (2009). *Agricultural Marketing in India*, New Delhi: Kalyani Publishers.
9. Senapati, P.S. (2015). *Rural and Agricultural Marketing*, New Delhi: Educreation Publishing.

MGT-E-656
SALES AND DISTRIBUTION MANAGEMENT

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes: On completion of this course, the students will be able to

- ✓ CLO1- Understand the concept of sales and distribution management.
- ✓ CLO2- Understand the process of recruitment, selection and training of sales force.
- ✓ CLO3- Understand the channel of distribution and find the merits and demerits of different channels of distribution.
- ✓ CLO4- Understand the roles played by different channel intermediaries, like agents, wholesalers, and retailers, in sales and distribution management.

Course Outline

Unit I: Introduction

Selling- Concept and objective; Fundamentals of selling; Functions of Sales management; Selling process; Selling skills, Sales Planning & Organisation: Types of planning, Planning process, Sales forecasting Determining sales territory, Sales quota & sales budget, Setting of a sales organisation, Principles of determining sales organisation

Unit II: Sales Force Management & Sales Control

Nature of Sales Management; Basic function of Sales Organisation, Management of Sales Force- Recruitment, Selection, Training, Development, Placement & Induction, Supervision and Motivation of Salesman, Compensation and Promotion policies, Control and Evaluation of Sales force Performance. Advertising: Promotion, Advertising, 5 M's of Advertising, Difference between Advertising, Publicity and Salesmanship, Impact of advertisement— social and economic, Classification of Advertising, Essentials of Good Advertisement, Advertisement media – types, planning & selection Advertising Budgets; Technique of testing effectiveness; Managing Advertisement agency, Relationship; Advertising scene in India

Unit III: Distribution Channels

Objective and Types of Quotas, Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories; An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions

Unit IV: Channel Intermediaries

Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own

leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

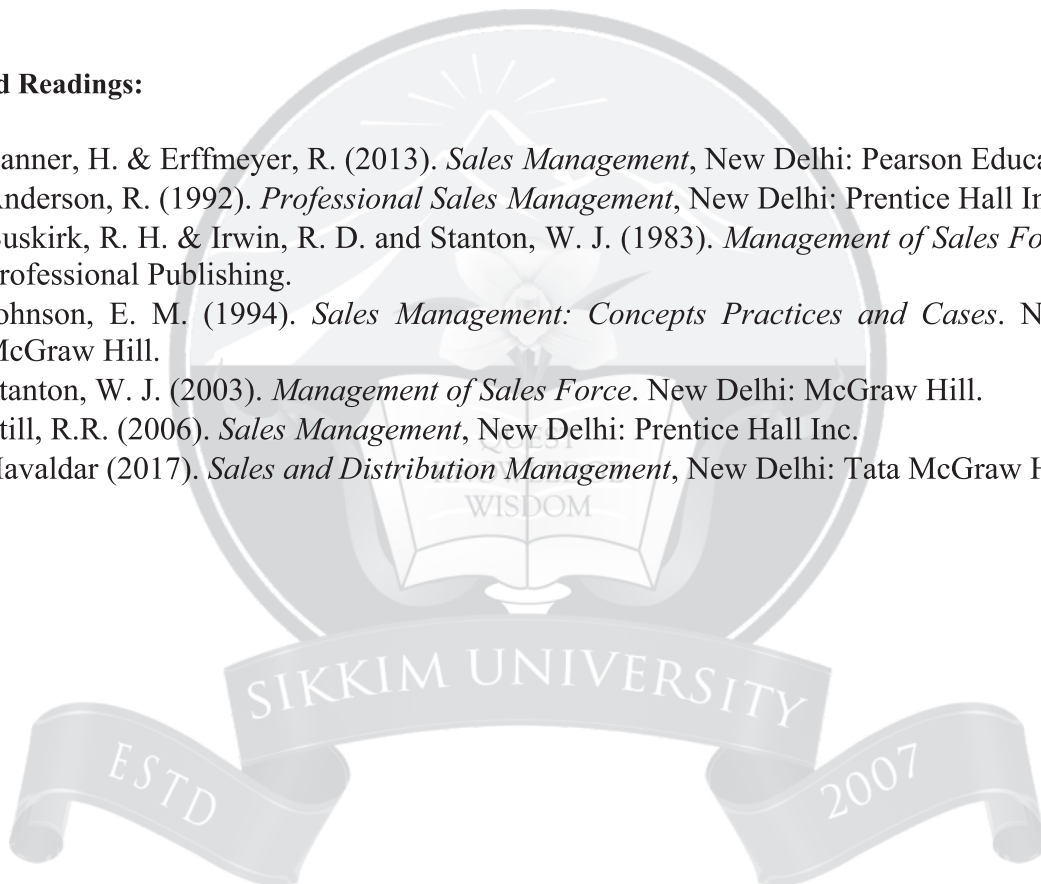
Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.

External Marks (70): The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Tanner, H. & Erffmeyer, R. (2013). *Sales Management*, New Delhi: Pearson Education.
2. Anderson, R. (1992). *Professional Sales Management*, New Delhi: Prentice Hall Inc.
3. Buskirk, R. H. & Irwin, R. D. and Stanton, W. J. (1983). *Management of Sales Force*, Irwin Professional Publishing.
4. Johnson, E. M. (1994). *Sales Management: Concepts Practices and Cases*. New York: McGraw Hill.
5. Stanton, W. J. (2003). *Management of Sales Force*. New Delhi: McGraw Hill.
6. Still, R.R. (2006). *Sales Management*, New Delhi: Prentice Hall Inc.
7. Havaladar (2017). *Sales and Distribution Management*, New Delhi: Tata McGraw Hill.



MGT-E-657
INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Total Marks: 100

Course Learning Outcomes (CLOs): On completion of this course, the students shall be able to

- ✓ CLO1: develop a basic understanding of Investment management and Risk-Return Trade-off.
- ✓ CLO2: able to identify and evaluate investment alternatives and use it for better portfolio management.
- ✓ CLO3: construct their investment portfolios and evaluate them using models.
- ✓ CLO4: Understand the role of behavioural finance in investment decision making and theories of standard finance and behavioural finance.

Course Outline

Unit I: Investment and Security Analysis

Overview of Investment, Speculation and Gambling; Investment Process and Alternatives; Capital Market – Primary and Secondary Market, Issue and Listing of Securities, Trading Mechanism, Stock Exchanges, Stock Market Indices; Risk and Return Concepts, Valuation of Fixed Income Securities and Variable Income Securities; Fundamental Analysis, Technical Analysis.

Unit II: Portfolio Construction and Analysis

Portfolio Theory – The Benefits of Diversification, Portfolio Construction – Portfolio Risk and Return, Beta as a measure of Risk, Modern Portfolio Theory, Capital Asset Pricing Model and Arbitrage Pricing Theory, Random Walk Hypothesis, Efficient Market Hypothesis,

Unit IV: Portfolio Management and Performance Evaluation

Portfolio Management – Investment Policy and strategy, Asset Allocation, Portfolio Execution, Portfolio Revision – Active and Passive Strategies, Portfolio Evaluation, Risk Adjusted Performance Measure – Sharpe, Treynor, Jensen and M^2 measure, Fama Measure of Net Selectivity, Portfolio Management and Mutual Fund Industry, Mutual Fund Valuation.

Unit III: Behavioural Finance & Investment decision making

Behavioural Finance – Introduction, Meaning and Nature; Foundations of Behaviour Finance – Heuristics and Biases; Prospect Theory and Mental Accounting; Neuroscientific and Evolutionary Perspective – Brain Basics, Adaptive Market Hypothesis, Financial Crisis and Limbic System; Investor Behaviour, Behavioural Portfolio Theory, Behavioural Asset Pricing Model.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.

External Marks (70): The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings

1. Chandra, P. (2012). *Investment Analysis and Portfolio Management* (4th ed.). Tata McGraw Hill Education Private Limited.
2. Chandra, P. (2016). *Behavioural Finance*. McGraw Hill Education (India) Private Limited.
3. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). *Modern Portfolio Theory and Investment Analysis* (9th ed.). Wiley.
4. Kevin, S. (2023). *Security Analysis and Portfolio Management* (3rd ed.). PHI Learning Pvt. Ltd.
5. Montier, J. (2002). *Behavioural Finance: Insights into Irrational Minds and Markets*. Wiley.
6. Pandian, P. (2012). *Security Analysis and Portfolio Management* (2nd ed.). Vikas Publishing House.
7. Ranganatham, M., & Madhumati, R. (2012). *Security Analysis and Portfolio Management* (2nd ed.). Pearson Education.
8. Reilly, F. K., Brown, K. C., & Leeds, S. J. (2018). *Investment Analysis and Portfolio Management* (11th ed.). Cengage Learning.

MGT-E-658 INTERNATIONAL FINANCE

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

MGT-PG-FE402

International Finance

L.T/P 3-1(4 credits)

Course Learning Outcomes (CLOs)- On completion of this course, the students shall be able to

- ✓ CLO1-Discuss the international financial environment in context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations
- ✓ CLO2- Evaluate & explain exchange rate determination and explain how firms can manage exchange rate risk and capitalize on anticipated exchange rate movements.
- ✓ CLO3-Assess risk in foreign capital market and its impact on different currencies and its impact on global trade relations.
- ✓ CLO4-Evaluate global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders

Course Outline

Unit I- Introduction to International Finance

International Finance – An Overview: Globalization and Multinational firm, International Monetary System, Balance of payment, Market for Foreign Exchange, International Parity Relationship, Recent Trends and Challenges in International Finance

Unit II- International investments and funds management

International Investment Strategies: FDI and Portfolio Investment, International Financing Sources, Cost of Foreign Borrowing, Cross Currency Management.

Balance of Payments: Concept, Items, Types of Transactions, Types of Accounts and Significance of BOPs: Disequilibrium in BOPs: its Types. Remedial Measures for Correcting Disequilibrium in BOPs – J Curve Effect.

Unit III- International Financial Markets and Instruments

International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services – Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

Unit IV- Foreign Exchange Markets

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets, Exchange rates determinations in Forward markets, Exchange rate behaviour, Cross Rates, Arbitrage profit in foreign exchange markets, Swift Mechanism.

Foreign Exchange exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure, Management of Interest rate exposure.

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Cheol S. Eun & Bruce G. Resnick (2014). *International Financial Management*, McGraw Hill.
2. Madura, Jeff (2015). *International Financial Management*, Cengage.
3. Shapiro, Alan C. & Moles, Peter (2015). *International Financial Management*, John Wiley & Sons, Limited.
4. Sharan, V. *International Financial Management*, PHI Publication, Latest Edition
5. Geert Bekaert, Robert Hodrick (2017). *International Financial Management*, Cambridge University Press.
6. Kevin, S. (2022). *Fundamentals of International Financial Management*, PHI Learning Pvt. Ltd.

MGT-E-659**MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING**

Semester: Forth Semester
L+T+P: 3+1+0 = 4 Credits

Course Level: 600

Total Marks: 100

Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs

Course Learning Outcomes (CLOs)- On completion of this course, the students shall be able to

- ✓ CLO1-examine the need of merger & acquisitions and its process for creation of value to the business.
- ✓ CLO2- understand the forms of corporate restructuring and restructuring a business in case of bankruptcy.
- ✓ CLO3- evaluate the merger & acquisitions deals based on various valuation approaches along with the legal aspects associate with it.
- ✓ CLO4- analyse the various sources of funding for the merger & acquisitions and restricting business dealings.

Course Outline**Unit I- Introduction to Mergers & Acquisitions**

Introduction to Mergers, Acquisitions (M&A), Merger types, Merger as a business strategy, Merger as a process of value creation, Theories of Mergers and Acquisitions, Industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeover Tactics and Defences tactics

Unit II- Corporate Restructuring

Corporate restructuring: Meaning, significance, forms of restructuring- joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buy outs (LBO), management buy outs, master limited partnership– Limited Liability Partnership (LLP) in India, buyback of shares; Restructuring in Bankruptcy

Unit III- Merger & Acquisition Process

M&A Process: Acquisition Search and Due Diligence, Valuation in M&A: Cash Flow Based Approach, Relative Valuation Approach and other Valuation Approaches, M&A Deal Structuring, Legal aspects of M&A, Tax Issues, Alternative Exit and Restructuring Strategies, Analyzing the strategy behind recent corporate restructuring

Unit IV- Funding of Acquisitions and Recent Cases Analysis

Methods of effecting payment of consideration, Sources of Funds, cross border acquisitions by Indian companies; Recent cases of Merger, Acquisitions and corporate restructuring, Evaluation

Suggested Teaching Learning Strategies: Students shall be taught through the combination of classroom lectures, readings, case studies, role plays, assignments, academia-Industry interaction, presentations and classroom discussions with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

Assessment Framework:

- ✓ **Internal Marks (30):** The total marks for internal assessment shall be based on sessional test (20 marks) and teacher's assessment (10 marks) making a total score of 30 marks.
- ✓ **External Marks (70):** The end semester examination shall be 3 hrs duration and comprise of 3 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (20 Marks)-Case study/real business problem/Numerical problem/ applied problem; and Section C (40 marks)-two questions from each unit (total 4 units) of 10 marks each. The students are required to attempt one question from each unit.

Suggested Readings:

1. Gaughan, Patrick A. (2017). *Mergers, Acquisitions & Corporate Restructurings*, Wiley
2. Godbole, Prasad G. (2013). *Mergers, Acquisitions & Corporate Restructuring*, Vikas Publishing House.
3. Pignataro, Paul (2015). *Mergers, Acquisitions, Divestitures, and Other Restructurings*, Wiley
4. Sudarsanam, Sudi (2003). *Value Creation from Mergers and Acquisitions*, Pearson Education.
5. Chandrashekar Krishna Murthy & Vishwanath. S.R (2008). *Merger Acquisitions & Corporate Restructuring*, Sage Publication.
6. Jha, Nishikant (2011). *Mergers, acquisitions and Corporate Restructuring*, Himalaya Publishing House.
7. Jawa, Rachna (2009). *Mergers, Acquisitions and Corporate Restructuring in India- Procedures and Case Studies*, New Century Publications.
8. Donald DePamphilis (2021). *Mergers, Acquisitions, and Other Restructuring Activities-An Integrated Approach to Process, Tools, Cases, and Solutions*, Elsevier Science.

SUMMER TRAINING

MGT-I-557 Summer training

Semester: Second Semester
100 L+T+P: 3+1+0 = 4 Credits
Hrs

Course Level: 500
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0

Total Marks:

At the end of Third Semester each student shall undertake a Winter Internship/ Project work (SIP) for a minimum duration of 4 weeks to a maximum of 6 weeks as per industry requirements. For SIP, 1 credit is equivalent to minimum 30 hours of effective work. SIP shall have 4 credits.

Learning outcomes: on completion of Internship/ Project work, the students shall be able to

- ✓ CLO1- Integrate theory and practice.
- ✓ CLO2- Assess interests and abilities in their field of interest.
- ✓ CLO3- Learn to appreciate work and its function in the economy.
- ✓ CLO4- Develop work habits and attitudes necessary for job success.
- ✓ CLO5 Develop communication, interpersonal and other critical skills required for their employability.
- ✓ CLO6- Build a record of work experience.
- ✓ CLO7- Analyse the functioning of organization and recommend changes for improvement in processes.

Internship Guidelines:

The general procedure for internship/ project work is given below:

Step 1: Faculty mentors shall be allotted to each student who will be mentoring the internship/ project work during the internship period. Request Letters from the office of Head of Dept. shall be issued to the students in the month of October to allow 4-6 weeks of internship/ project during winter vacation as internship periods for the students. Students shall apply to the industry/company of their choice through mail/hard copies with the request letter and brief CV.

Step 2: Industry will confirm the internships via Confirmation Letter/ Email.

Step 3: Students on joining the internship at the industry/ organization, shall submit the Joining Report/Letters / Email to their faculty mentors.

Step 4: Students undergo Internship at the concerned Industry / Organization and maintain a Diary/ Daily log report (format in **Annexure II**). In-between Faculty mentors(s) may evaluate(s) the performance of students once/twice by visiting the Industry/Organization and

Step 5: Students will submit Internship/ project report after completion.

Step 6: Internship/ project work completion Certificate to be obtained from industry clearly stating the period of internship/ project work.

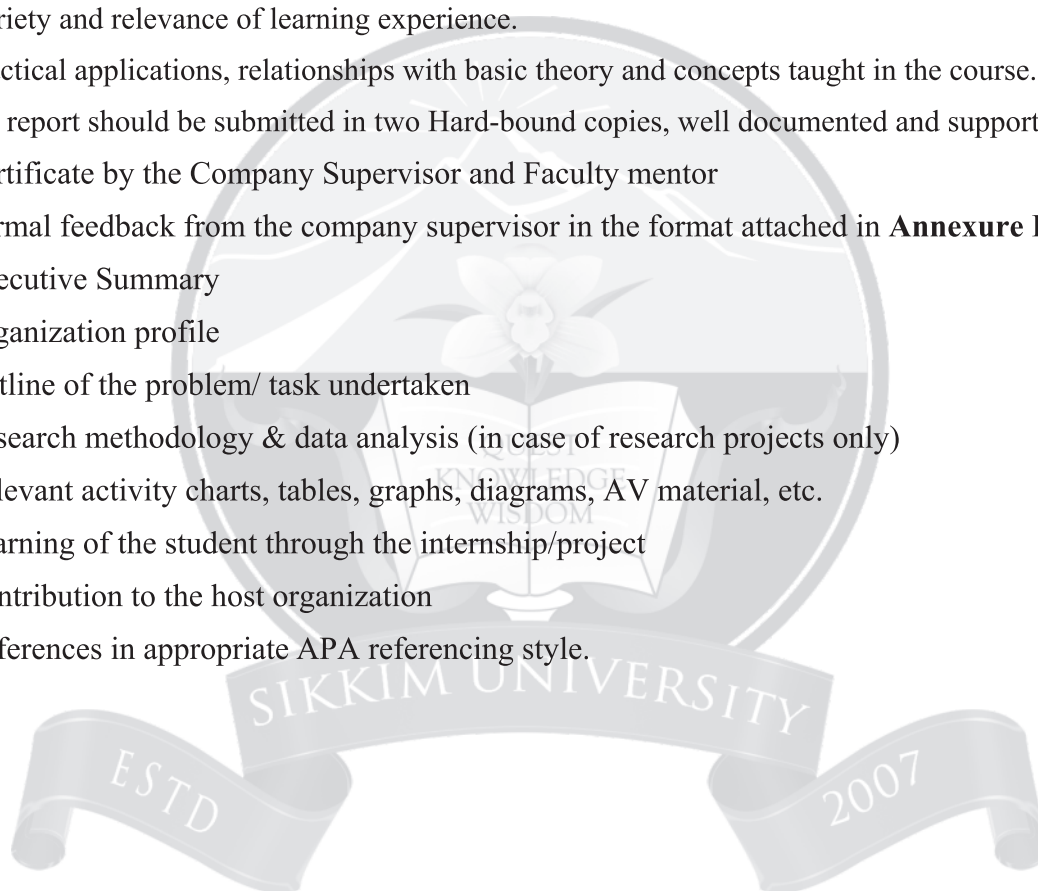
Internship/ Project Report

After completion of Internship/ project work, the student should prepare a comprehensive report to indicate what s/he has observed and learnt in the training period. The student may contact Industrial Supervisor/ Faculty Mentor/ for assigning special topics and problems and should prepare the final report on the assigned topics. Daily diary will also help to a great extent in writing the report since much of the information has already been incorporated by the student into the daily diary. The report should be signed by the Internship Supervisor, Faculty Mentor and HoD. The Internship report will be evaluated on the basis of following criteria:

- Originality.
- Adequacy and purposeful write-up.
- Organization, format, drawings, sketches, style, language etc.
- Variety and relevance of learning experience.
- Practical applications, relationships with basic theory and concepts taught in the course.

The WIP report should be submitted in two Hard-bound copies, well documented and supported by –

1. Certificate by the Company Supervisor and Faculty mentor
2. Formal feedback from the company supervisor in the format attached in **Annexure III**
3. Executive Summary
4. Organization profile
5. Outline of the problem/ task undertaken
6. Research methodology & data analysis (in case of research projects only)
7. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
8. Learning of the student through the internship/project
9. Contribution to the host organization
10. References in appropriate APA referencing style.



DISSERTATION**MGT-R-651
Dissertation****Semester: Forth Semester**
L+T+P: 3+1+0 = 4 Credits**Course Level: 600**
Lecture: 45 Hrs + Tutorial: 15 Hrs + Practical: 0 Hrs**Total Marks: 100****Learning outcomes:** on completion of dissertation, the students shall be able to

- ✓ CLO1- Integrate theory and practice.
- ✓ CLO2- Assess interests and abilities in their field of interest.
- ✓ CLO3- Write and frame a good dissertation
- ✓ CLO3- Develop research skill and ability

Every student is required to submit two hard bound copies of their dissertation for evaluation. The student shall make a brief presentation of dissertation for at least 10-15 minutes. The project work shall be evaluated by at least one external examiner outside the department to be appointed by CoE and respective faculty guide as an internal examiner. The external and internal examiners shall together evaluate the dissertation.

Assessment Framework:

- ✓ **Internal Marks (30):** The marks for internal assessment shall be awarded by Internal examiner from the department
- ✓ **External Marks (70):** The marks for external assessment shall be awarded by external expert

**MGT-R-652
COMPREHENSIVE VIVA-VOCE****Semester: Forth Semester****Course Level: 600****Total Marks: 100****Learning outcomes:** on completion of dissertation , the students shall be able to

- ✓ CLO1- Have an overall knowledge of the MBA course.
- ✓ CLO2- Develop good interview and soft skills.
- ✓ CLO3- Develop good personality and oratory skills
- ✓ CLO3- Develop research skill and ability

Assessment Framework:

- ✓ **Internal Marks (30):** The marks for internal assessment shall be awarded by Internal examiner from the department
- ✓ **External Marks (70):** The marks for external assessment shall be awarded by external expert

Annexure II

STUDENT'S DIARY/ DAILY LOG

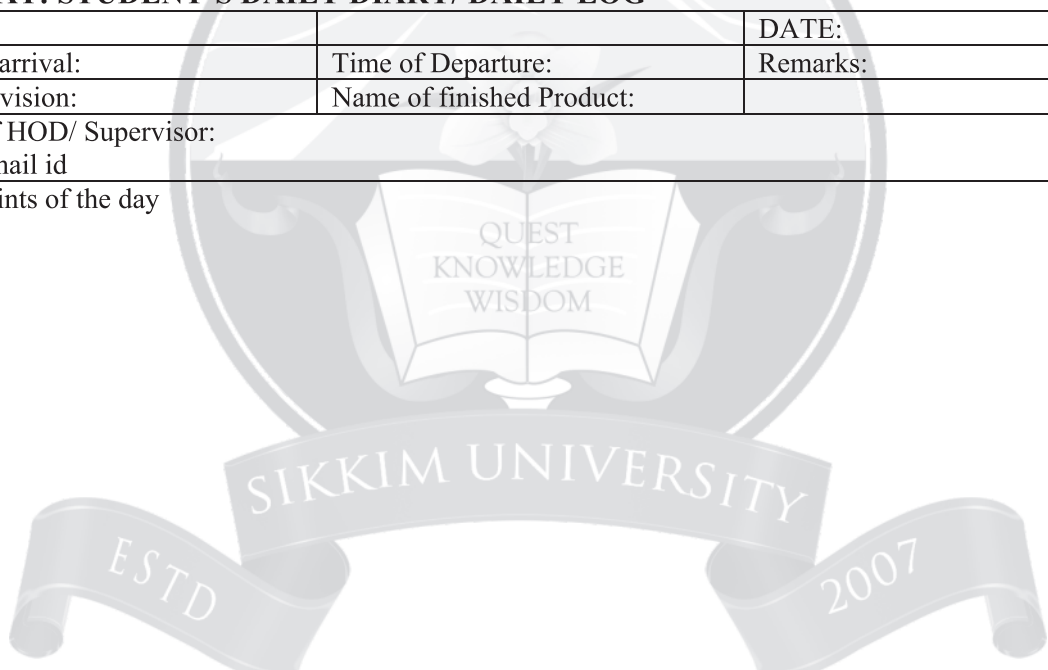
The main purpose of writing daily diary is to cultivate the habit of documenting and to encourage the students to search for details. It develops the students' thought process and reasoning abilities. The students should record in the daily training diary, the day-to-day account of the observations, impressions, information gathered, and suggestions given, if any. It should contain the sketches & drawings related to the observations made by the students.

The daily training diary should be signed after every day by the supervisor/ in charge of the section where the student has been working. The diary should also be shown to the Faculty Mentor visiting the industry from time to time and got ratified on the day of his/her visit. Student's Diary and Internship Report should be submitted by the students along with attendance record and an evaluation sheet duly signed and stamped by the industry to the dept. of management immediately after the completion of the training. It will be evaluated on the basis of the following criteria:

- Regularity in maintenance of the diary.
- Adequacy & quality of information recorded.
- Drawings, sketches and data recorded.
- Thought process and recording techniques used.
- Organization of the information.

FORMAT: STUDENT'S DAILY DIARY/ DAILY LOG

DAY-1		DATE:
Time of arrival:	Time of Departure:	Remarks:
Dept./Division:	Name of finished Product:	
Name of HOD/ Supervisor: With e-mail id		
Main points of the day		



Signature of Industry Supervisor

EVALUATION OF INTERNS BY INDUSTRY/ COMPANY SUPERVISOR

The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The company supervisor shall evaluate the student's performance on the basis of grading i.e. Excellent, Very Good, Satisfactory and Non-Satisfactory on the below mentioned factors.

- Attendance and general behaviour
- Relation with workers and supervisors
- Initiative and efforts in learning
- Knowledge and skills improvement
- Contribution to the organization

FORMAT: SUPERVISOR EVALUATION OF INTERN

Student Name: _____ Date: _____

Work Supervisor: _____ Designation: _____

Company/Organization: _____

Internship Address: _____

Dates of Internship: From _____ To _____

Please evaluate your intern by indicating the frequency with which you observed the following behaviours:

Parameters	Needs improvement	Satisfactory	Good	Excellent
Behaviours				
Performs in a dependable manner				
Cooperates with co-workers and supervisors				
Shows interest in work				
Learns quickly				
Shows initiative				
Produces high quality work				
Accepts responsibility				
Accepts criticism				
Demonstrates organizational skills				
Uses technical knowledge and expertise				
Shows good judgment				
Demonstrates creativity/originality				
Analyzes problems effectively				
Is self-reliant				
Communicates well				
Writes effectively				
Has a professional attitude				
Gives a professional appearance				
Is punctual				
Uses time effectively				

Overall performance of student intern (circle one): (Needs improvement/ Satisfactory/ Good/ Excellent)

Additional comments, if any:

Signature of Industry supervisor _____

HR Manager

MBA Course Development Team

1. Dr. Shailendra Kumar, HoD-Incharge
2. Dr. Pradip Kumar Das
3. Dr. A. Ravi Prakash
4. Dr. Rachana Rai
5. Dr. Shailini Shukla.

