



"Quest for Excellence"

SHRI GURU RAM RAI UNIVERSITY

(Established under Shri Guru Ram Rai University
Act. No. 03 of 2017)

MINUTES of the MEETING

Dt: 17th June 2021

Committee Meeting for the BOS of MBA was held on 17/06/21 at Seminar Hall (SMCS, Patel Nagar Campus) between 12 to 3:30 PM.

The members present in the meeting were:

S.No.	Name	Designation
1.	Dr. Vipul Jain	External Expert
2.	Dr Deepak Sahni	Dean & Chairperson
3.	Dr. Pooja Jain	Member
4.	Dr. Divya Negi Ghai	Member

The proposed Agenda Points for the meeting:

Agenda No. 1 To approve revision of syllabus / scheme of the MBA program.

Agenda No. 2 To revise curriculum as per the demand of the industry and latest trends in technical education.

Agenda No. 3 To consider and approve the scheme and syllabus of Value-added course for skill enhancement among students

Agenda No.4 To define Vision and Mission of the School of Management and Commerce Studies and frame Program Outcomes (POs) and Program Specific Outcomes (PSOs) of the MBA program and Course Outcomes (COs) of all the courses of MBA.



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The Chairperson welcomed all the members and he briefed about the changes made in the current curriculum.

Agenda No. 1: To approve revision of syllabus / scheme of the MBA program.

Resolution: The syllabus was approved and the external expert was of the opinion that the continuous monitoring of the latest trends should be tracked for all future purposes.

Agenda No. 2: To revise curriculum as per the demand of the industry and latest trends in technical education.

Resolution: The external expert gave various inputs, some topics were suggested to be added and some were to be deleted. The following changes were suggested and thus incorporated:

- (i) TQMG-301, Total Quality Management, all the units have been changed
- (ii) IRL-304 (H1), Industrial Relations and Labour Laws, topics have added in Unit 2, 3 & 5
- (iii) IDYP-304(H2), Industrial Psychology, topics have been added to Unit 1, 2 & Unit 5
- (iv) OSHR-304(H3), Organisation Structure and Human Resource Development, New subject has been added
- (v) PRMG-304(H4), Performance Management, some topics have been added in Unit 1, 3 and 4
- (vi) REMG-305 (M1), Brand and Retail Management, new subject has been added
- (vii) CMBH-305(M2), Consumer Behaviour, Unit 1 and Unit 5 have been changed completely
- (viii) ADMG-305 (M4), Advertising Management, Unit 1 has been changed completely



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- (ix) SAPM-306 (F2), Security Analysis and Portfolio Management, all the units have been changed
- (x) HRAL-404 (H1), HR Analytics, New subject has been added
- (xi) COMG-404 (H2), Compensation Management, some topics have been added in Unit 2,3, 4 & 5
- (xii) IHRM-404 (H3), International Human Resource Management, some topics have been added in Unit 2,3 & 5
- (xiii) SGMG-405 (M1), Sales and Distribution Management, Unit 4 & 5 have been changed completely

Agenda No. 3: To consider and approve the scheme and syllabus of Value-added course for skill enhancement among students

Resolution: It was agreed upon that the Value-added courses are the need of the hour and special emphasis should be given on the same. The value-added course was approved unanimously with some minor changes which were incorporated on the spot.

Agenda No. 4: To define Vision and Mission of the School of Management and Commerce Studies and frame Program Outcomes (POs) and Program Specific Outcomes (PSOs) of the MBA program and Course Outcomes (COs) of all the courses of MBA.

Resolution: Vision, Mission, POs, PSOs and COs were discussed at length and its alignment with Blooms Taxonomy was checked.

There being no other point the meeting was concluded on a positive note and the BOS was approved.


Dr Deepak Sahani

Dean, SMCS

SHRI GURU RAM RAI UNIVERSITY

[Estd. by govt. of Uttarakhand, vide Shri Guru Ram Rai University Act no. 03
of 2017 & recognized by UGC u/s (2f) of UGC Act 1956]



Syllabus

Master of Business Administration (MBA)

School of Management and Commerce Studies

(w.e.f. 2021-2022)

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Vision

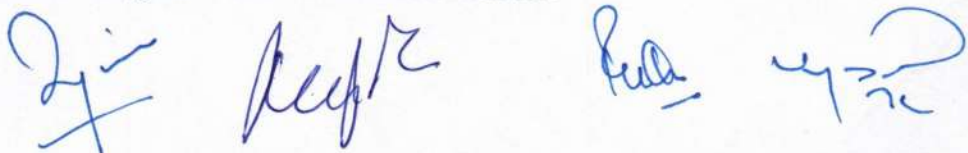
Developing future leaders to transform the world.

Mission

M1: To provide holistic education with experiential learning.

M2: To develop students who could contribute to the betterment of the society.

M3: To develop future researchers through our research and training program.



Master of Business Administration**OUTCOME BASED EDUCATION****Program Outcomes (POs)**

PO 1	Develop students with an in-depth understanding of all the management concepts both in the general areas of management as well as the particular specialized areas of knowledge.
PO2	Develop an ability to apply the acquired knowledge to the various areas of business and their specific problems.
PO3	Thinking analytically about the problems in business and making decisions to solve them.
PO4	Practice research-based knowledge and using this to make valid judgements related to day to day complex problems in business.
PO5	Creating, selecting and applying appropriate modern tools and techniques to the situations in business with an understanding of their limitations.
PO6	Applying reasoning developed from the subject knowledge to various aspects related to societal, health, safety, legal and cultural issues relevant to business.
PO7	Understand and evaluate the various ethical situations to make the right decisions in different societal and environmental circumstances to ensure sustainable development.
PO8	Apply ethical principles and ensure the maintenance of professional ethics and responsibilities in business.
PO9	Function effectively as an individual, as a team member or a leader in different settings in business.
PO10	Professionally communicate various arguments, analysis or recommendations to different audiences as and when the need arises. Be proficient in written, oral and non-verbal communication and make effective presentations to community at large.
PO 11	Understanding of project management and finance principles and applying these to work in an organisation as a member and leader in a team.
PO12	Understanding the need for and prepare to engage in independent and life long learning in the broadest context of dynamic business changes. Understanding of project management and finance principles and applying these to work in an organisation



Program Specific Outcomes (PSOs)


PSO 1	Learn, understand and adopt business practices to utilize the opportunities and face the challenges of an evolving global environment.
PSO2	Demonstrate ability to recognize and identify business problems, apply reasoning and assess response options relative to the needs and interests of relevant stakeholders to address social, legal, cultural, financial and ethical issues in a business organisation.
PSO3	Identify, evaluate, analyze, interpret and apply information related to business to make reasoned decisions and solve problems of the society, achieve environmental sustainability working efficiently as individuals or as teams.

Eligibility for Admission:

Any candidate who has the Bachelor's degree of any university recognized by UGC in any state or as equivalent to the three-year degree program with not less than 50%-marks in any stream and valid CAT/MAT score. in aggregate is eligible for admission. However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules.

Duration of the Program: 2 years**STUDY & EVALUATION SCHEME
MASTER OF BUSINESS ADMINISTRATION****Examination Scheme:**

Components	I Internal	II Internal	Presentation/ Assignment/ Project	External (ESE)
Weightage (%)	15Marks	15 Marks	10 Marks	60 Marks



First Semester

In this semester students study all the eight core subjects offered in the program.

S. No.	Course Category	Course Code	Course Name	Periods				Evaluation scheme		Subject Total
				L	T	P	C	Sessional (Internal)	ESE (External)	
Theory										
1	Core	PPOM-101	Principles and Practice of Management	3	1	-	4	40	60	100
2	Core	MECO-102	Managerial Economics	3	1	-	4	40	60	100
3	Core	STMG-103	Statistics for Management	3	1	-	4	40	60	100
4	Core	FIAC-104	Financial Accounting	3	1	-	4	40	60	100
5	Core	BSEV-105	Business Environment	3	1	-	4	40	60	100
6	Core	BSCM-106	Business Communication	3	1	-	4	40	60	100
7	Core	CABS-107	Computer Application in Business	3	1	-	4	40	60	100
8	Core	BSLA-108	Business Law	3	1	-	4	40	60	100
9	Core	VIVA-109	Compressive Viva			4	4	-	100	100
Total				24	8	4	36	320	580	900

Second Semester

In this semester students study all the eight core subjects offered in the program.

S. No.	Course Category	Course Code	Course Name	Periods				Evaluation scheme		Subject Total
				L	T	P	C	Sessional (Internal)	ESE (External)	
Theory										
1	Core	OGBH-201	Organizational Behaviour	3	1	-	4	40	60	100
2	Core	MGAC-202	Management Accounting	3	1	-	4	40	60	100
3	Core	OPRE-203	Operation Research	3	1	-	4	40	60	100
4	Core	FIMG-204	Financial Management	3	1	-	4	40	60	100
5	Core	MKMG-205	Marketing Management	3	1	-	4	40	60	100
6	Core	POMG-206	Production and Operations Management	3	1	-	4	40	60	100
7	Core	BSRM-207	Business Research Methods	3	1	-	4	40	60	100
8	Core	HRMG208	Human Resource Management	3	1	-	4	40	60	100
9	Core	VIVA-209	Comprehensive Viva			4	4	-	100	100
Total				24	8	4	36	320	580	900

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Third Semester

The students study the three core subjects offered and get to choose one major specialization and one minor specialization as per their interest.

Three subjects of their major specialization and one subject of their minor specialization is to be studied in addition to the core subjects.

S. No.	Course Category	Course Code	Course Name	Periods				Evaluation scheme		Subject Total
				L	T	P	C	Sessional (Internal)	ESE (External)	
Theory										
1	Core	TQMG-301	Total Quality Management	3	1	-	4	40	60	100
2	Core	PRMG-302	Project Management	3	1	-	4	40	60	100
3	Core	INBS-303	International Business	3	1	-	4	40	60	100
4	Elective		Major 1	3	2	-	5	40	60	100
5	Elective		Major 2	3	2	-	5	40	60	100
6	Elective		Major 3	3	2	-	5	40	60	100
7	Elective		Minor 1	3	2	-	5	40	60	100
8	Core	SUTR-308	Summer Training Report & Presentation	-	-	5 4	5 4	50	50 100	100 100
Total				21	11	9	41	330	570	900

Accepted

Signature

Signature

ELECTIVES:

Human Resource Management Group			Subject Type
1	Industrial Relations and Labour Laws	IRLL-304 (H1)	Major
2	Industrial Psychology	IDYP- 304 (H2)	Major
3	Organisational Structure and Human Resource Development	OSHR-304 (H3)	Major
4	Performance Management	PRMG304(H4)	Major+ Minor
Marketing Management Group			
1	Brand & Retail Management	BRMG-305(M1)	Major
2	Consumer Behaviour	CMBH-305(M2)	Major
3	Marketing of Services	MKSR-305(M3)	Major+ Minor
4	Advertising Management	ADMG-305(M4)	Major
Financial Management Group			
1	Financial Markets and Institutions	FMIT-306(F1)	Major+ Minor
2	Security Analysis and Portfolio Management	SAPM-306(F2)	Major
3	Corporate Tax Planning	CPTP-306(F3)	Major
4	International Financial Management	IFMG-306(F4)	Major
International Business Group			
1	Import Export Management	IEMG-307(IB1)	Minor
2	Management of Multinational Corporations	MGMC-307(IB2)	Minor
3	International Business Logistics	INBL-307(IB3)	Minor

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Fourth Semester

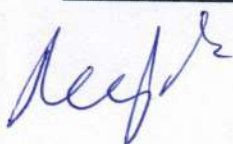
The students study the three core subjects offered and get to study subjects of their chosen major specialization and minor specialization.

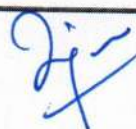
Two subjects of their chosen major specialization and one subject of their minor specialization is to be studied in addition to the core subjects.

S. No.	Course Category	Course Code	Course Name	Periods				Evaluation scheme		Subject Total
				L	T	P	C	Sessional (Internal)	ESE (External)	
Theory										
1	Core	STMG-401	Strategic Management	3	1	-	4	40	60	100
2	Core	ECSR-402	Business Ethics and Corporate Governance	3	1	-	4	40	60	100
3	Core	EPDP-403	Entrepreneurship Development	3	1		4	40	60	100
4	Elective		Elective Major 1	3	2	-	5	40	60	100
5	Elective		Elective Major 2	3	2	-	5	40	60	100
6	Elective		Elective Minor 1	3	2	-	5	40	60	100
7	Core	FDRV-408	Dissertation Project	-	-	5	5	100	100	200
			Viva voce	-	-	5	5	-	100	100
Total				18	9	10	37	340	560	900

ELECTIVES:

Human Resource Management Group			Subject Type
1	HR Analytics	HRAL-404(H1)	Major
2	Compensation Management	COMG-404(H2)	Major
3	International Human Resource Management	IHRM-404(H3)	Major+Minor
Marketing Management Group			
1	Sales and Distribution Management	SGMG-405(M1)	Major+Minor
2	Rural Marketing	RLMG-405(M2)	Major
3	International Marketing Management	IMMG-405(M3)	Major
Financial Management Group			
1	Management of Financial Services	MGFS-406(F1)	Major+Minor
2	Mergers and Acquisitions	MRAC-406(F2)	Major
3	Financial Derivatives	FIDV-406(F3)	Major
International Business Group			
1	International Laws and Treaties in trade and business	ILTB-407(IB1)	Minor
2	For-ex Management	FRMG-407(IB2)	Minor
3	Cross-Cultural Business Management	CCBM-407(IB3)	Minor





**FIRST SEMESTER
MBA**

Course Code	: PPOM-101			
Course Name	: PRINCIPLES AND PRACTICES OF MANAGEMENT			
Semester /Year	: 1			
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to understand management functions, to familiarize themselves with the practice of management.
2. To develop an understanding of behavioural process of the organizations as a whole.
3. To cultivate an insight into the individual behaviour at work place.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Nature and Purpose, Managing: Science or Art. Function of Manager: Planning, Organising, Staffing, Leading and Controlling: an overview. Coordination: The Essence of Management, System approach to Management Process. Evolution of Management Thought: Evolution of Management Theory Approaches of Management, Early Evolution of Management, Different Schools of Management Thought. Motivation Theories: McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory.	14
2	Planning	8



	Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.	
3	Organising Nature of Organising, Formal an Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.	8
4	Staffing Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle. Leading: Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making. Communication: Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective.	10
5	Controlling Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.	8
Total		48

Text Books:

TB1. Terry and Franklin -Principles of Management.

TB2. Harald Koontz and Heinz Weihrich, Elements of Management. 9th ed., TMH. New Delhi 2012.

Reference Books:

RB1. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., Management, 8th ed., Pearson, New Delhi 2010.

RB2. Drucker, F. Peter -Management-Tasks, Responsibilities & Practices.

Course Outcomes (COs)

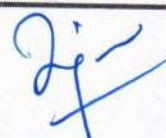
CO 1	Understanding the different schools of thought in management and its importance in an organisation.
CO 2	Analyzing and appreciating the different types of plans required to be made in an organisation.
CO 3	Evaluating the organisation structure and its various types.
CO 4	Understanding the importance of staffing as a function of management and the different concepts relating to that.
CO 5	Analyzing how controlling is used effectively in an organisation.
CO 6	Developing the features of ideal management of a business organisation.

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	1	1									1	3		
CO2	2	2	2		1				1	1	2		2	2	
CO3	2	2	1		1						3		2	1	
CO4	3	1	1						2				2	1	
CO5	2	2	2		2								2	1	2
CO6						2	2				3	2	2	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated





MBA

Course Code	: MECO-102			
Course Name	: MANAGERIAL ECONOMICS			
Semester /Year	: 1			
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To make the students aware of the various economic issues
2. To equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Managerial Economics: Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Introduction to Managerial Economics, Scope and Significance, Circular Flow in an Economy, Production Possibility Frontier.	8
2	Demand Analysis and Demand Forecasting: Theory of Demand. Types of Demand and their characteristics. Elasticity of Demand and its measurement. Techniques of Demand Forecasting. Supply Analysis: Objective of supply analysis; Determinants of supply, Elasticity of supply.	10
3	Production Function and Cost Analysis Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Laws of Production and analysis: Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.	10
4	Market Structure and Product Pricing: Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Pricing under Perfect Competition. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Baumol's Marries' and O. Williamsons Model.	12

Accepted

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5	Factor Pricing: Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit.	8
Total		48

Text Books:

TB1. Crag W. Paterson, W. Chris Lewis, and Sudhir K. Jain, Managerial Economics, PHI Learning /Pearson, New Delhi, 2004.

TB2. H.L. Ahuja, Managerial Economics, S. Chand, Organization Human Resources.

TB3. GS Gupta, Managerial Economics, 2nd Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2011.

Reference Books:

RB1. Dominique Salvatore, Managerial Economics in a Global Economy, 4th ed., Cengage Learning, 2006.

RB2. DN Dwivedi, Managerial Economics, 4th ed., Vikas Publishing House, New Delhi, 2006.

RB3. Paul Samuelson and Nordhaus, Economics, 19th ed. Tata McGraw-Hill, New Delhi.

Course Outcomes (COs)

CO 1	Understanding the fundamentals of economics and to use this knowledge in managerial decisions for modern managers.
CO 2	Applying the economic way of thinking to individual decisions and business decisions to use knowledge in managerial decisions for modern managers.
CO 3	Breaking down the different costs of production and how they affect short and long run decisions.
CO 4	Understanding how prices get determined in markets, the different costs of production and different market models and how they affect short and long run decisions.
CO 5	Evaluating various factor pricing theories.
CO 6	Creating a production cost plan for a hypothetical business

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CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O 1	PSO 2	PSO 3
CO1	3	2											3	1	
CO2	2	3	1		2						1		3	2	
CO3	3	2	3			1			2			2	3	2	
CO4	2	1	3			2	1			1			3	2	1
CO5	3		3	2		1			1				3	2	1
CO6											2	3		2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : STMG-103				
Course Name : STATISTICS FOR MANAGEMENT				
Semester /Year : 1				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To make the students familiar with some basic quantitative techniques.
2. To make students understand their application in business decision-making.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Definition of Statistics, Characteristics, Functions, Importance, Limitations and Types of Statistics, Uses of Statistics in Functional Areas of Management. Frequency Distribution- Discrete and Continuous Frequency Distribution; Diagrammatic and Graphic Representation- Line, Bar, Rectangle and Pie Diagram, Graphs- Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives- Advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.	8

2	Measures of Central Tendency and Dispersion Average- Concept, Types, Mathematical Averages- Arithmetic, Geometric, and Harmonic mean, Position and Locational Averages, Median, Mode. Measures of Dispersion: Range, Quartile Deviation-Mean and Standard Deviation, Variance- Coefficient of Variance- Comparison of various measures of Dispersion, Skewness- Relative Measures of Skewness- Karl Pearson, Bowley, Kelly- Coefficient of Skewness, Kurtosis.	12
3	Correlation and Regression Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Coefficient of Rank Correlation; Regression- Method of Least Squares, Regression Coefficient, Properties of Regression Coefficient, Application of Regression equations.	8
4	Time Series and Forecasting Time Series- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series- Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation, Methods of Estimating Trend, Choosing Appropriate Forecasting Model.	8
5	Probability and Probability Distribution Classical and Axiomatic Approaches, Basic Theorems- Addition, Multiplication- Conditional and Bayes Theorem, Random variables and concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson, and Normal Distribution and its problems.	12
Total		48

Text Books:

TB1. Richard I Levin and David S. Rubin, Statistics for Management, 8th ed., New Delhi: Pearson Education, 2011.

TB2. David M. Levine, Timothy C. Kribbeil, Mark Berenson and P.K. Vishawanath, Basic Statistics: A First Course, 5th ed., New Delhi: Pearson Education, 2011.

TB3. J.K. Sharma, Business Statistics, 2nd ed., (New Delhi): Pearson Education, 2007.

Reference Books:

RB1. G.C. Beri, Business Statistics, Tata McGraw Hill, 2nd ed., (New Delhi), 2005.

RB2. Gerald Keller Introduction to Statistics (New Delhi): Cengage Learning, 2012.

RB3. Levine, Stephan, Kribbiel and Borenjon, Statistics for Managers using Microsoft Excel, New Delhi: PHI, 2nd Ed., 2007.

Course Outcomes (COs)

CO 1	Summarising the basics of statistics as well as graphical representation of data.
CO 2	Evaluating the different averages and uses of variations.
CO 3	Examining specific analytical skills for sound management decision making by using Regression trend analysis and correlation techniques.
CO 4	Simulating specific analytical skills for sound management decision making by using time series trend analysis.
CO 5	Applying the concepts and theories of probability and probability distribution for the estimation of the parameters of pragmatic business problems by doing sample investigation.
CO 6	Devising a plan to solve pragmatic business problem using the statistical methods

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PSOI	PSO 2	PSO 3
CO1	3	1									1		3		
CO2	3	1			2								3	2	
CO3	2	3								1			2	3	1
CO4	2	3			1						2		2	2	1
CO5	2	3			1	2			1				2	2	1
CO6											2	3	1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated




MBA

Course code : FIAC-104				
Course Name : FINANCIAL ACCOUNTING				
Semester /Year : 1				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To acquire conceptual knowledge of the financial accounting
2. To impart skills for recording various kinds of business transactions.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Financial Accounting Meaning, Nature, Scope, objectives and Importance of Financial Accounting, GAAP, Conventions and Concepts, Users of Accounting information, Role of Accounting in Economic Development, Accounting Policies, Accounting Standards, International Financial Reporting System	9
2	Accounting System and Accounting Equation Business transactions and their effects on Accounting Equation, Classification of Accounts: Owner's Equity, Revenues and Expenses. The Journal, Ledger, Trail balance, Subsidiary books.	9
3	Final Accounts Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts, Introduction to Corporate Accounting, Computerized Accounting.	10
4	Depreciation and Inventory Valuation Meaning, causes & methods of Depreciation, Depreciation Methods employed by Indian companies, Inventory Valuation and Methods of Inventory Valuation	9
5	Financial Statement Analysis	11

	Analysis and interpretation of financial statements, techniques of financial statement analysis, ratio analysis, classification of ratios, Du Pont analysis, Cash Flow Analysis and its preparation, AS-3 (Revised).	
Total		48

Text Books:

TB1. Tulsian PC, Financial Accounting, Pearson Education.

TB2. Management Accounting, M.Y.Khan & P.K.Jain.

TB3. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI.

Reference Books:

RB1. Maheshwari, SN and Sunil, Financial Accounting: Sultanchand and Sons, New Delhi.

RB2. Financial Accounting for managers, T.P.Ghosh.

RB3. Financial Accounting, R. Narayanswamy.

Course Outcomes (COs)

CO 1	Understanding the basics of financial accounting and the concepts, conventions and accounting regulations governing it in India
CO 2	Determining the basic procedure of recording, classifying and summarizing the accounting books in India.
CO 3	Assessing the way final accounts of a sole proprietor are maintained.
CO 4	Gathering the basics of depreciation and inventory valuation in business and the techniques developed for optimizing them.
CO 5	Appraising the tools and techniques to analyse the financial statements of a business.
CO 6	Developing a long term strategy for the financial planning of a business concern by analyzing the financial statements

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO1 1	PO1 2	PSO1	PSO2	PSO3
CO1	3	1	1			2					1		3	2	1
CO2	3					2		2			1		3	2	1
CO3	3	2	2			2				1			3	2	2
CO4	3					2				1			3	2	

CO5	2	2	1		3	2		1		1			3	2	2
CO6									2		2	2	2	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BSEV-105				
Course Name : BUSINESS ENVIRONMENT				
Semester /Year : 1				
	L	T	P	C
	3	1	-	4

	Role of Government in Economic Planning in India, Introduction to Economic Policies, Industrial Policy, Monetary Policy, Fiscal Policy, case studies and field work.	
4	Legal framework of business: Consumer protection act, MRTP and TRCCI, FSSAI, Industrial acts, case studies and field work.	6
5	International Business Environment An overview, International Economic Groupings: GATT, WTO, UNCTAD, World Bank, IMF, European Union, FDIs	10
Total		48

Text Books:

TB1. I.C. Dhingra, Indian Economics: Environment and Policy, 25th ed., Sultan Chand & Sons, New Delhi, 2012.

TB2. SK Mishra and VK Puri, 4th ed., Economic Environment of Business, Himalaya Publishing House, Mumbai, 2011.

TB3. Cherunilam Francis - Business Environment.

Reference Books:

RB1. Ghose A N - Indian Economy-Its Nature and Problems. Agarwal A N - Emerging Dimensions of Indian Management. Datta R and Sundharan K P M - Indian Economy.

RB2. Adhikari M - Economic Environment of Business.

Course outcomes (COs)

CO 1	Defining the concepts of business and its environment.
CO 2	Deducing the role of mixed economy in the development of national economy.
CO 3	Explaining the monetary and fiscal markets of India.
CO 4	Inferring the role of legal environment and its impact on business.
CO 5	Highlighting the functions of international institutions and their role in global business environment.
CO 6	Creating a standard operating procedure for a hypothetical business in order to face dynamic business environment effectively

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	2	1					1						3	1	
CO2	3	2	1			2	2			1			3	2	2
CO3	3	2	1			2					2		3	1	2
CO4	3	2	1				1		2				3	2	2
CO5	3	3	1										3	2	2
CO6						1		2			3	2	1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : BSCM-106				
Course Name : BUSINESS COMMUNICATION				
Semester /Year : 1				
	L	T	P	C
	3	-	1	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To acquire effective skills in reading, writing, comprehension and communication.
2. To learn to use electronic media for business communication.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Importance of communication skills in Business, Growth of business communication in recent years, The Communication Process, Barriers and Gateways to communication, Communication Models, Channels and dimensions of communication.	8
2	Verbal Communication Types of managerial speeches, Group discussions, Meetings, Seminars and Conferences, Importance of non-verbal communication – positive gestures, symbols and signs, physical appearance & the art	14

	of self-presentation & conduct. Interviewing Skills: Facing different types of interviews, Exit interviews, Making Power point presentations; The art of effective listening, Principles of effective listening, factors affecting listening.	
3	Formal Communication Business letters and its types, Offers and Quotations, Correspondence with banks, insurance companies; Writing direct messages, Writing indirect messages; Preparing a professional resume and cover letter, follow-up message; Internal communication, Modern forms of communication, Using Web as a source of knowledge Sharing.	7
4	The Art of Public Speaking & Group Discussion Nature, uses and importance, guidelines for GD. Effective Oral presentations, structuring, rehearsing, and delivery methods, Drafting the Employment Notice, Job Application Letter; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References. Writing effective Business Reports.	9
5	Business and Social Etiquettes Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquettes; Table etiquettes Listening exercise-oral, written and video sessions. Language lab class for practical in business communication.	10
Total		48

Text Books:

TB1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). Business Communication: Building Critical Skills, 3/e, TMH. New Delhi.

TB2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neerja Pande (2009), Business Communication: Making Connections in a Digital World, 11/e. TMH. New Delhi.

TB3. Aggarwal Rohini-Business Communication and organisation & Management, Taxmann.

Reference Books:

RB1. Guffey, Mary Ellen (2006). E-book--Business Communication: Process and Product. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.

RB2. Penrose, Rasberry, Myers. Business communication for managers- An advanced Approach, Fifth Edition, Cengage Learning.

Course Outcomes (COs)

CO 1	Associating knowledge, skills, and judgment with human communication that facilitate their ability to work.
CO 2	Categorizing the sub-skills of listening and speaking in verbal communication and be able to deliver effectively in the real time contexts.
CO 3	Imbibing the mechanics of writing professional testimonies and will help the students to construct effective paragraphs which befit in a longer composition.
CO 4	Learning about the different forms of written communication techniques to make effective internal and external business correspondence.
CO 5	Displaying etiquettes to work collaboratively with others considering various hindrances that occur and how to abolish them by being articulate and professional.
CO 6	Creating an innovative business communication model for the company

CO-PO Mapping

Cour se	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3	2								1			3		1
CO2	3						2			3				2	1
CO3	3		2		1					3		1	2	1	1
CO4	3						1		2	2	1		2	2	1
CO5	3	2							2	2			2	1	1
CO6				2		1					3	2	1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : CABS-107				
Course Name : COMPUTER APPLICATIONS IN BUSINESS				
Semester /Year : 1				
	L	T	P	C
	3	-	2	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The main aim is to introduce the students with the computer, its applications, and logic development for programming and application software used in the different offices.

Course Contents

UNIT	DETAILS	LECTURES
1	Computer Fundamentals Brief History of Computers, Generation and Its Evolution. Characteristics of Computers, Hardware, Software with types (Application, System and Programming), Block diagram of Computer, Organizations and Functions of different Units of Computer, Advantages and Disadvantages of Computers.	10
2	Types of Computers Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.	8
3	Input- Output Devices Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types (Cache, RAM, ROM). Data and Information Concepts: Definition, Meaning and concept of data and information, data processing, data mining and warehousing. Fundamental of Data Communication, Introduction to internet and its applications.	12
4	MS Office MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook).	6
5	Information Systems in Global Business Today The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Foundation of	12

	information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS. Business Application of MIS: e-commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies, Data Warehousing, Data Mining, Business Information System, Business Expert Systems, Role of Expert Systems in Complex Decision. Introduction to SPSS.	
Total		48

Text Books:

TB1. Lucas Jr. H C, Information Technology for Management, Mc Graw Hill, New York, 1997.

TB2. Kenneth C. Laudon and Jane P. Laudon (2004), Management Information Systems, 8/E, Pearson Education.

TB3. Saxena S, First Course in Computers; Vikas Publication, New Delhi, 2003.

Reference Books:

RB1. James A.O. Brien (200), Management Information Systems. 5/E, Tata Mcgraw-Hill.

RB2. Leao, Alexis & Mathews- Information Technology, Vikas Publications, 2006.

RB3. Sinha, P K-Fundamentals of Computers, BPB Publications, New Delhi, 2011.

Course outcomes (COs)

CO 1	Familiarising with the history of computers and the fundamental concepts relating to that.														
CO 2	Determining the various types of computers.														
CO 3	Comparing the concepts of Data, Information, Data Mining and Warehousing.														
CO 4	Annotating the basics of MS Word, MS Excel and MS Power point.														
CO 5	Assessing how to solve common business problems using appropriate information technology applications and systems.														
CO 6	Developing a business model that uses information technology effectively														

CO-PO Mapping

Cour se	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3						1					2	3	2	
CO2	3							2				1	3	2	
CO3	3	2			2				1		2		3	2	1

CO4	3				2								3	2	
CO5	3	2	2	2	2			2					2	2	3
CO6				1		1					2	2		2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code		: BSLA-108									
Course Name		: BUSINESS LAW									
Semester /Year		: 1									
		L	T	P	C						
		3	-	1	4						

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To gain knowledge of the various acts of law which relate to business transactions, certain corporate bodies and related matters.
2. To understand the applications of these laws to practical commercial situations.

Course Contents

UNIT	DETAILS	LECTURES
1	The Indian Contract Act, 1872 Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.	14
2	The Sale of Goods Act, 1930 Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.	10
3	The Negotiable Instruments Act, 1881 Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder in due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument.	10

	Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.	
4	The Consumer Protection Act, 1986 Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal, Major Decided Cases.	6
5	The Companies Act, 2013 An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.	8
Total		48

Text Books:

TB1. M.C. Kuchhal - Business Law, Vikas Publishing House, Delhi.

TB2. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 2011.

TB3. N.D.Kapoor , Elements of Mercantile Law, Excel Books.

Reference Books:

RB1. Avtar Singh, Business Laws, Eastern Law Publishing, Lucknow.

RB2. MC Kuchhal, Indian Company Law, Shri Mahavir Book Depot, Delhi, 2011, Latest edition.

Course Outcomes (COs)

CO 1	Defining the basics of day to day business contracts and their legal bindings.
CO 2	Articulating the way the market works and rights and duties of buyer and seller.
CO 3	Understanding the usage of different negotiable instruments and methods of negotiation.
CO 4	Examining the consumer rights, forums and grievance redressal procedure of consumer, also what is competition of business and what control does the government have on it.
CO 5	Learning the laws for company and its formation and other functioning.
CO 6	Developing a basic legal framework for the company on the basis of legal system in the country

CO-PO Mapping

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO	PO	PO1	PO1	PO1	PSO	PSO	PSO
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	1	2	3	4	5	6	7	8	9	0	1	2	1	2	3
CO1	3		1										3	2	1
CO2	2	2							1			1	2	1	2
CO3	3				2						1		2	2	1
CO4	3	1	2			3	1	2					2	1	3
CO5	3	2	1						2				1	2	
CO6				2			2				2	2	2	1	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : VIVA-109				
Course Name : COMPREHENSIVE VIVA				
Semester /Year : 1				
			L	T
			P	C
			-	-
			4	4

L - Lecture T — Tutorial P — Practical C — Credit

Each student shall undergo Viva –Voce at the end of each semester. Marks shall be awarded both by internal and external examiner and the total will be added for the determination of grades.

Course Outcomes (COs)

CO 1	Understanding all the basic concepts of management.
CO 2	Developing an understanding of the way business organisations work.
CO 3	Developing an ability to implement learnings to problems in business organisations.

CO-PO Mapping

Cours e	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO1 0	PSO1	PSO 2	PSO 3
CO1	3	2	1								1		
CO2	3	1	1									2	
CO3	3	2	1								1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

SECOND SEMESTER MBA

Course Code	: OGBH-201			
Course Name	: ORGANISATIONAL BEHAVIOUR			
Semester /Year	: 2			
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

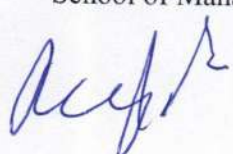
Course Objectives

1. To help the students to understand management functions and to familiarize themselves with the practices of management.
2. To develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.	7
2	Individual behaviour Models of individual behaviour, factors affecting individual: (a) Perception, Attitude, and Values: Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; (b) Concept; Theories of Learning: Conditioning, Social Learning, and cognitive theory. Managerial Implication of Learning Theories. (c) Motivation: Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y;	12

	Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.	
3	Personality & its Features (a) Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Holland's Typology of Personality and Congruent Occupations. (b) Leadership: Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational / Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership. (c) Stress: Concept; Consequences and sources; Stress Management: Approaches. Handling stress at work place.	12
4	Group Behaviour (a) Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual. Group dynamics and Kurt Lewin's model of group formation. (b) Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window. (c) Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts.	8
5	Organisational Behaviour (a) Organisation Power and Politics: Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Different types of Powers (explicit and implicit) Concept and People's Response to Organisational Politics, The Concept of Impressing Management. (b) Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture. (c) Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.	9
Total		48




Text Books:

TB1. Organizational Behavior (13th Edition), Stephen Paul Robbins, Timothy A. Judge, Pearson/Prentice Hall, 2007.

TB2. Organizational Behavior (2nd edition), Ray French, Charlotte Rayner, Gary Rees, Sally Rumbles, John Wiley & Sons Inc.

Reference Books:

RB1. Organisational Behaviour: Managing People and Organisations, Ricky W. Griffin, Gregory Moorehead, South Western, Cengage Learning.

RB2. Organizational Behaviour, G A Cole, Thomson Learning 2005.

Course Outcomes (COs)

CO 1	Identifying the different roles and skills of a manager and their application in the organization.
CO 2	Appreciating the overview of the individual behavior and factors affecting it.
CO 3	Examining the different personality types.
CO 4	Assessing different attributes of a leader in an organisation.
CO 5	Validating the importance of groups and their effects on organisation.
CO 6	Creating a standard operating procedure for improving organisation behaviour in a company

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3					2							2	2	
CO2	3			1					1				1	2	3
CO3	3	2	2			1			2		1			2	3
CO4	3	2	2		1		2		3				1	2	3
CO5	2			2					2	1		1		2	3
CO6				1			1				3	2	1	2	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: MGAC-202			
Course Name	: MANAGEMENT ACCOUNTING			
Semester	: 2			
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Contents

UNIT	DETAILS	LECTURES
1	Conceptual Issues and Behavioral implications Nature, scope of management accounting; meaning, definition, nature and scope of Management accounting; comparison of management accounting with cost accounting and financial accounting. Cost concepts: meaning, scope, objectives, and importance of Cost accounting; cost, costing, cost control, and cost reduction; elements of cost, Components of total cost, cost sheet. Classification of costs: Historical development of management accounting. Key differences between financial, cost and management accounting. Analyze the current influences on management accounting. The roles of management accountants.	10
2	Budgeting Concepts and Objectives, Types of budget. Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting. Identify and analyze the human behavioral challenges to the budgeting, Process in organizations, explain the nature of budgets and the reasons that organizations use budgets Preparation of an operations budget, flexible budget and cash budget.	8
3	Cost Behavior and CVP analysis Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin,	6

	Managerial Decision-Making Areas – Product Mix, Make or Buy, Pricing Decisions.	
4	Standard Costing Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales Variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.	8
5	Performance Measurement and Evaluation Responsibility centers, Investigating Variance Control Action, Performance Measures, characteristics and purpose of performance measurement Systems, analyze the different types of financial performance measures and their Limitations. The Balance Scorecard Reward System. Characteristics of the Balanced Scorecard and its advantages over traditional performance measurement systems. Meaning and functions of Inventory, Need, Scope And importance. Techniques of inventory management. ABC analysis, EOQ and different stock levels. Just in Time Inventory Management, Inventory Ratio, aging schedule of inventory, Inventory Audit.	16
Total		48

Text Books:

TB1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, 14th ed., Prentice-Pearson Education, Delhi, 2008.

TB2. Khan, M.Y., and P.K. Jain, Management Accounting, 6th ed., Tata McGraw-Hill, New Delhi, 2009.

Reference Books:

RB1. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.

RB2. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers).

Course Outcomes (COs)

CO 1	Understanding the concepts of Management Accounting and to implement the Cost Accounting concepts along with Financial Accounting in identifying the impact of the same on management decision making.
CO 2	Defining the concept of budgeting, reasons why organizations use budgets, various types of budgets and its preparation.
CO 3	Assessing the concept of marginal costing and be able to analyze the different planning and controlling tools like break even analysis, P/V ratio, CVP and identification of the areas of management decision making.
CO 4	Gathering the concept of Standard costing, Variance analysis and Target costing and appreciating the application of various variances like material, labour, overhead and sales in controlling cost.

CO 5	Implementing the performance measurement system and types of financial performance measures, concept of inventory and inventory management techniques.
CO 6	Creating a standard operating procedure for controlling costs in a manufacturing concern

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO 1	PSO 2	PSO 3
CO1	3					2							1	2	
CO2	2	2				1		2					1	3	1
CO3		2	2		2	2				1				2	1
CO4	3	2				2			1			1	1	2	1
CO5	2				2	2					2			2	
CO6		1	1				2				2	3	1	1	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : OPRE-203				
Course Name : OPERATIONS RESEARCH				
Semester : 2				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To introduce the students to the basic concepts of operations research.
2. To understand the important tools, techniques and methods of operations research and their business applications.

Course Contents

UNIT	DETAILS	LECTURES
1	Management Science Basic Concepts, Models and their role in Decision-Making, Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Duality and Sensitivity Analysis.	6

2	Assignment Models Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. Transportation Models Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem, Maximization in Transportation Problems.	12
3	Simulation Definition, Types, Uses, Limitations and Phases of Simulation, Even Type, Monte-Carlo Simulation, Queuing Theory: Waiting Line Models.	10
4	Game theory and Replacement Model Characteristic of Game Theory, Minimax Criterion and Optimal Strategy, Saddle Point, Minimax Theorem, Replacement Models and Systems, Reliability- Replacement of items that Deteriorate.	10
5	Job Sequencing and PERT/CPM Assumptions, Processing and Job sequencing on two and three machines, Project Management by PERT and CPM.	10
Total		48

Text Books:

TB1. J K Sharma, Operations Research-Theories and Applications, Macmillan India Ltd., New Delhi, 2009.

TB2. H A Taha, Operations Research-An Introduction, Mc-Millan, New York, 2002.

TB3. Barry Render, Ralph M. & Michael E. Hanna, Quantitative Analysis.

Reference Books:

RB1. Hira and Gupta, Operations Research, S. Chand & Sons, New Delhi 2011.

RB2. Budnik Frank S., Dennis Mcleavey, Richard Mojena, Principles of Operations Research, All India Traveller Bookseller, New Delhi, 2003.

Course Outcomes (COs)

CO 1	Understanding operational research models from the verbal description of the real system.
CO 2	Highlighting the mathematical tools that are needed to solve optimization problems.
CO 3	Determining the solution for real life problem by using simulation techniques.

CO 4	Deconstructing the strategy which is useful in decision making with the help of different levels of game.
CO 5	Expressing awareness about the job sequencing and solution for projects using network analysis techniques.
CO 6	Developing a business plan using operations research tools for a hypothetical company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1		2		2							1			3	
CO2				3	2		2	1	1					2	2
CO3			2		2						2	2	1	2	2
CO4		2				2	1	2	1		2	2	1	3	1
CO5	2				2								1	2	
CO6		2		1		1			1		3	2	2	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code		: FIMG-204														
Course Name		: FINANCIAL MANAGEMENT														
Semester		: 2														
													L	T	P	C
													3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To analyze the health of a company through their annual reports.
2. To understand what an asset is worth and what determines that value.

3. To understand the various important financial decision in an organisation.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Nature, Objectives, Nature, Scope and Concepts of Financial management Financial Manager – Functions, Role, Types of Financial Decisions Risk Return Framework for Financial Decision Making, Time Value of Money –Present Value and Future Value.	8
2	Cost of Capital Basic Valuation Models-Debt, Equity, Preferential Shares, Retained Earnings. Capital Structure Concept of Leverage and its Impact on the Valuation of Firm. Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.	10
3	Investment Decisions Capital Budgeting: Techniques of Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Economic Life, Analysis of Real- Life Capital Budgeting Decisions.	8
4	Dividend Decisions Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy. Working Capital Management Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.	12
5	Corporate Restructuring Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies and Project Assignment.	10
Total		48

Text Books:

TB1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India, 12th Ed, 2008.

TB2. Brearly, R.A. and Myers S.C.: Principles of Corporate finance, McGraw Hill, 6th Edition.

TB3. Prassana Chandra: Financial Management. McGraw Hill.

Reference Books:

RB1. Pandey, I.M: Financial Management. 9th Ed. Vikas Publishing.

RB2. Khan and Jain: Financial Management. McGraw Hill.

RB3. Financial Decision Making: Concepts and Cases, John J Hampton ISBN-13: 978-0133152500

Course Outcomes (COs)

CO 1	Outlining the basics of financial management in business particularly the time value of money and the risk return framework.
CO 2	Displaying the concept of cost of capital for the various sources of capital.
CO 3	Appraising the theories of capital structure and leverage and learning techniques to optimize them.
CO 4	Examining the theories defining dividend policies in a firm and understand the importance of working capital management in managing the current assets.
CO 5	Highlighting the strategies of corporate restructuring available to a firm.
CO 6	Developing an optimal capital structure for a hypothetical company

CO-PO Mapping

Cour se	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS OI	PSO 2	PSO 3
CO1	3	2				2							2	2	
CO2	3					1					1		1	2	1
CO3	3		2		1	1		1		2		2	1	2	
CO4	2			2		2					2		1	2	
CO5	3				1	1	2		2					2	2
CO6		2		1							2	3	2	1	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: MKMG-205														
Course Name	: MARKETING MANAGEMENT														
Semester	: 2														
											L	T	P	C	
											3	1	-	4	

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to understand the conceptual framework of marketing management.
2. To expose the participants to the various decisions the marketing managers in India are required to take under various environmental conditions.

Couse Contents

UNIT	DETAILS	LECTURES
1	Introduction Marketing era, Marketing Concepts, Marketing Mix and Marketing Environment, Meaning and Dimensions of Market, STP, Portfolio analysis, importance of marketing in developing nations, extended marketing mix.	10
2	Consumer Behavior Meaning and its Importance, Consumer Buying Behaviour, Determinants of Consumer Behavior, Models of consumer behavior, Product, Meaning, Role, Product Planning and Process, Product Life Cycle, Branding.	10
3	Pricing Meaning, Role, Theory and Practice of Pricing, types of pricing and its objectives, channel of distribution, role and objectives, levels of channels, unconventional channels.	10
4	Promotion mix Advertising, role and objectives, publicity, sales promotion, personal selling, IMC, specialty media, non- conventional marketing techniques.	10
5	Services Marketing Characteristics, importance in Indian economy, types of services, role of people component.	9
Total		48

Text Books:

TB1. Rajan Saxena, Marketing Management, 3rd ed, Tata McGraw Hill, New Delhi, 2009.

TB2. Kotler, Philip - Marketing Management: Analysis Planning and Control.

Reference Books:

RB1. Stanton W J - Fundamentals of Marketing.

RB2. Cunduff Still - Fundamentals of Marketing and Goiani Cundiff Rusenberg, L J – Marketing.

RB3. Ramaswami and Nama Kumari - Marketing Management.

Course Outcomes (COs)

CO 1	Commenting on the concepts of marketing.
CO 2	Determining the concepts of consumer behavior and product.
CO 3	Integrating the concepts of pricing and channels.
CO 4	Understanding the role of advertising in the process of branding
CO 5	Analyzing the basics of services marketing and its scope.
CO 6	Developing an effective marketing plan using the appropriate Marketing Strategies

CO-PO Mapping

Cour se	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3													2	
CO2	3	2		1							2	1	1	2	
CO3	3		2		2	2							2	2	
CO4	3						2		1		2	1	1	2	1
CO5			2									1	1	2	2
CO6		2		1		1			2		2	3	2	1	3

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : POMG-206				
Course Name : PRODUCTION AND OPERATIONS MANAGEMENT				
Semester /Year : 2				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To understand the various operational problems in the area of Production.
2. To learn the various techniques available for discharging the responsibilities as operations manager.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Meaning, definition & function of Production & Operations, Objectives of Production Manager. Production flow types, Manufacturing Systems. Challenges offered by various Systems, JIT & Lean Manufacturing. Production, Planning & Control, Forecasting.	10
2	Plant Location & Layout Line Balancing, EBQ, Scheduling techniques for Job Shop system, Johnson's Technique. Plant Location – Factors affecting plant location & location analysis. Plant layout, its features & types of layout, Material Handling. Capacity and Capacity Design. Aggregate Planning.	10
3	Product Design & Development The various techniques-Work Study, Flow Process charts, SIMO chart. Calculation of Standard time.	8
4	Materials Management Scope and significance, Inventory Control Techniques, EOQ Models, e-procurement. Material Requirement Planning. Maintenance, its objectives and types, Total Productive Maintenance (TPM), Plant Safety.	10
5	Quality Control & Inspection Control Charts, Quality Assurance, Quality Circle, Concept of TQM, Acceptance Sampling. ISO-9000 & 14000, ERP, Six Sigma & Kaizen.	10
Total		48

Text Books:

TB1. Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005.

TB2. Baff. ES, Modern Production Management; John Willey, New York 1993.

TB3. Garg, Ajay-Production and Operations Management, TMH, Delhi.

Reference Books:

RB1. Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J.-Operations and Supply Management TMH, Delhi.

RB2. Pannerselvam, R., Production and Operations Management, PHT, Delhi.

RB3. Aswathappa, K, Production and Operations Management, TMH, Delhi.

RB4. Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing 2010.

Course Outcomes (COs)

CO 1	Examining application of fundamental concepts of operations management and apply decision-support tools to business decision making.
CO 2	Determining application of knowledge of business concepts and functions in an integrated manner as well as develop awareness about material handling techniques.
CO 3	Expressing awareness about Product design and work study.
CO 4	Implementing the concepts in Operations Management to solve business processes and material management.
CO 5	Associating approaches to operational performance improvement, quality control and inspection.
CO 6	Developing an effective production and operations plan for a hypothetical company

CO-PO Mapping

Cour se	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS OI	PSO 2	PSO 3
CO1	3												1	2	1
CO2	3	3		2		1			1		2			2	
CO3	2							1				2	1	3	
CO4	3		2	2	1		2			1				2	2
CO5	3	2		1					1		1		1	3	
CO6			1			1		1		2		3	2		1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: BSRM-207														
Course Name	: BUSINESS RESEARCH METHODS														
Semester	: 2														
												L	T	P	C
												3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To equip the students with the basic understanding of the research methodology.
2. To provide an insight into the application of modern analytical tools and techniques for the

purpose of management decision – making.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Meaning and significance of research in management, Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, managerial value of business research.	8
2	Research Process Types of research, the research process, Research Design Process and types of Research Designs Features of a good research design. Formulation of a Research Problem: Defining a Research Problem, Techniques involved in defining a problem. Methods of data collection, Selection of Appropriate method of Data Collection, Pitfalls in the use of Secondary data.	10
3	Measurement and Scaling Concepts and importance in business research, Types of scales, attitude measurement, rating scales, Qualitative research, Questionnaire designing, Principles of Designing a Questionnaire and Schedule, Characteristics of a good questionnaire, Limitations of Questionnaire, Reliability, Validity of Questionnaire.	10
4	Sampling Design and Sampling Procedures Concept of sampling, Importance of Sampling, Types of Sampling Methods, Sampling and Non-Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.	10
5	Data Analysis and Presentation Editing, Coding, Tabulation and Processing of Data, Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and Analysis of Variance (ANOVA), Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.	10
Total		48

Text Books:

TB1. Zikmund: Business Research Methods, Cengage Learning 2011-12.

TB2. Cooper and Schindler: Business Research Methods, Tata Mc Graw Hill, 2011.

TB3. Malhotra and Dash: Marketing Research – An applied orientation, Pearson education, 2010.

TB4. Kothari: Research Methodology – Methods and Techniques, New Age International.

Reference Books:

RB1. Saunders: Research Methods for Business: Pearson Education, 2010.

RB2. Bryman and Bell: Business Research Methods, Oxford.

RB3R. Pannerselvam - Research Methodology - Prentice Hall of India, New Delhi, - 2004.

Course Outcomes (COs)

Upon successful completion of the course a student will be able to

CO 1	Highlighting the basic concepts of research, meaning and its significance.
CO 2	Determining different data collection methods and processing of data.
CO 3	Gathering how to develop questionnaire.
CO 4	Executing the sampling techniques and sampling design.
CO 5	Implementing data interpretation and writing various types of report.
CO 6	Creating a questionnaire and deriving effective results for a hypothetical research objective

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS OI	PSO 2	PSO 3
CO1	3			1				1					1		1
CO2	3					2					1			2	
CO3		2	2		1				2				2	2	2
CO4		2		2		2					2			2	1
CO5		2			2		1					2	1	2	
CO6	1			2				1		2		3	2		1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : HRMG-208				
Course Name : HUMAN RESOURCE MANAGEMENT				
Semester : 2				
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to develop an understanding of the concept & techniques of essential

functions of human resource management.

- The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Fundamentals of Human Resource Management (a) Evolution of HRM (b) Objectives and Function of HRM (c) Structure of HR Department (d) Role and Responsibilities of HR Manager (e) Relevance of HRM (f) HRM in Global environment (g) Strategic HRM.	8
2	Staffing the Organization (a) Job Analysis: Job Description and Job Specification. (b) Human Resource Planning (c) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (d) Employee Orientation and Placement (e) Role of HR department in Orientation. Developing the Employees (a) Training concept, Needs, Training Methods, (b) Developing Effective Training Programmes (c) Executive Development methods (d) Evaluating training and Development effectiveness (e) Cross-cultural Training & development.	12
3	Establishing Reward and Pay Plans (a) Job evaluation; (b) Intrinsic vs. extrinsic rewards, (c) Compensation administration – Concept & components, Factors affecting Compensation (d) Concept of Wages, Wage Boards, Wage policy (e) Incentives and Benefits. Maintaining High Performance (a) Performance Management Systems (b) The Appraisal Process (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Appraisal Methods (f) Distortions in performance appraisal.	10
4	Labour Relations and Collective Bargaining (a) Concept and Significance of Industrial Relations. (b) Collective Bargaining-Concept, Types and Procedure (c) Grievance reasons and redressal Process.	8
5	Inter Mobility and Separation (a) Promotion- Purpose, Principles and Types; (b) Transfer: Reasons, Principles and Types; (c) Employee Discipline –Separation, Lay-Off, Resignation, Dismissal, Retrenchment.	10
Total		48

Text Books:

TB1. Dessler, Gray, and Biju Varkkey, Human Resource Management, 11th ed., Pearson Education, New Delhi, 2009 Human Resource and Personnel Management, Aswathappa K, Tata McGraw Hill.

TB2. Human Resource Management, Text and Cases, Rao VSP, Excel Books.

Reference Books:

RB1. Human Resource Management, Gary Dessler, Pearson Education.

RB2. Human Resource Management, David A. DeCenzo, Stephen P. Robbins, Wiley

Course Outcomes (COs)

CO 1	Relating the concepts of managing Human Resources in an organisation & identify effective Human Resource practices in organization.
CO 2	Examining the importance and different methods of human resource planning, staffing, training and developing the employees.
CO 3	Deconstructing performance appraisal and its various stages.
CO 4	Appraising the concepts of labour relations and collective bargaining.
CO 5	Implementing methods of inter mobility and separation.
CO 6	Devising an efficient human resource plan for a hypothetical company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3				1			2					1	2	
CO2	3	2							2		2	2	1	2	1
CO3	3	2	2	2		2								2	1
CO4	3							1	2	2	1		2	2	2
CO5	3			2			2					2		2	1
CO6			1		2		1				2	3	2	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: VIVA-209			
Course Name	: COMPREHENSIVE VIVA			
Semester	: 2			
		L	T	P
		-	-	4
				C
				4

Each student shall undergo Viva –Voce at the end of each semester. Marks shall be awarded both

by internal and external examiner and the total will be added for the determination of grades.

Course Outcomes (COs)

CO 1	Understanding all the basic concepts of management.
CO 2	Developing an understanding of the way business organisations work.
CO 3	Developing an ability to implement learnings to problems in business organisations.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	3										1		
CO2	3	2										2	
CO3	3										1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated




THIRD SEMESTER MBA

Course Code	: TQMG-301			
Course Name	: TOTAL QUALITY MANAGEMENT			
Semester	: 3			
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help students to acquire conceptual knowledge of the total quality management.
2. To impart practical skills for decision making.

Course Contents

UNIT		LECTURES
1	DETAILS	6
2	Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.	10
3	Principles and Philosophies of Quality Management Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.	11
4	Statistical Process Control and Process Capability Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability.	12




	Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.	
5	Tools and Techniques for Quality Management Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.	9
		48

Text Books:

TB1. Dale, Carol, Glen, Mary, Total Quality Management, 3rd ed., Pearson Education, New Delhi.

TB2. Ross, Total Quality Management: Text, Cases, and Readings, 2nd ed. St. Lucie Press.

Reference Books:

RB1. H Lal, Total Quality Management: A Practical Approach, New Age International, New Delhi.

RB2. Hand Book for ISO certification

Course Outcomes (COs)

Upon successful completion of the course a student will be able to

CO 1	Highlighting the overview of TQM as a concept and its application in the industry
CO 2	Examining the different perspectives given by quality gurus
CO 3	Analysing the statistical contribution in Quality management
CO 4	Implementing different tools for Quality Management
CO 5	Annotating the different practices of TQM
CO 6	Creating a plan to ensure quality management in the company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3							2			2		1		1
CO2	3	1	2		2		1			1			1	2	

CO3	3		2			1			2		2	2		2	2
CO4	3				2		2	1					2	2	
CO5	3			2	2					2				2	
CO6		2				1			1		2	3	2		2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: PRMG-302														
Course Name	: PROJECT MANAGEMENT														
Semester	: 3														
												L	T	P	C
												3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help students to acquire conceptual knowledge of the project management tools and techniques and
2. To impart practical skills for decision making.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, Project management life cycles and uncertainty, Project Planning.	9
2	Project Organization Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls.	8
3	Project Financing Project Financing, Project Cost Estimation, Sources of Finance Contract Management, Types of Contracts.	6
4	Project Implementation and Monitoring Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Resources Allocation method, Project Monitoring and control, Project network Technique- (PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained Scheduling, Project Audits.	15

5	Project Direction and Control Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures.	10
Total		48

Text Books:

TB1. Project Management-for 21st century-Beenet P, Lientz, Kathryn-Pearson Academic Press, 1995.

TB2. Project Management-Denislok.

Reference Books:

RB1. Project Management-David I Cleland-McGraw Hill International Edition, 1999.

RB2. Project Management-Gopalakrishnan- McMillian India Ltd.

RB3. Project Management-Harry-Maylor-Pearson Publication.

Course Outcomes (COs)

CO 1	Examining the basics of project management, project planning and importance.
CO 2	Outlining the organization of human resources in a project.
CO 3	Summarizing the concepts of project financing and sources of finance.
CO 4	Implementing the various project network techniques (PERT, CPM & Scheduling).
CO 5	Assessing the project controlling and different problems in projects
CO 6	Developing best practices to be followed for project management in the company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3		1							1			1		
CO2	2		2		2			2	1			2		2	
CO3	2	1		2		3					2			2	1
CO4	2				2	1			2	2		1	2	2	
CO5	2		1		3	2		2						2	1
CO6		1		2			2			1	2	3	1		

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: INBS-303			
Course Name	: INTERNATIONAL BUSINESS			
Semester	: 3			
	L	T	P	C
	3	1	-	4

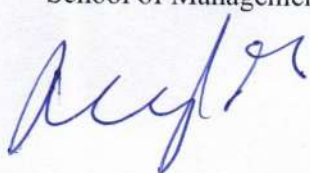
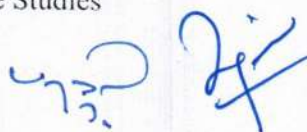
L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To enable the students to learn nature, scope and structure of International Business.
2. To understand the influence of various environmental factors on international business operations.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction An Overview, Types of International Business- The External Environment, The Economic Environment, The Political Environment, Legal Environment, Human Culture Environment, Influence on Trade Investment and Trade Patterns.	8
2	International Trade Concepts Recent World Trade and Foreign Investment Trends, Balance of Payments Accounts and the Dollar Deficit, Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies. Macroeconomic Management Theories and Institutions, Approaches to International Business.	10
3	World Financial Environment Cross-National Cooperation and Agreements, Tariff and Non-Tariff Barriers, WTO, Regional Blocks, International Marketing Decisions- Mode of Entry, Marketing Mix Decision for International Business. WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.	10
4	Global Competitiveness Export Management, Licensing Joint Venture Technology and Global Competition, Quality Control and Pre-Shipment Inspection, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise and Customer Clearance, Shipping System and Freight Structure.	10
5	Export and Import Documentation	10

	Export Incentives, Export Promotion Schemes with Special Reference to India. Challenges in International Business, Export Trading Companies- Topology of ETC's, Structure, Process, Foreign Exchange Regulations and Formalities, Bank Documents, Letter of Credit, Role and Schemes of ECGC and Commercial Banks.	
Total		48

Text Books:

TB1. Justin, Paul and Raunack Kapoor, International Business, 2nd ed., Prentice-Hall of India Ltd., 2012.

TB2. International Business, Rakesh Mohan Joshi, Oxford University Press.

TB3. International Business, Ehud Menipaz Amit Menipaz, Sage publication.

Reference Books:

RB1. International Business by Dr.Vimal Jaiswal –Himalaya Publishing House.

RB2. International Business Environment, Bhalla V.K. - (Anmol).

Course Outcomes (COs)

CO 1	Summarizing the concepts and factors affecting internationalization process.
CO 2	Highlighting the trends in overseas markets, international agreements, international trade and investment.
CO 3	Integrating economics, geo-politics, legal and cultural dimensions necessary for multi-national operations.
CO 4	Associating the local and global perspective towards international business and international operations of domestic business.
CO 5	Categorizing the different documents required in international business.
CO 6	Developing a plan for effective internationalization of the business

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO7	PO8	PO9	PO10	PO11	PO12	PSO 1	PSO 2	PSO 3
CO1	2		1				2			1				1	1
CO2	3	1	1		2	2			2		2		2	1	
CO3	1			2				1				2	3	2	2
CO4	2		1			2				2	1		2	2	
CO5	1						2		1					2	
CO6		2		2	1					1	2	3	2	1	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: IRL-304 (H1)			
Course Name	: INDUSTRIAL RELATIONS AND LABOUR LAWS			
Semester	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to develop an understanding of the concepts of industrial relations.
2. To give a deep insight about the various provisions of industrial laws.
3. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Concept and Determinants of Industrial Relations, Industrial Relations in India, Managing IR Changes, IR: Welfare and Productivity, Technology and IR, Effective Communication Systems and IR Management, Indian Culture and IR. Three parties to IR and role of govt.	8
2	Labour Administration and Trade Unions ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Impact of Royal Commission on IR. Trade Unions- Origin and growth of unions after independence, unions in the era of Liberalization, Purpose, Functions and Structure of Trade Unions, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions, Trade Union, Legislation, Trade Union Act 1926, Social Responsibility of Trade Unions, Trade Union Movement in India.	12
3	Grievance Redressal Machinery Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM),	10

	Attrition- issues and Challenges. Disciplinary Action: Purposes and Procedures, Conciliation, Arbitration, Adjudication, Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining), The Bargaining Process - Strengths and Skills. Industrial Disputes: Factors, Forms, Trends, Prevention and Settlement, Role of State and Central Labour Administration, Strikes and Lockouts. The Industrial Employment (Standing Orders) Act, 1946. The Industrial Disputes Act, 1947. Contemporary Trends and Future of Industrial Relations in India.	
4	Labour Laws Introduction and Development of Labour Law in India, Need for Labour Legislation, Indian Constitution and labour regulations- ILO and Labour Legislations.	6
5	Welfare Measures and Social Security Measures Factories Act 1948, Minimum Wages Act, 1948 and recent amendments, Payment of Wages Act 1936 Payment of Bonus Act 1965, , The Equal Remuneration Act, 1976, Child Labour (Prohibition and Regulation Act, 1986, The Contract Labour (Regulation and Abolition Act, 1970, (Only Important Provisions of the Act). Employment Standing Orders (Principles of Natural Justice), 1946. Social Security Measures- The Employees Provident Funds and Miscellaneous Provisions Act, 1952, The Employees' State Insurance Act, 1948, Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Workmen's Compensation Act, 1923, (Only Important Provisions of the Act). Apprentices Act-Law relating to Apprentices Act of 1961 (Only Important Provisions of the Act).	12
Total		48

Text Books:

TB1. Industrial Relations: Theory and Practice, Paul Edwards, Wiley, 2003.

TB2. Specification of Industrial Relation & Labour Laws (6th Edition), S.C. Srivastava, Vikas Publication House.

Reference Books:

RB1. Industrial Relation & Labour Laws, Arun Manappa, Tata McGraw-Hill.

RB2. C.S.Venkata Ratnam- Industrial Relations (Oxford Pub., 2008).

Course Outcomes (COs)

CO 1	Highlighting the concept of Industrial Relations and their role in avoiding industrial unrest and maintaining industrial peace.
CO 2	Deconstructing the concept of Trade Unions, their origin and growth pre and post-independence, and the related tools and functions.
CO 3	Assessing the concept of Grievance Redressal Machinery in India.

CO 4	Appraising the Labour Legislation and Labour Laws in India
CO 5	Illustrating the different welfare measures and Acts supporting it
CO 6	Devising an effective industrial relations policy of a company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSOI	PSO2	PSO3
CO1	3					1			2				3	1	1
CO2		2	2		1		1				2		3	2	
CO3		2		2				2		2		2	3	2	1
CO4	2					2			2		2		3	2	1
CO5	2		1		3			3					3	2	1
CO6		1		1		2			3		2	3	1		

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: IDYP-304(H2)				
Course Name	: INDUSTRIAL PSYCHOLOGY				
Semester	: 3				
		L	T	P	C
		3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students get deep insights into concepts of Industrial Psychology.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organizational Psychology, Industrialization in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Organizational Attitude Psychological Testing: Utility, Reliability and Validity.	8
2	The Role of the Psychologist in Industry Occupational Psychology: Study of Behavior in work situation and application of Psychological principles to problems of selection,	10

	Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Motivation & work behavior. (Theory X and Y, McClelland's Need Theory, Herzberg's Two Factor Theory, Cultural Differences in Motivation Job Satisfaction.	
3	Industrial Behaviour Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.	8
4	Industrial Efficiency Efficiency at Work, the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work, Personal Factors; Age Abilities, Interest, job Satisfaction.	12
5	Grievances and Grievance handling Procedure: Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.	10
Total		48

Text Books:

TB1. Industrial Psychology, Asha Rani, Centrum Press.

TB2. Industrial Psychology, R. Jayprakash Reddy, APH Publishing Corp.

Reference Books:

RB1. Industrial Psychology, Alison Thomas Cottingham, Random House Publishers.

RB2. Tiffin, J and McCormic E.J.: Industrial Psychology, (Prentice Hall), 6th Edn., 1975.

RB3. McCormic E.J.: Human Factors Engineering and Design (McGraw Hill), 4th Edn., 1976.

Course Outcomes (COs)

CO 1	Examining fundamental theory and development of industrial psychology.
CO 2	Appreciating the role of psychologist in industry and develop ability for solving problems involving employee - industry relationship.
CO 3	Assessing the industrial behaviour and its implications for the industry.
CO 4	Summarizing the concept of industrial efficiency and related factors.
CO 5	Determining the concept of working environment in industry and the factors affecting it.
CO 6	Creating a master plan for effective psychological management of employees in the company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3												1	2	
CO2	1		3	2		1	1		1		2			2	1
CO3			2	2	2							2	1	2	
CO4	2								2	2			1	1	2
CO5	2		1			1		2					2	1	
CO6			1		2				1		2	3		2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : OSHR-304(H3)				
Course Name : ORGANISATION STRUCTURE AND HUMAN RESOURCE DEVELOPMENT				
Semester : 3				
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To help the students to develop an understanding of the concept of organizational structure.
2. To develop an understanding of the concept & techniques of essential functions of human resource management.
3. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Organisation Structure Meaning, Types and Designing, Kinds of Organizational Structure, Organizational Design and Strategy in Changing Global Framework. Human Resource Planning Approaches to Human Resource Dimensions of Human Resource Planning, Benefits of Human	10

	Resource Planning, Problems/Barriers to Human Resource Planning. Method of HRP and manpower forecasting.	
2	Concept of Organizational Structure Organizational Culture, Efficiency and Effectiveness, Approaches of Organizational Effectiveness, Organizational Effectiveness and Technology. Organizational Change Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organizational Change, Resistance to Organizational Change, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organization Managing Changes: Action Research- Diagnosing the Organization, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.	10
3	Concept of Organisational Development History of Organisation Development, Values, Assumptions and Beliefs in O.D. Organizational Transformation Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth. O.D Techniques to deal with Resistance to Change, O.D Techniques to promote Change; O.D. intervention: Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter- Group Development Innovations – Learning Organisations	10
4	Career planning & Career Development Concept, Succession planning, Career pathing and dual career path. Evolution and Concept of HRD, HRD climate, Evaluation frame work; collecting, data for evaluation and its element, HRD Matrix, HRD Function, HRD Process and HRD practices, Role of line Managers and supervisors in HRD.	10
5	Organizational Culture and HRD Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues	8
Total		48

Text Books:

TB1. Organization Development, Veena Vohra, Dorling & Kindersley.

TB2. Managing Change in Organization, Nilanjan Sengupta.

TB3. Planning and Managing Human Resources (2nd Edition), William J. Rothwell & H. C.

Kazanas, Human Resource Development Press Inc.

Reference Books:

RB1. Wendell L. French Cecil H. Bell, Jr.: Organisational Development, McGraw-Hill. 6/e, 2005.

RB2. Human Resource Planning, James W. Walker, McGraw-Hill, 1980

Course Outcomes (COs):

CO 1	Outlining the basic concepts of organisation structure and the related elements.
CO 2	Summarizing the concepts related to changes in organisation structure.
CO 3	Deconstructing the concept of organisational development and the techniques to manage changes
CO 4	Determining the process of career planning and human resource development.
CO 5	Executing the process to adapt to changes in the organisation.
CO 6	Hypothesizing an efficient plan for human resource development in the company

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3												1		1
CO2	2		1		1		2			2		2		2	
CO3						2			2		2			2	1
CO4	2		1					2						2	
CO5		2		2			1						1	2	
CO6	1				2						2	2	2		2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: PRMG-304(H4)														
Course Name	: PEFORMANCE MANAGEMENT														
Semester	: 3														
												L	T	P	C
												3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To familiarize students about concepts of performance and compensation management.
2. To use these concepts to face the challenges of attracting, retaining and motivating

employees to high performance.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Performance Management: Scope and Significance, Performance management process – Performance Planning – Performance Appraisal -Performance Mentoring – Performance Management Strategic Planning, Counselors- Client Relationship. Understanding Client's Behavior. Developing and termination a Counseling Relationship and Follow Up. Assessing Client's Problem. Special Problems in Counseling. Counselor's Attitudes. Skills of Counseling. Counseling Strategies. Counseling Therapies-Insight Oriented Therapy.	8
2	Behavior Therapy and Group Theory Communication and Persuasion. Communication Strategies and Reference Group and their Role in Understanding Client's Problem. Motivation and Incentive Requirement of Productivity. Role of Counseling in Understanding of Low Productivity of Indian Workers. Need of Counseling Cell in the Organization. Application of Counseling to Organizational Situations with a focus on Performance Counseling.	10
3	Developing a Performance Management Culture Objectives of a Performance Management System (PMS), Role of the Line Manager in successful PMSs, Motivational benefits of a PMS, The Ten 'Performance Commandments', Dialogue between each Manager and his/her employee, Expectations about the requirements of the job Feedback on performance, Timely treatment of the first three components of the D E F T model. Employee development.	12
4	Linking performance and Pay Across an Organization Reward Systems, Complexity of pay for performance, Rewarding behaviors and achievement, Decisions on 'weighting' of reward criteria, Consistency and fairness of reward, Critical Success Factors, Role of top management, Integration of PMS with Organization systems, Participative dialogue, Quality Feedback skills, Best practice coaching and training, Regular recognition of good performance-significance & methods, Personal development strategies.	10
5	Current Developments and Emerging Issues in Performance Management Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and	8

	Interview, Performance feedback and counseling. Talent Management.	
Total		48

Text Books:

TB1. Counseling Skills for Managers, Kavita Singh, PHI Learning Pvt, Ltd.,2007.

TB2. Basic Counseling Skills, Richard Nelson Jones, SAGE 2002.

TB3. Performance Management, Robert L. Cardy, M. E. Sharpe, 2003.

Reference Books:

RB1. Performance Management and Appraisal Systems, T V Rao, SAGE, 2004.

RB2. Lance A. Berger and Dorothy (2007). The Talent Management Hand Book. Tata Mc-Graw Hill.

Course Outcomes (COs)

CO 1	Highlighting why being an HR specialist it is important to understand the concept of counselling and its application.
CO 2	Outlining what is group behaviour and how does it relate to productivity.
CO 3	Determining the concept of Performance Management System and its application.
CO 4	Analysing how increase in performance leads to increase in compensation.
CO 5	Assessing the current issues in and tools of Performance management.
CO 6	Creating an innovative performance management plan for the company

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS OI	PSO 2	PSO 3
CO1	3												1	1	
CO2				1			2		3		1			2	1
CO3	3				2								2	2	
CO4			2				1				2			2	1
CO5	3	2			1								1	2	
CO6				1		2			1	2	2	3	2	1	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: BRMG-305 (M1)			
Course Name	: BRAND AND RETAIL MANAGEMENT			
Semester	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To understand the concept of brand and brand management and the strategies relate to it.
2. To have students develop marketing competencies in retailing and retail consulting.
3. To prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

Course Contents

UNIT	DETAILS	LECTURES
1	Brand and Brand Management Concept, elements and Importance, concept and management of brand equity, brand loyalty, brand awareness, perceived quality of brands.	10
2	Brand associations Positioning decisions of brands, measurements of brand associations, selecting, creating and maintaining associations.	8
3	Brand Strategy Overview, elements of brand strategy, types of branding strategies, brand extensions.	8
4	Retail Management Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.	12
5	Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Nontraditional selling. Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.	10
Total		48

Text Books:

TB1. Strategic Brand Management: Building, Measuring and Managing Brand Equity, Kevin Keller, Pearson, 3rd edition.

TB2. Product and Brand Management, Tapan K.Panda, Oxford Publishing.

TB3. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA

TB4. Berman & Evarv: Retail Management, Prentice Hall.

Reference Books:

RB1. God-The Mantra of Branding, Vipul Jain, Notion Press.

RB2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing

RB3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications.

Course Outcomes (COs)

CO 1	Outlining the concept of brand and its various elements.
CO 2	Determining the concept of brand associations and the process of executing them
CO 3	Annotating how brand strategies are made and utilized effectively.
CO 4	Appreciating the concept of retailing in India and the opportunities and challenges inherent in it.
CO 5	Assessing the different retail formats and the planning of retail stores.
CO 6	Creating a suitable plan after examining insights into all functional areas of retailing

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3					2							1		
CO2	3			1			1					1	1	2	
CO3		1			2			2				1		2	1
CO4	2								2		1			2	2
CO5			2	2		2		1					2	1	
CO6	1			2			2		2		2	3	2		2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: CMBH-305(M2)			
Course Name	: CONSUMER BEHAVIOUR			
Semester	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To equip students with the basic knowledge about the issues and dimensions of consumer behaviour.
2. To develop skill and ability to analyse consumer information.
3. To learn to develop consumer behaviour oriented marketing strategies.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction An Overview, Concept and importance of consumer behaviour Types of Buying Behaviour, Buying Motives, Measures to fulfill changing demands of consumers.	8
2	Individual Determinants of Consumer Behavior Consumer Needs and Motivation- Personality and Self Concept- Consumer Perception, Consumer Attitudes- Attitude and Intention, Attitude Formation and Attitude Change, Consumer as a Learner, impact of media and globalization on consumer behavior.	10
3	Consumer Psychographics Psychographics Vs. Demographics, Concept of VALS, Sociological Influences on Consumer Decision Making - Consumer groups – Consumer reference groups – Family – The changing structure of family – family decision making -Family Life cycle - Social class and Mobility, Lifestyle Analysis - Culture; Sub-Culture-Cross Culture-Interpersonal Communication and influence -Opinion Leadership.	10
4	Consumer Decision Process Purchase Process, Rationality in Buying- Models of Consumer Behaviour -The Economic model- Learning model-Psychoanalytic model-The sociological model- The Howard Sheth model of Buying	10

	Behaviour-The Nicosia model-The Engel - Kollat - Blackwell Model-Engel, Blackwell and Miniard (EBM) model.	
5	Pre and Post Purchase behaviour of consumers and its importance Consumer delight and Dissatisfaction, Brand and brand Loyalty, .consumer dissatisfaction causes and measures to handle consumer dissatisfaction.	10
		48

Text Books:

TB1. Schiffman and Kanuk: Consumer Behaviour, PHI Learning.

TB2. Engle, Blackwell and Miniard: Consumer Behaviour, Thomson/South-Western, 2006.

Reference Books:

RB1. Loudon and Della Bitta: Consumer Behaviour, TMH.

RB2. Wright Ray: Consumer Behaviour, Thompson.

RB3. Zaltman and Wallendorf -Consumer Behaviour, John Wiley & Sons Inc.

Course Outcomes (COs)

CO 1	To develop an understanding of the concepts of consumer behaviour.
CO 2	Appraising the role of attitude & perception in determining consumer behaviour.
CO 3	Determining the impact of sociological influences on consumer decision making.
CO 4	Examining the models of consumer behaviour.
CO 5	Appraising the effects of pre and post purchase behaviour in consumer behaviour.
CO 6	Developing the positioning strategy according to consumer characteristics and behaviour.

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3				2		2					2	1	1	
CO2	2	1				2			2					2	1
CO3			3					1			2		1	2	1
CO4			1		2							1		2	2
CO5	2						2			2				2	1
CO6		1		2					1		2	2	2	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: MKSR-305(M3)			
Course Name	: MARKETING OF SERVICES			
Semester	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course aims to familiarize students with the services in marketing.
2. It will equip the students with understanding of the components of marketing.
3. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	The Nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services Marketing, Importance of Services Marketing in Indian Economy. The Services Marketing Mix-Importance of 7 Ps in Services Marketing.	12
2	The Services Marketing The People Component, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.	10
3	Market Segmentation Selection of Market and Positioning of Services, Quantity and Quality of Services, GAP model, RATER, SERVQUAL	10
4	Application of the Components of Marketing of Services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services. Hospitals, Consultancy Services, Education and Training Services.	10

5	Application of the Components of Marketing of Services in Different Sectors Marketing of Tourism, Travel and Transport Services.	6
Total		48

Text Books:

TB1. Services Marketing, A Pearce Richard, B Robinson Junior, Amita Mittal, Tata MC hill.

TB2. Services Marketing, CH Lovelock John Wirtz, Tata MC hill.

TB3. Services Marketing, R Srinivasan, PHI learning.

Reference Books:

RB1. Marketing of Services, Chaudhary, MacMillan.

RB2. Christopher Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5th ed., 2011.

Course Outcomes (COs)

Upon successful completion of the course a student will be able to

CO 1	Outlining the concept of services marketing, its evolution and importance.
CO 2	Determining the importance of people component in marketing of services.
CO 3	Summarizing how market segmentation is done in services marketing.
CO 4	Examining the concepts of marketing of services in financial services.
CO 5	Implementing concepts of marketing of services in different sectors.
CO 6	Developing a suitable marketing mix or plan according to the challenges and opportunities in the field of marketing of services

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3						1			1			1	2	
CO2	2			2				1				2	1	2	
CO3	2								1		2			2	1
CO4					2		2			1				2	1
CO5		2		2				2					1	2	
CO6			1		1		1				2	3	1	2	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: ADMG-305(M4)			
Course Name	: ADVERTISING MANAGEMENT			
Semester	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To acquaint the students with concepts and techniques of advertising management.
2. To give experience in the application of concepts for developing and effective advertising programme.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Advertising role and importance, Setting advertising objectives, advertisement campaign, Scope of advertising from local to global.	8
2	Role of Advertising in Product Life Cycle (PLC) Low involvement and high involvement products – In brand building – Consumer behavior – Target audience and market segmentation- Advertising message decisions- Message content- message structure- message format and source.	10
3	Setting Communication Objectives for the ad campaign DAGMAR- factors affecting determination of Advertising budget – Methods of setting ad budget - Media planning - Media buying - Media objectives - Factors to be considered while selecting media, Developing a media strategy with media-mix, Role of Media in Advertising, types of media, Comparative Study of different Advertising Media.	10
4	Role of creativity in advertising Determining the message theme- Unique Selling Proposition (USP) - Positioning strategies - Types of advertising appeals – Role of source in ads and celebrities as source in Indian ads - Copywriting for print - Out-of-home, television, radio and web, Objectives and methods of pre-testing and post-testing Advertising campaign, Copywriting - its	12

	elements, Developing Effective Advertising copy, types of advertising copies, Creativity and Visualization in Advertising.	
5	Economic impact of advertising Advertising and Society - Ethical and social issues in advertising - Advertising and Indian values / culture - Regulatory system for control on advertising in India – Advertising Standard Council of India (ASCI) - Various laws and enactments concerning advertising in India.	8
Total		48

Text Books:

TB1. Wright, Winters and Zeiglas -Advertising Management.

TB2. Belch & Belch - Advertising and Promotions - Tata McGraw Hill.

TB3. Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia- HPH.

Reference Books:

RB1. Gupta and Ratna- Advertising and Sales Promotion Management-An Indian Perspective (Text and Cases)- Sultan Chand & Sons.

RB2. Aaker, Myers and Batra -Advertising Management - Prentice Hall.

Course Outcomes (COs)

CO 1	Highlighting the trends in advertising and advertising industry in India.
CO 2	Determining the concepts and techniques of advertising message decisions.
CO 3	Assessing the media mix and role of media in advertising.
CO 4	Formulating effective advertising message and copy with creativity and visualization
CO 5	Judging the ethical, social and legal issues in advertising and assess productivity of advertising.
CO 6	Developing a plan using the various facets of advertising, public relation and promotion management

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSOI 1	PSO 2	PSO 3
CO1	2						2				2		2	1	
CO2	3	1						2	1			1	1	2	
CO3			2	2	1				1	3		2	2	2	
CO4	2						1					2		2	
CO5			1			2		2						2	3
CO6		2								1	2	3	2	1	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: FMIT-306 (F1)			
Course Name	: FINANCIAL MARKETS AND INSTITUTIONS			
Semester	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets.
2. To enable them to take the rational decision in financial environment.

Course Contents

UNIT	DETAILS	LECTURES
1	Financial System Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.	10
2	Management of Commercial Banks An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.	10
3	Risk of Financial Inter-Mediation Introduction; Interest Rate Risk; Re-financing Risk; Re- investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.	8
4	Risk Management in Financial Institutions Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions.	8
5	Management of Non-Banking Financial Institutions and Depositories Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions- IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.	12

Total		48

Text Books:

TB1. K Sasidharan, Financial Services and System (2008), McGraw-Hill Publishing Company New Delhi.

TB2. Clifford Gomez, Financial Markets Institutions and Financial Services, Prentice-Hall of India, 2008.

TB3. M.Y. Khan, Financial Services, 4th ed., McGraw-Hill Publishing Company, New Delhi 2008.

Reference Books:

RB1. M.Y. Khan, Indian Financial System, 6th ed., McGraw-Hill Publishing Company, New Delhi, 2008.

RB2. L.M. Bhole, Financial Institutions and Markets, 4th ed., McGraw-Hill Co., New Delhi, 2008.

RB3. Economic-Surveys, Govt. of India.

Course Outcomes (COs)

CO 1	Outlining the Indian financial system, its structure, functioning and regulatory framework.
CO 2	Assessing the operational management practices of banking institutions with related legal environment and enable them to take appropriate decisions as per the requirements within the legal boundaries of banking institutions
CO 3	Examining the dynamics of risks for financial intermediaries and enable them to take appropriate decisions for minimizing risks.
CO 4	Deconstructing the dynamics of risks and return to enable them to take best financing and investment decisions for financial institutions
CO 5	Illustrating the managerial practices of non-banking financial institutions and enable them to learn the environment.
CO 6	Creating a Standard Operating Procedure for a bank to avoid NPAs

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS OI	PSO 2	PSO 3
CO1	3					1		2	1			1	3		
CO2		3	3				2			2			3		1
CO3	1				2	3					1		2	2	
CO4					2				2			1	1	2	
CO5	3		2				1			1			2	1	
CO6		1		2				2			2	3	2	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: SAPM-306(F2)			
Course Name	: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			
Semester /Year	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction of Investment Investment Alternatives and Objectives, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.	10
2	Introduction to Capital Market Organization and Functioning Securities Markets, Primary and Secondary Markets, Types of Markets, Types of Orders, Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations. Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.	8
3	Analysis of Securities Fundamental Analysis: (i) Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables (ii) Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns (iii) Company Analysis, SWOT Analysis, Analysis of Financial Statements and Stock Valuation. Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators. Introduction to Efficient Market Hypothesis, Random Walk Model,	8

	Forms of EMH, Empirical Evidences.	
4	Portfolio Analysis Introduction to Portfolio Management – Systematic Risk and Unsystematic Risk, Beta, Measurement of Expected Risk and Returns of Portfolio, Alternative measures of Risk Markowitz Portfolio Theory, Capital Assets Pricing Model, Overview and Assumptions, Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model Multifactor Models and risk Estimation – Arbitrage Pricing Theory, Sharpe's Single Index Model	10
5	Portfolio Revision and Evaluations Equity Portfolio Management Overview and Strategies, Passive and Active Management, Index Portfolio Construction techniques, Value versus Growth Investing. Evaluation of Portfolio Performance – Treynor, Sharpe, Jensen and Fama Net Selectivity, Application of Portfolio Performance Measures. Introduction to Mutual Funds.	12
Total		48

Text Books:

TB1. Fischer, Donald, E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall India, New Delhi, 6th ed.

TB2. Chandra, Prasanna, Investment Management, Tata McGraw Hill, New Delhi

TB3. Sharpe, William, F. Alexander, and Bailey, Investment, Prentice Hall of India, 5th

Reference Books:

RB1. Kevin, S. Portfolio Management, Prentice Hall India, New Delhi. Edition.

RB2. Avadhani, V.A, Investment and Security Market in India, Himalaya Publishing House, 3rd ed.

RB3. Pandey, I.M. Financial Management, Vikas Publications, New Delhi ed., 2012.

Course Outcomes (COs)

CO 1	Outlining the investment procedure in India.
CO 2	Deconstructing the capital market of India and the trading procedure.
CO 3	Appraising the technical charts and market conditions for interpreting capital markets.
CO 4	Assessing the tools to design an optimum portfolio.
CO 5	Implementing the various tools to create, evaluate and revise a diversified portfolio in India.
CO 6	Creating a portfolio as per client's expectations of high return and moderate risk

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3			1			1			2			3		1
CO2			2			2		1				3	2		
CO3	2				2				2		2		2	1	
CO4			2		2					1				2	
CO5			2		2			1					1	2	1
CO6				1			2			2	2	3		2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : CPTP-306(F3)				
Course Name : CORPORATE TAX PLANNING				
Semester /Year : 3				
	L	T	P	C
	3	2	-	5

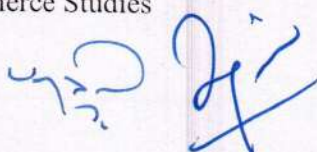
L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course is designed to provide an understanding of the various tax and corporate laws.
2. It helps the students to get an insight of the various provisions of the corporate taxes and their effects on future decision making.

Course Contents

UNIT	DETAILS	LECTURES
1	Basic Concepts Concept and Definition of Income, Receipts which are not income, Exemption from Charge of Income Tax. Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax.	10
2	Corporate Tax in India	8

	Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.	
3	Tax Planning Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Dividend Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation.	12
4	Special Provisions Relating to Non-Residents Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.	10
5	Tax Planning with Reference to Business Restructuring Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.	8
Total		48

Text Books:

TB1. Ahuja, Grish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, 2017, Delhi.

TB2. Singhanian, Vinod K., Kapil Singhanian, and Monica Singhanian, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi.

TB3. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi.

Reference Books:

RB1. SP Goyal, Direct Tax Planning, Sahitya Bhawan, Agra.

RB2. Prasad Bhagwati – Income Tax Law & Practice (Vishwa Prakashan) 1997, 23rd ed

RB3. Bare Acts of relevant enactments.

Course Outcomes (COs)

CO 1	Outlining the Indian Taxation system, basic concepts, definitions and terms related to direct and indirect Taxes.
CO 2	Assessing the corporate tax structure of India and enable them to determine the residential status of a company, Scope of total income and Tax liability of a company.
CO 3	Examining the different aspects of tax planning of a company and enable them to take decisions of tax planning as per the requirements of a company

CO 4	Implementing the special tax provisions related to the Non-Resident Company and enable them to take decisions regarding tax planning and management for the Non-Resident Company.
CO 5	Appraising the different aspects of business restructuring of a company and enable them to take decisions of tax planning as per the nature of restructuring of a company.
CO 6	Developing a plan of tax provisions to increase the tax collection in the country

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS OI	PSO 2	PSO 3
CO1	3						1		2			2	3	1	
CO2			2		2	2					2		3		1
CO3			2	2			2		1	2		2	2	2	1
CO4		3		2		1					2		2	1	
CO5	2				3	1		2		1			2	3	2
CO6			2						1			2			2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: IFMG-306(F4)														
Course Name	: INTERNATIONAL FINANCIAL MANAGEMENT														
Semester	: 3														
												L	T	P	C
												3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment.
2. This course will help them to manage MNCs in more effective manner.

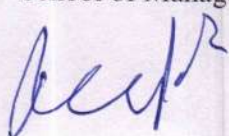
Course Contents

UNIT	DETAILS	LECTURES
1	Financial Management in Global Perspective	10

	Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies. Exchange Rate Determination: Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models Fisher's Effect.	
2	Foreign Exchange Market Structure; Types of Transactions, exchange rate quotation, Spot and Forward, transaction and settlement dates, exchange rate quotations and arbitrage, forward quotations, pricing of Short date and broken date contracts, exchange rate regimes, Participants in Foreign Exchange Market- Arbitraging with and without transaction costs, cross-rates, Hedging and Speculation.	8
3	Risk Exposures and their Management Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.	8
4	International Long-term Financial Management International Equity Investment, Risk and return, International Capital Pricing Model, Equity Financing in International Markets, FII. International Project Appraisal, Adjusted Present Value, Exchange rate risk and cost of capital, FDI and International joint ventures.	10
5	International Financial Markets International Equity Issues and Long-Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions, Euromarkets. Multinational Working Capital Management: Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.	12
Total		48

Course Outcomes (COs)

CO 1	Highlighting the International financial system, its financing practices with the process of determining exchange rates.
CO 2	Assessing the structure and operational practices of foreign exchange market to enable them to experience a practical working environment of foreign exchange market.
CO 3	Appraising the dynamics of risks in the foreign exchange market to enable them to forecast, measure and manage the impact of risks.
CO 4	Appreciating the emerging trends of international financial management to enable them to utilize financial resources availing in the international financial market optimally.




CO 5	Determining the available financing sources in the international financial market with the multinational working capital management practices to enable them to procure financial resources available in the international financial market optimally and to manage multinational working capital efficiently.
CO 6	Creating a strategy for effective financial management for an international firm

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO1	PSO 2	PSO 3
CO1	3	1					2					1	2	2	
CO2			2	2				1	2	2			2		1
CO3	3				1		2				2		2	1	
CO4	3			1		2		1		2		2		1	
CO5	3	2	1						3		2			2	2
CO 6					2			2	2			3	1		

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: IFMG-307(IB1)				
Course Name	: IMPORT EXPORT MANAGEMENT				
Semester	: 3				
		L	T	P	C
		3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to introduce students to the impact of import and export policies on the business.
2. It also highlights the impact of these policies on trade and business.

Course Contents

UNIT	DETAILS	LECTURES
1	Import Management in a Developing Economy	12

	Objectives of Import Policy, Types of Import Licenses, Foreign Exchange Budgeting, Global Procurement, Conceptual Framework, Methods of Import Procurement, and Import Procurement planning at corporate level, identifying sources of supply, supplier identification, selection and evaluation.	
2	Import Financing Purchase price analysis Canalisation of import, and import under counter trade, market research for import procurement monitoring and follow-up of contracts.	8
3	Buying of Technology Import procedure in India, custom clearance of imported cargo, custom valuation of imported cargo, import documentation, material management for projects, and procurement under World Bank Project.	10
4	Export Management Concept and Scope, Form of Organisation, Export Marketing Environment, Export Planning, Organizing for Export, Organisation chart, Building a team, Executive Action, and Management Control.	12
5	Barriers and Bottlenecks in export with specific reference to India.	6
Total		48

Text Books:

TB1. TAS Balagopal, Export Management

TB2. B.S. Rathore, Export Marketing

Reference Books:

RB1. P. Kumar and AK Gosh, Export Management

RB2. Ronald R., International Purchasing

Course Outcomes (COs)

CO 1	Outlining the process of import management and its process.
CO 2	Determining the import financing purchase price analysis
CO 3	Assessing the import procedure in India and procedures related to imported cargo.
CO 4	Examining the export management and the entire procedure related to that.
CO 5	Deconstructing the barriers and bottlenecks in export with specific reference to India.
CO 6	Creating a suitable export import plan for the country

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PO 9	PO1 0	PO1 1	PO1 2	PS O1	PSO 2	PSO 3
CO1	3		1			2							2		
CO2	2						2		2		2		1	2	




CO3			2	2					2		2	3	1	2
CO4		2			2		2			1		2		
CO5		2	2	1		1			2	1		1	3	1
CO6							1		2		2	3	2	1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: MGMC-307(IB2)			
Course Name	: MANAGEMENT OF MULTINATIONAL CORPORATIONS			
Semester	: 3			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to give an insight to students regarding the management of multinational corporations and their impact on Indian business.
2. The course also provides an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions.

Course Contents

UNIT	DETAILS	LECTURES
1	International Management Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.	10
2	Growth and Development of MNCs Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.	8
3	Organizational Design and Structure of International Corporations Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.	10
4	International Business Strategy Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the	12

	Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.	
5	Indian Perspectives and Policy Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.	8
Total		48

Text Books:

TB1. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.

TB2. Koontz and Wheirich: Management: The Global Perspective, Tata McGraw Hill, New Delhi.

TB3. Nagandhi, Anant.R: International Management, Prentice Hall of India Ltd., New Delhi.

Reference Books:

RB1. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: International Management: Concepts and Cases, Tata McGraw Hill, New Delhi.

RB2. Christopher Bartlett and Sumantra Ghoshal, Transnational Management: Text and Cases, Tata McGraw Hill, New Delhi.

RB3. Deresky, Helen: International Management: Managing

Course Outcomes (COs)

CO 1	Outlining the concept of internationalization and the related concepts.
CO 2	Appreciating the role of MNCs and their management.
CO 3	Examining the elements of global organization structures and designs.
CO 4	Appraising factors for creative, innovative and entrepreneurial mind-set to take managerial decisions and better understanding of strategies at international level of business.
CO 5	Extending the conceptual understanding of government policies and internationalization of Indian Business to operate in multi-cultural environment
CO 6	Developing an effective strategy for the business to face internationalization

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3					1						2		2	
CO2	2	1		1							1			2	

CO3	2				2		2	2					2	1	
CO4	2	2		2						2			3	1	1
CO5	1			1				2					1	2	
CO6						2	2				2	3	2	3	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: INBL-307(IB3)									
Course Name	: INTERNATIONAL BUSINESS LOGISTICS									
Semester	: 3									

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to give an insight to students regarding the management of international logistics multinational corporations and their impact on Indian business.
2. It also gives an insight of the Supply Chain Management and logistics network configuration.

Course Contents

UNIT	DETAILS	LECTURES
1	Global Logistics Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.	6
2	Components of Logistics Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling	12
3	Ocean Transportation Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland	12

	Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.	
4	Air Transportation Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.	10
5	Supply Chain Management Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR.	8
Total		48

Text Books:

TB1. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.

TB2. Desai, H.P: Indian Shipping Perspectives, Anupam Publications, Delhi.

TB3. Khanna, K.K.: Physical Distribution, Himalaya Publishing, Delhi.

Reference Books:

RB1. Sople, V V: Logistics Management, Pearson, New Delhi.

RB2. Agarwal, D K: Text Book of Logistics and Supply Chain Management, MacMillan, New Delhi.

RB3. Muthiah, Krishnaveni: Logistics and World Sea Borne Trade, Himalaya Publishing House, Mumbai.

RB4. Chopra, Sunil. Meindl, Peter and Kalra, D V: Supply Chain Management, Pearson, New Delhi.

Course Outcomes (COs)

CO 1	Appreciating the relevance of logistics in international marketing environment.														
CO 2	Examining the various parts of logistic and their interactions.														
CO 3	Understanding the intricacies of ocean transportation														
CO 4	Appraising the air transportation in the country, its problems and prospects.														
CO 5	Deconstructing the best practices in the supply chain management.														
CO 6	Creating a suitable logistics plan for a hypothetical MNC														

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSOI 1	PSO 2	PSO 3
CO1	2												2		
CO2	2				2	2					1	2		1	
CO3	2			1	1		1		2					1	

CO4	2	1							2		2		2	
CO5		1			3			1				2	2	
CO6			1			2			2		1		1	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : SUTR-308				
Course Name : SUMMER TRAINING REPORT AND PRESENTATION				
Semester : 3				
			L	T
Summer Training Report			-	-
Presentation			-	-

L - Lecture T — Tutorial P — Practical C — Credit

Each student shall prepare report on the Summer Internship they have done. A detailed report will be prepared for the same under the guidance of an assigned faculty. Along with that a power point presentation has to be prepared and presented in front of the audience of teachers and students before the end of third semester.

Marks shall be awarded on the basis of student's performance judged on the following criteria:

- 1) Summer Training Report (100 Marks)
- 2) Communication (20 Marks)
- 3) Confidence (20 Marks)
- 4) Content (20 Marks)
- 5) Body language (20 Marks)
- 6) Power Point Presentation (20 Marks)

Students evaluation will be done on the above basis and finally the marks obtained will be converted into grades.

Course Outcomes (COs)

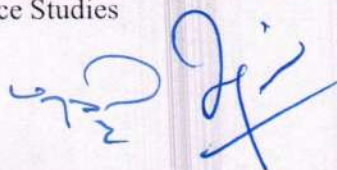
CO 1	Developing an understanding of the way business works in the real world.
CO 2	Analysing their role and responsibilities in the organisation.
CO 3	Appreciating the intricacies of business and application of management concepts there.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO1	PSO1	PSO	PSO
										0		2	3

CO1	2								2	2	1	
CO2	2		1					2			1	1
CO3					1					2		

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated



FOURTH SEMESTER MBA

Course Code	: STMG-401			
Course Name	: STRATEGIC MANAGEMENT			
Semester	: 4			
	L	T	P	C
	3	1	-	4

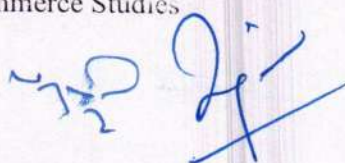
L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The purpose of this paper is to enable the students learn nature, scope and structure of Strategic Management
2. To understand the influence of various environmental factors on business operations.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Business Policy and Strategic Management Nature, Meaning and Scope, Importance of Business Policy and Strategic Management, difference between business policy and strategy, strategy and tactics, Corporate strategy, Business Strategy, Functional Strategy.	10
2	Corporate Planning Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategy Decision Making, Mission, Objectives and Goals.	8
3	Major Strategic Options Stability Strategy, Growth or Expansion Strategy, Diversification Strategy, Retrenchment Strategy and its Variations. Combination Strategy, Turnaround Strategy, External Growth Strategy, Factors Influencing Choice of Strategy, Business strategies and functional strategies.	10
4	Strategy Implementation Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation and Control techniques.	8
5	Project implementation Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities	12

	and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, Overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.	
Total		48

Text Books:

TB1. John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), Strategic Management – Formulation, Implementation and Control, 1/e, Tata McGraw-Hill, New Delhi.

TB2. Strategic Management, A Pearce, Richard B Robinson Junior, Amita Mittal, Tata McGraw-Hill.

TB3. Strategic Management, A Nag, Vikas Publication.

Reference Books:

RB1. Strategic Management, R Srinivasan, PHI learning.

RB2. Strategic Management, Azhar Kazmi.

RB3. Strategic Management, N Chandrasekaran PS Ananthnarayan.

Course Outcomes (COs)

CO 1	Outlining the concepts of strategic management theories and practices to solve business problems.
CO 2	Examining the strategic planning concepts and its types for data-based decision making.
CO 3	Appraising the understanding of business strategies applicable in different practical situations.
CO 4	Understanding and analysing strategy implementation and control techniques.
CO 5	Implementing the techniques of resource allocation, strategic evaluation and control. Understanding the types of organisation structures and ethical and social responsibilities of business.
CO 6	Developing an effective business strategy for fast growth of a hypothetical company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO 1	PSO 2	PSO 3
CO1	3						1					2	1		
CO2	3	1			1			1		2				2	2
CO3	2			2		2						2	1	2	
CO4	2		2							1			2	2	2
CO5		2				2	2	2					1	2	
CO6										2	2	3		1	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: ECSR-402			
Course Name	: ETHICS and CORPORATE SOCIAL RESPONSIBILITY			
Semester	: 4			
	L	T	P	C
	3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

Course Contents

UNIT	DETAILS	LECTURES
1	Conceptual Framework of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.	8
2	Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.	8
3	An International Perspective on Corporate Governance: Legislative framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999.	7
4	Major Corporate Governance Failures: Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com(USA); Andersen	10

	worldwide (USA);Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.	
5	Whistle-blowing and Corporate Governance: The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India. Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.	18
Total		48

Text Books:

TB1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.

TB2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press. Department of Commerce, University of Delhi

TB3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar.

Reference Books:

RB1. Sharma, J.P., Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi.

RB2. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

Course Outcomes (COs)

CO 1	Imbibing the ethical issues in corporate governance and to adhere to the ethical code.
CO 2	Examining business ethics of India and corporate governance framework in India.
CO 3	Appraising the basic and broad knowledge in international corporate governance.
CO 4	Highlighting the awareness of corporate governance and reasons of its failures and problems across the globe.
CO 5	Categorizing various corporate social responsibility activities and practices particularly whistle-blowing and CSR.
CO6	Creating a standard operating procedure for implementing ethical practices in the company

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3		1		1			1		2			2		2
CO2	2			1			2	1		2			2		
CO3	2		1	2				1			2	3	3	2	1
CO4	2	2				1		1		2			2		
CO5	2					1		2			2	1	2	2	1
CO6		1		2			2			2			3	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: EPDP-403															
Course Name	: ENTREPRENEURSHIP DEVELOPMENT															
Semester	: 4															
													L	T	P	C
													3	1	-	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The purpose of this paper is to enable the students learn the importance of Entrepreneurship and understand the role of Entrepreneurship on environmental factors.

Course Contents

UNIT	DETAILS	LECTURES
1	Foundation of Entrepreneurship Development Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur. Entrepreneurial motivation.	8
2	Theories of Entrepreneurship Schumpeter's view on entrepreneurship, Walker's view on entrepreneurship Drucker's view on entrepreneurship. Influences on entrepreneurship development; External influences on entrepreneurship development; socio-cultural, political, economical, personal, entrepreneurial success and failure: reasons and remedies;	16

	Women entrepreneurs: meaning, definition, function, qualities, challenges and achievements of women entrepreneurs.	
3	Business Planning Process The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of the proposal; Scheduling and milestones.	10
4	Project Planning for Entrepreneurs Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.	8
5	Entrepreneurship Development and Government Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial growth.	6
Total		48

Text Books:

TB1. Khanna, S.S., Entrepreneurial Development, S. Chand, New Delhi.

TB2. Zimmerer W. Thomas, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI, 4th ed.

Reference Books:

RB1 Holt H. David, Entrepreneurship: New Venture Creation, Prentice- Hall of India, New Delhi, Latest edition.

RB2. Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7th ed.

RB3. Desai, Vasant, Dynamics of Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.

Course outcomes (COs):

CO 1	Outlining the basic concepts of entrepreneurship and its changing role in society.
CO 2	Examining the various theories of entrepreneurship and influences affecting entrepreneurship.
CO 3	Appraising the process of preparing a business plan.
CO 4	Critically examining project plan on various parameters and understanding financial support available for entrepreneurship.
CO 5	Learning the role of central and state governments in supporting entrepreneurship.

CO 6	Developing a business plan for a hypothetical company
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CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3			1		2							2		
CO2		2						2	1		2		2		2
CO3		2	2		1		1			2				2	
CO4		2	2	2								1	2		1
CO5	1						1		2		1		3		1
					2			1			2	2		2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: HRAL-404(H1)															
Course Name	: HR ANALYTICS															
Semester	: 4															
													L	T	P	C
													3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. To equip students to use analytics in the field of human resources for forecasting HR needs in an organisation.
2. To effectively utilize HR analytics for solving problems relating to human resources in an organisation.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to HR Analytics Basics of HR Analytics: Concept and Evolution of HR Analytics & data sources - HCM: 21Model. Use of workforce analytics to improve decision making. Analytics and Prediction. Introduction to HR	10

	Metrics and predictive analytics. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics. HR Metrics and HR Analytics; Intuition versus analytical thinking.	
2	Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics.	10
3	Forecasting Budget Numbers for HR Costs Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions	8
4	Predictive Modelling in HR Employee retention and turnover; workforce productivity and performance; scenario planning. Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues.	10
5	Communicating with Data and Visuals Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues	10
Total		48

Text Books:

TB1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions by Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray

TB2. Predictive HR Analytics: Mastering the HR Metric by Dr. Martin Edwards and Kirsten Edwards

Reference Books:

RB1. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya

RB2. Human Resource Information Systems: Basics, Applications, and Future Directions by Michael J. Kavanagh and Richard D. Johnson

Course Outcomes (COs)

CO 1	Highlighting the concept of HR Analytics and its significance in modern times.
CO 2	Examining how to use HR Analytics in business
CO 3	Implementing forecasts in business using HR Analytics
CO 4	Hypothesizing predictive modelling for human resource needs using HR Analytics.




CO 5	Appreciating the usage and communication of data in HR Analytics in business.
CO 6	Hypothesizing predictive modelling for human resource needs using HR Analytics.

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO1	PSO 2	PSO 3
CO1	2	1		2	2				1				2		
CO2	2	1			2					2	2	1		3	2
CO3			2	2			2	1						2	
CO4		2		1	3	2			2	1				2	2
CO5			1		2							2	1	2	
CO6	2			1				2		2	2	3		2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: COMG-404(H2)				
Course Name	: COMPENSATION MANAGEMENT				
Semester	: 4				
	L	T	P	C	
	3	2	-	5	

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this course is to help the students to develop an understanding of the concept & techniques of compensation management.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Conceptual aspects of compensation and reward management	10

	Monetary and non- monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Employee's acceptance of wage level; wage and motivators. Concept of total rewards.	
2	Job Evaluation Job Analysis – Job Description, Job specification Processes and Schemes Salient features of Job Evaluation, Concept of Job enrichment and Job Enlargement – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.	8
3	Wages and Salary Administration Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Pay surveys; Economic and behavioural theories related to wages. Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentives: Incentive schemes and types of incentive plans. Short term and long term incentives Spot awards. Team incentives; Design of a pay roll system (using Accounting software). Legal Constraints on Pay System.	12
4	Compensation Strategies Concept of Competency Mapping with pay scale. Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy. Compensation for Expatriates and Repatriates	8
5	Rewarding Performance and Executive Compensation Individual based compensation; team-based compensation; Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension-understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad. International Compensation. Executive Compensation Packages – Compensating Executives – Compensating the Flexible Workforce – Contingent Employees and flexible work Schedules	10
Total		48

Text Books:




TB1. Compensation Management, P.Jyoti Venkatesh, Oxford Publication.

TB2. Compensation Management, Dipak Kumar Bhattacharya, OOP Industrial.

Reference Books:

RB1. Richard.I. Henderson (2005). Compensation Management in Knowledge- based World. Prentice-Hall.

RB2. Thomas.P.Plannery, David.A.Hofrichter & Paul.E.Platten (2002). People, Performance & Pay:

Dynamic Compensation for Changing Organizations. Free Press.

Course Outcomes (COs)

CO 1	Outlining the different aspects of compensation and reward system
CO 2	Determining the process and methods of evaluation of compensation: job evaluation, job enrichment and job enlargement
CO 3	Implementing the wages and salary administration
CO 4	Assessing the various compensation strategies with respect to competency mapping and linked reward system
CO 5	Reviewing the various reward and compensation tools used in organizations
CO 6	Creating a master plan with the best compensation strategies implemented in India

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSOI	PSO 2	PSO 3
CO1	3			2						2			2		2
CO2	3	2			1		2		2			2		1	
CO3	2	2	2			1		2		2	1			2	
CO4	2	1	1			1								2	1
CO5	2			1	2		2		1	1			2	2	
CO6		2				2					2	3	1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: IHRM-404(H3)			
Course Name	: INTERNATIONAL HUMAN RESOURCE MANAGEMENT			
Semester	: 4			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this course is to help the students to develop an understanding of the concept & techniques of international human resource management.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

UNIT	DETAILS	LECTURES
1	Global Business Environment and Human Component Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. The scope of IHRM, Variables that Moderate Differences between domestic and International HRM. International Human Resource Management Approaches – The Path to Global Status – Mode of Operation	8
2	Cross Cultural Management Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.	8
3	International Human Resource Management Approaches IHRM Strategies, Barriers in effective global HRM International Recruitment and Selection, Executive Nationality Issues- Staffing Policies – Issues in Staff Selection, Performance Management Multinational Performance Management – Factors associated with Individual Performance and Appraisal – Criteria Used for Performance Appraisal of International Employees, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective.	12
4	International HRM roles in Multinational Organizations	8

	Expatriate problem, International Compensation, Repatriation.	
5	Key issues in International Labour Relations International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.	12
Total		48

Text Books:

TB1. International Human Resource Management, Chris Rees, Tony Edwards, PEARSONS.

TB2. International Human Resource Management, Monir Tayeb, Oxford University Press.

TB3. International Human Resource Management, P. L. Rao, Excel Books India.

Reference Books:

RB1. Doweing, P.J. – International Dimensions of Human Resource Management End Edition Words Worth.

RB2. G. Hofstede – Cultures Consequence; International Differences in Work related Values, Sage.

Course Outcomes (COs)

CO 1	Outlining the Global business environment, growing presence of multinationals with expatriate managers, cross cultural differences
CO 2	Examining the cross-cultural issues and understanding of international approaches to dealing with people in organizations
CO 3	Appraising the broader, comparative and international perspective to deal with complex issues and manifold risks through training and development
CO 4	Deducing the role of international HRM and methods to deal with people in organizations
CO 5	Determining the key issues in international labour relations
CO 6	Creating a human resource plan to source the best talent across the globe

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO1	PSO 2	PSO 3
CO1	2				1				1				3	1	
CO2	2			1			2				1	1	2		2
CO3	2	2	1		1			2		1			1	2	
CO4	2			2		1					2		3	2	1
CO5	2	1				2		1	1				2		
CO6				2			1			2	2	3	1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: SGMG-405(M1)			
Course Name	: SALES AND DISTRIBUTION MANAGEMENT			
Semester	: 4			
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course would help students develop an understanding about the role of sales management, marketing channels and distribution.
2. The course would acquaint the students with various concepts.

Course Contents

UNIT	DETAILS	LECTURES
1	Basic Concepts -Selling Functions, Types of Selling - Direct Selling, Institutional Selling, Tele Marketing and other concepts. Nature of Sales Management Situation where Personal Selling is more effective than Advertising.	10
2	Theories of Selling AIDA Model, Right Set of Circumstances Theory, Buying Formula Theories, Behavioural Equation Theory.	8
3	Process of Effecting Selling Prospecting, Pre-approach, Presentation and Demonstration, Handling Objections, Closing the sale, Post sale Activities, Quality of Successful Sales Person.	10
4	Sales Management An overview, Sales planning and control, Sales Forecasting, Territory Allocation, Sales Quota, Sales cost analysis	12
5	Ethical and Legal aspects of Selling: An overview, Corporate Social Responsibility and its impact on selling Measures for Making Selling an attractive Career, Recent Trends in Selling.	8
Total		48

Text Books:

TB1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., Sales Management: Decision, Strategies and Cases, Pearson Education, New Delhi, 2009.

TB2. Russel, Beachand Brukirk -Selling.

TB3. K Patel- Sales.

Reference Books:

RB1.Still, Cundiff, and Govoni- Sales Management.

RB2. Johnson, Kirtz and Schueing - Sales Management.

Course Outcomes (COs)

CO 1	Determining the features and concepts of selling.
CO 2	Examining the theories of selling
CO 3	Evaluating the process of effective selling
CO 4	Implementing concepts related to improving performance of sales management
CO 5	Appraising the economic social and ethical aspects of selling.
CO 6	Creating a plan for the sales team focusing on all the decision making aspects and implementation of these decisions in sales and distribution management.

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3					2		1				1	2	1	
CO2	2		1	1	1						2		1		
CO3	2					2		2	1			2	1	1	
CO4	2	1		2					2	1			1	2	
CO5	1			1				2	1				2	2	
CO6			2			2					2	3			

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code		: RUMG-405(M2)																
Course Name		: RURAL MARKETING																
Semester		: 4																
															L	T	P	C
															3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Handwritten signatures:

Course Objectives

1. This course would help students develop an understanding about the role of rural marketing channels in the distribution of goods.
2. It also exposes the students to the rural market environment and the emerging challenges in the globalization of the economies.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction to Rural Markets Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment.	8
2	Understanding the Rural Consumer Rural Community in India Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Rural ethics and social structure of Indian rural consumers.	10
3	Marketing Mix in Rural Markets Product Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operatives.	10
4	Innovation in Rural Markets Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, e-business for rural enterprises Emergence of Organised retailing in Rural India.	10
5	Future of Rural Marketing Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments.	10
Total		48

Text Books:

TB1. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.

TB2. Arora, R.C.: Integrated Rural Development.

Reference Books:

RB1. Rajgopal: Managing Rural Business.

RB2. Gopalaswamy, T.P.: Rural Marketing.

CO 1	Highlighting the role of rural marketing in Indian economy.
CO 2	Examining the rural buying behaviour.
CO 3	Deconstructing the rural product mix.
CO 4	Appreciating the role of IT in rural marketing.
CO 5	Appraising the role of marketing of agricultural inputs.
CO 6	Developing a marketing plan utilizing the appropriate concepts and techniques in the area of rural marketing.

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO 1	PSO 2	PSO 3
CO1	2	1							1		2		3		
CO2	2			1		1		1					2	1	1
CO3	2	2	1	1					2			1		2	
CO4	2		2		2					2			1	2	
CO5		2			2		1		1				1	2	
CO6			1			2				1	2	3		2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

Course Code	: IMM-405(M3)			
Course Name	: INTERNATIONAL MARKETING MANAGEMENT			
Semester	: 4			
	L	T	P	C
	3	2	-	5

Course Objectives

1. This course would help students develop an understanding about the role of international marketing concepts, strategies and pricing decisions.

Prof R.

27/2

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction The Marketing Concept and Its Extension to International Marketing, International Marketing Tasks, Nature of International Marketing.	6
2	Selection of Foreign Markets The Concept of International Marketing Mix, Implementation of Marketing Strategies and Seven Ps, Organization and Control for International Marketing. Identifying Foreign Markets- Political Considerations and Governmental Influences, Cultural and Social Dynamics, Economic Development and Geographical Conditions, Dynamics of Competitive Environment, Legal, Regulatory and Financial Influences.	12
3	International Market Segmentation Market Entry and Operation Strategies- Export, Joint Ventures, Direct Investment, Strategic Alliances, Multinational Operations. International Product Policies, Strategic Considerations in Making Product Decisions, Alternative Strategies in Multi-National Product Planning, Methodology in Making Product Decision for International Markets.	12
4	International Pricing Decisions Price Escalation, International Transfer Pricing, Factors Influencing the Pricing decisions for International Markets, Export pricing and Differential pricing.	8
5	International Distribution System and Logistics International Marketing Channel Decisions, Importance and Scope of Channel decisions, Nature of International Distribution Channels, Factors Influencing Channel Decisions.	10
Total		48

Text Books:

TB1. RC Varshney and B. Bhattacharya, International Marketing- Indian Perspective, Sultan Chand & Sons New Delhi, 2006.

TB2. Leighton - International Marketing.

TB3. Scravanavel P - International Marketing.

Reference Books:

RB1. Kotler, Armstrong - Principles of Marketing.

RB2. Keegan - Managing Global Marketing.

RB3. Franklin R Root - International Marketing.

RB4. Foss and Caleore - International Marketing.

Course Outcomes (COs)

CO 1	Outlining the concept of international marketing and its extension to international market
CO 2	Analysing the marketing strategies and identifying political, social and government considerations and financial influences on foreign markets.
CO 3	Examining the modes of market entry and operation strategies as well as methodology in making product decisions.
CO 4	Appreciating the pricing strategies adopted by firm and factors influencing pricing decisions for international market
CO 5	Implementing the framework of international distribution channel and factor influencing channel decisions.
CO 6	Developing a market research plan for a hypothetical product using the knowledge of the concepts of market research.

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3			2				1			1	1	2		
CO2	3			2		1	1	1		2			3		2
CO3	2			2		1			1			1	2	2	
CO4	2	2	2		1			2		1				2	
CO5	2	2		2	1		2						2	2	
CO6			1						1		2	3	1		1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code		: MGFS-406(F1)															
Course Name		: MANAGEMENT OF FINANCIAL SERVICES															
Semester		: 4															
														L	T	P	C
														3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to know the different aspects of Investment banking, mergers

and acquisition and the detailed SEBI guidelines on issue management.

Course Contents

UNIT	DETAILS	LECTURES
1	Financial Services Meaning and Concepts, Need for Financial Services, Regulatory framework for financial services, Various Types of Financial Services, Fund Based and Non-Fund based, Characteristics and Role of Financial Intermediaries.	10
2	Depositories and Financial Services Commercial Banks and their changing role, Functioning of Banks, Financial Services and Banking System. Non-Depository Institutions: Finance Companies and Mutual Funds and Pension Funds, Housing finance and Pricing financial services.	10
3	Merchant Banking and Venture Capital The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.	10
4	Leasing, Factoring and Forfaiting Concept, Types, Legal and Tax Aspects, Factoring in India, Hire-Purchase, Lease Structuring. Factoring: Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. Forfaiting: Meaning and Mechanism of Forfaiting.	10
5	Credit Rating Services Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.	8
Total		48

Text Books:

- TB1. Bhole L.M.: Financial Institutions and Markets, 4th ed., McGraw Hill Co. New Delhi, 2008.
 TB2. Khan M.Y: Financial Services and System (2008), McGraw Hill Publishing Company, New Delhi.
 TB3. Clifford Gomez, Financial Markets, Institutions management-A Risk management Approach, 6th ed., McGraw Hill Publishing Company New Delhi.

Reference Books:

- RB1. M.Y. Khan Indian Financial System, 6th ed., McGraw Hill Publishing Company, New Delhi, 2008.
 RB2. Bhalla, V.K Indian Financial System, Anmol, New Delhi.

Course Outcomes (COs)

CO 1	Highlighting the concept and types of financial services.
CO 2	Examining commercial banks and their changing role and various non-depository institutions.
CO 3	Analysing Merchant Banking and Venture capital services in India.
CO 4	Evaluating the concept of Leasing, Hire Purchase, Factoring and forfeiting.
CO 5	Assessing the credit rating services in India.
CO6	Developing an innovative financial service required in the modern times

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3			1			2				2		2		
CO2	2	2				2			2				2		2
CO3	2		1	2		2						1	2	2	
CO4	2		1			1		1		1	1		2		1
CO5	2		1	2		1			2			2	2		
CO 6		1					2				1		1	1	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : MRAC-406(F2)				
Course Name : MERGERS AND ACQUISITIONS				
Semester : 4				
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. This course is designed to provide an understanding of the essential elements of Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options available.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Introduction to mergers, Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover. Demerger, types of demerger, reverse merger.	10
2	Corporate Restructuring Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans (ESOP).	8
3	Mergers and Acquisition Process Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.	10
4	Valuation -Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)-Methods of Financing Mergers- Cash Offer, Share Exchange Ratio- Merger as Capital Budgeting Decision.	10
5	Defensive Strategies in Restructuring Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.	10
Total		48

Text Books:

TB1. Weston. F, Chung. K, and Hoag. S. (2008). Mergers, Restructuring, and Corporate Control, Prentice-Hall of Indian Pvt. Ltd., New Delhi.

TB2. Patrick A. Gaughan (2007). Mergers, Acquisitions and Corporate Restructurings, 4/e Wiley India, New Delhi.

TB3. Narayanan, P. and Vikram, Nanda (2003), Finance for Strategic Decision Making- What non-Financial managers Need to Know, Jossey- Bass, Wiley India.

Reference Books:

RB1. Robert Brown (2007), Applied Mergers and Acquisitions, John Willey and Sons.

RB2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya

Publishing.

Course Outcomes (COs)

CO 1	Outlining the nature and types of mergers and learn the nomenclature for the same
CO 2	Examining the various types of restructuring strategies, open for large firms.
CO 3	Deconstructing the process of mergers and acquisitions and the challenges inherent
CO 4	Appraising the concepts of valuation significant for mergers and analyse the best out of the available options
CO 5	Assessing the various defensive strategies in takeover and analyse how to use them in different situations effectively
CO 6	Creating a plan for the successful merger of two hypothetically famous brands

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSOI	PSO2	PSO3
CO1	3				1		2				1	2	2		
CO2	2	2		1					1				1	1	
CO3	2			1						1			2	1	2
CO4	3	1	1		2			2			2		2		
CO5	3		2	2		1				2			2	2	2
CO6		1				2					2	3		2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: FIDV-406(F3)				
Course Name	: FINANCIAL DERIVATIVES				
Semester	: 4				
	L	T	P	C	
	3	2	-	5	

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The objective of this paper is to know the different aspects of security markets and their functioning.
2. It also highlights the working of different agencies in the currency market.

Course Contents

UNIT	DETAILS	LECTURES
1	Introduction Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative centrals and Market Liquidity.	8
2	Future Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Stode Index Futures.	12
3	Financial SWAPS Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.	8
4	Financial Options Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts. Option Models-Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.	10
5	Carry Trades and Speculative Derivatives Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging-objectives and Process.	10
Total		48

Text Books:

TB1. David A. Dubofsky and Thomas W. Miller, J.R. Derivatives: Valuation and Risk Management, Oxford.

TB2. Vohra, N.D. and Bagri, B.R., Future and Options, TMH

TB3. Kumar, Financial Derivatives, PHI.

Reference Books:

RB1. Marshall & Bansal: Financial Engineering, a complete guide to Financial Innovation, PHI.

RB2. Mishra, Bishnupriya, Debasis, S, Derivatives and Risk management, Excel Books.

RB3. Bhalla V.K, Investment Management Security Analysis and Portfolio Management – S.Chand.

RB4. Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw Hill Publishing Company, New Delhi.

Course Outcomes (COs)

CO 1	Outlining the concept & features of Financial Derivatives and to get the insight about the market of Financial Derivatives.
CO 2	Deconstructing the working of the Future Market and will analyze the theories of Future Prices will also analyze the various hedging concepts.
CO 3	Evaluating the concept of SWAPS, its features & types
CO 4	Examining the concept of Financial Options, its determination & the application of Option Models
CO 5	Assessing the Economic Derivatives, Carry Trades & its investment strategy.
CO 6	Developing a high return portfolio comprising of the derivatives only

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3						1				2		3		
CO2	3			1	2		2			1			3	2	1
CO3	2	1		1	1			2						2	
CO4	2	1	1	1	1					2		2	3	1	1
CO5	3	1	2	1	2			1						2	1
CO6						2					2	3	2		1

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code	: ILTB-407(IB1)									
Course Name	: INTERNATIONAL LAWS AND TREATIES IN TRADE AND BUSINESS									
Semester	: 4									

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The paper aims to provide a thorough understanding of the basis for international laws and treaties.

2. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Contents

UNIT	DETAILS	LECTURES
1	Legal Framework of International Business Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.	12
2	Regulatory Framework of WTO Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.	10
3	Implications of WTO to Important Sectors GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.	10
4	Regulatory Framework and Taxation Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.	8
5	Indian Laws and Regulations Governing International Transactions FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.	8
Total		48

Text Books:

TB1. Lew, Julton D.M and Clive Stand brook (ed.), International Trade Law and Practice, Euromoney Publications, London.

TB2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.

TB3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.

Reference Books:

RB1. Motiwal OP, Awasthi HIC: International Trade – The law and Practice: Bhowmik and company, New Delhi.

RB2. Kapoor ND: Commercial Law; Sultan Chand & Co. New Delhi.

RB3. Subbarao: "International Business" Himalaya Publishing House, New Delhi.

Course Outcomes (COs)

CO 1	Outlining the legal framework of international laws in business.
CO 2	Appreciating the regulatory framework of WTO and related rules.
CO 3	Evaluating the implications of WTO on the different ways business can be expanded globally.
CO 4	Assessing the regulatory framework for financial transactions and taxation in international business.
CO 5	Examining the Indian laws and regulations governing international transactions
CO 6	Hypothesizing a legal framework for safeguarding the interests of the country

CO-PO Mapping

Course	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12	PSO 1	PSO 2	PSO 3
CO1	3			1						2			3	1	1
CO2	2					2	1	1				2	3	2	1
CO3	2		1								2		3	1	1
CO4	3			1	1				2				3	2	
CO5	3			1			2			2			2	1	
CO6		1			2				1		2	1	1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : FRMG-407(IB2)				
Course Name : FOREX MANAGEMENT				
Semester : 4				
	L	T	P	C
	3	2	-	5

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. It gives an insight of the functioning of the Foreign Exchange Markets and exchange rate




determination for multinational firm will be the essential component of this course.

Course Contents

UNIT	DETAILS	LECTURES
1	The Foreign Exchange Market Organisation Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.	10
2	Exchange Rate System Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate Systems-Determinants of Exchange Rates- Exchange Controls.	10
3	Foreign Exchange Transactions Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.	10
4	Exchange Rates Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Position – Cash position.	8
5	Currency Derivatives as Hedging Mechanism Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.	10
Total		48

Text Books:

- TB1. Alan C Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.
TB2. Francis Cherunilam: International Economics, Tata McGraw Hill Pub Ltd, New Delhi.
TB3. Ian H Giddy: Global Financial Markets, AITBS Publishers and Distributors, New Delhi.

Reference Books:

- RB1. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi.s
RB2. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi.
RB3. Apte P.G – Global Financial System, TMH.

Course Outcomes (COs)

CO 1	Highlighting the framework of market organization.
CO 2	Examining the exchange rate mechanisms and transactions.

CO 3	Appreciating the evolution of contracts in Forex market.
CO 4	Deconstructing the economic implications of forex trade on country's economy.
CO 5	Evaluating the hedging mechanisms in forex markets.
CO 6	Developing a strategic plan to effectively manage changes in the forex market

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO1	3										2		3		
CO2	3	2		1		1			1				3	2	
CO3	3		2	1			1			2		2	2	2	1
CO4	2	2	2			1		2			1		3	1	1
CO5	3		2	2		1					2		3	1	
CO6			1					2			2	3	1	2	2

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code		: CCBM-407(1B3)									
Course Name		: CROSS CULTURAL BUSINESS MANAGEMENT									
Semester		: 4									
		L	T	P	C						
		3	2	-	5						

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives

1. The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing.
2. The cross-cultural communication and management styles shall also be taught.

Course Contents

UNIT	DETAILS	LECTURES
1	Globalization and Culture Globalization in Cross Cultural Context, Factors that promoted Globalization.	6
2	Introduction to Culture	10

	Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.	
3	Cross Culture Communication Cross Cultural Communication; Dimension of Cross-Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross-Cultural Negotiations.	10
4	International HRM and Cross-Cultural Issues International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.	10
5	Comparative Management Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.	12
Total		48

Text Books:

- TB1. Deresky Helen, International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India.
- TB2. Esenn Drlarry, Rchildress John: The Secret of a Winning Culture - Building High- Performance Teams, Prentice Hall India, New Delhi.
- TB3. Cashby Franklin, Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into A High-Performance Organization, Cashby Franklin, Prentice Hall India, New Delhi.

Reference Books:

- RB1. Journals- International Journal of Cross-Cultural Management.
- RB2. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.
- RB3. Cullen, John B: International Management a Strategic Perspective, Cengage Learning, Delhi.

Course Outcomes (COs)

CO 1	Outlining the globalization and deglobalization phenomenon.
CO 2	Appreciating the cultural process and their levels.
CO 3	Evaluating the various methods to deal with multiculturalism.
CO 4	Assessing the cross-cultural communications and their impact.
CO 5	Examining the comparative management via processes and techniques.
CO 6	Creating a standard operating procedure for effective adaption of cross cultural differences.

CO-PO Mapping

Cours e	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PS OI	PSO 2	PSO 3
CO1	3			2		1			1				3		1
CO2	2					1							2		
CO3	2	1		1		2	1			2		3	2	2	2
CO4	2	1	2					2				3	2	2	
CO5	2	1	2		2								3	2	1
CO6				2			1		2		2	2	2	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated

MBA

Course Code : FDRV-408				
Course Name : FINAL DISSERTATION REPORT AND VIVA VOCE				
Semester : 4				
	L	T	P	C
Dissertation Report	-	-	5	5
Viva Voce	-	-	5	5

L - Lecture T — Tutorial P — Practical C — Credit

Each student shall prepare a final dissertation report on a given topic from their syllabus under the guidance of an assigned faculty and take a viva voce exam in the presence of an internal and external examiner at the end of fourth semester.

Marks shall be awarded on the basis of student's performance judged on the following criteria:

- 1) Dissertation Report (200 Marks)
- 2) Viva Voce (100 Marks)

Students evaluation will be done on the above basis and finally the marks obtained will be converted into grades.

Course Outcomes (COs)

CO 1	Understanding all the major concepts of management in general and specialization in particular.
CO 2	Developing an in-depth understanding of the topic of final dissertation report.
CO 3	Developing an ability to implement learnings to problems in business organisations.

CO-PO Mapping

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	3	1	2								1		
CO2	3			2								2	
CO3	2					2	1	1			1	2	

3: Highest Correlated, 2: Medium Correlated, 1: Lowest Correlated