

Study Scheme and Syllabus of

Master of Business Administration (MBA)

Batch 2021 onwards

Affiliated Colleges



Department of Academics

**IK Gujral Punjab Technical
University**

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 101-18	Core Theory	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Theory	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Theory	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Theory	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Theory	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Theory	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Theory	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
	TOTAL		28	0	0	280	420	700	28

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 201-18	Core Theory	Business Analytics for Decision Making	4	0	0	40	60	100	4
MBA 202-18	Core Theory	Legal Environment for Business	4	0	0	40	60	100	4
MBA 203-21	Core Theory	Marketing Management	4	0	0	40	60	100	4
MBA 204-18	Core Theory	Human Resource Management	4	0	0	40	60	100	4
MBA 205-18	Core Theory	Production and Operations Management	4	0	0	40	60	100	4
MBA 206-21	Core Theory	Corporate Finance and Policy	4	0	0	40	60	100	4
MBA 207-18	Core Theory	Entrepreneurship and Project Management	4	0	0	40	60	100	4
MBAGE 201-18	General Elective	Computer Applications for Business	2	0	0	40	60	100	2
	TOTAL		30	0	0	320	480	825	30

Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.

Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 301-18	Core Theory	Organizational Behaviour & Design	4	0	0	40	60	100	4
MBA 302-18	Core Theory	Marketing Research	4	0	0	40	60	100	4
	Specialization X	Elective-I	4	0	0	40	60	100	4
		Elective -II	4	0	0	40	60	100	4
	Specialization Y	Elective -I	4	0	0	40	60	100	4
		Elective -II	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--	25	1
MBA 303-18	Core Theory	Seminar on Summer Training Report	2			50	-	50	2
MBA 304-18		Comprehensive Viva-Voce				-	50	50	2
	TOTAL		27	0	2	355	470	825	32

List of Electives:**Specialization I: Marketing**

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 921-18	Elective	Consumer Behaviour	4	0	0	40	60	100	4
MBA 922-18	Elective	Services Marketing	4	0	0	40	60	100	4

Specialization II: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 911-18	Elective	Investment Analysis and Portfolio Management	4	0	0	40	60	100	4
MBA 912-18	Elective	Management of Financial Services	4	0	0	40	60	100	4

Specialization III: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 931-18	Elective	Organizational Change and Development	4	0	0	40	60	100	4
MBA 932-18	Elective	Employee Relations	4	0	0	40	60	100	4

Specialization IV: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 941-18	Elective	Data Mining for Business Decisions	4	0	0	40	60	100	4
MBA942-18	Elective	E-Commerce and Digital Markets	4	0	0	40	60	100	4

Specialization V: Operations Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 951-18	Elective	Operations Strategy	4	0	0	40	60	100	4
MBA 952-18	Elective	Operation Research Applications	4	0	0	40	60	100	4

Specialization VI: Business Analytics

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 961-18	Elective	Marketing Analytics	3	1	0	40	60	100	4
MBA 962-18	Elective	Data Sciences Using R	3	1	0	40	60	100	4

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 401-18	Core Theory	Corporate Strategy	4	0	0	40	60	100	4
	Specialization X	Elective -III	4	0	0	40	60	100	4
		Elective -IV	4	0	0	40	60	100	4
	Specialization Y	Elective -III	4	0	0	40	60	100	4
		Elective -IV	4	0	0	40	60	100	4
MBA 402-18	Project / Dissertation	Viva-Voce for Project / Dissertation	4			--	100	100	4
MBA 403-18	Core Theory	Workshop on Indian Ethos	2	0	0	40	60	100	2
TOTAL			22	0	4	240	360	600	26

Note:

- Further two papers each of the two specialization groups (as chosen in the 3rd Semester) will also be studied as electives in the 4th semester.
Thus the student must study a **total of 04 papers of each of the Dual specialization (in MBA in 3rd and 4th Semester)**. For conducting Viva -voce Experts must be called as per IKG PTU norms

Specialization I: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 923-18	Elective	Integrated Marketing Communication and Sales Management	4	0	0	40	60	100	4
MBA 924-18	Elective	Retail Management	4	0	0	40	60	100	4
MBA 925-18	Elective	International and Social Media Marketing	4	0	0	40	60	100	4
MBA 926-18	Elective	Product and Brand Management	4	0	0	40	60	100	4

Specialization II: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 913-18	Elective	Behavioural Finance	4	0	0	40	60	100	4
MBA 914-18	Elective	Mergers, Acquisition and Corporate Restructuring	4	0	0	40	60	100	4
MBA 915-18	Elective	International Finance and Financial Derivatives	4	0	0	40	60	100	4
MBA 916-18	Elective	Taxation and Personal Financial Planning	4	0	0	40	60	100	4

Specialization III: Human Resource Management

s	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 933-18	Elective	International Human Resource Management	4	0	0	40	60	100	4
MBA 934-18	Elective	Strategic HRM	4	0	0	40	60	100	4
MBA 935-18	Elective	Leadership and Team Dynamics	4	0	0	40	60	100	4
MBA 936-18	Elective	Performance and Compensation Management	4	0	0	40	60	100	4

Specialization IV: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 943-18	Elective	Managing Software Projects	4	0	0	40	60	100	4
MBA 944-18	Elective	Managing Digital Information and Transformation	4	0	0	40	60	100	4
MBA 945-18	Elective	IT Consulting	4	0	0	40	60	100	4
MBA 946-18	Elective	Strategic Management of IT	4	0	0	40	60	100	4

Specialization V: Operations Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 953-18	Elective	Supply Chain & Logistic Management	4	0	0	40	60	100	4
MBA954-18	Elective	Quality Toolkit For Managers	4	0	0	40	60	100	4

Specialization VI: Business Analytics

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 963-18	Elective	Data Visualization for Managers	3	1	0	40	60	100	4
MBA964-18	Elective	Business Forecasting	3	1	0	40	60	100	4

Program Educational Objectives (PEOs)	
PEO1	To inculcate knowledge in students with experiential learning and prepare them for advance study and life long learning.
PEO2	To develop strategic understanding of fundamental principles of business and competencies in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.
PEO3	To train the students for dynamic business environment and apply their perspectives through innovation and creativity.
PEO4	To develop Competencies in qualitative and quantitative techniques to analyse the business data as well as developing an understanding of economic, legal and social environment of Indian business.
PEO5	To inculcate leadership skills, professionalism, effective communication skills, interpersonal skills and team work in students so as to enable them to manage and collaborate in diverse work environments.
PEO6	To develop responsiveness to social issues and ability to identify business solutions to address the same. Students will also be able to understand the issues of business ethics.

Program Outcomes (POs)	
The program outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six outcomes of MBA program are as below:	
1	Business Environment and Domain Knowledge: Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.
2	Critical thinking, Business Analysis, Problem Solving and Innovative Solutions: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3	Global Exposure and Cross-Cultural Understanding: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
4	Social Responsiveness and Ethics: Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
5	Effective Communication: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
6	Leadership and Teamwork: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

(Source: Model Curriculum for Management programs (MBA) January, 2018, AICTE, New Delhi. www.aicte.india.org)

1 st Semester		MBA 101-18 FOUNDATIONS OF MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits	4	

Course Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure to the concepts, theories, and practices in the field of management. It focuses on the basic roles, skills, and functions of management, with special attention to managerial responsibility for the effective and efficient achievement of goals. This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure to the concepts, theories, and practices in the field of management. It focuses on the basic roles, skills, and functions of management, with special attention to managerial responsibility for the effective and efficient achievement of goals.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand basic concepts, principles, and practice of management and develop analytical abilities to face the business situations
CO2	Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.
CO3	Develop strategic planning and decision-making approaches in an organization.
CO4	Enunciate peer-based learning and work in groups and teams.
CO5	Familiarize the students with an understanding of staffing, authority, and coordination in an organization.
CO6	To comprehend the application of various controlling and modern management techniques in management.

Unit	Content	CO
I	Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.	CO1
	Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.	CO2
II	Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations. Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach. Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.	CO3
III	Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases	CO4

	of Departmentation. Line & Staff: concept, line-staff conflict.	
	Authority & Power: concept, responsibility, and accountability. Delegation: concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, Staffing: importance and process. Coordination: Concept, importance, difficulties, and techniques to ensure effective coordination.	CO5
IV	Control: Concept, importance, characteristics, process of control, types and techniques of control. Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management, Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- L M Prasad, *Principles and Practice of Management*, Sultan Chand & Sons.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt*, New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.
- Bateman, T. S., and Snell, S. A. (2008). *Management* TMH

1 st Semester		MBA 102-18 MANAGERIAL ECONOMICS			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision-making.
CO2	Apply the knowledge of the mechanics of the demand and indifference curve
CO3	Analyze and explain the relationships between production, costs, and revenue
CO4	Define key characteristics and consequences of different forms of markets
CO5	Comprehend the basic concepts of supply and supply curves, factor pricing, and collective bargaining.
CO6	Enunciate the fundamental concept of Product market and Consumption function and also able to measure national income

Unit	Content	CO
I	Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.	CO1
	Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income, and cross elasticity, use of elasticity for analyzing demand, Demand estimation. Demand forecasting, Demand forecasting of the products. Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory	CO2
II	Production Function: Production function Meaning, Concept of productivity and technology, Short Run and long-run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of the production function. Theory of Cost: Cost Concepts and Determinants of cost, short run and long-run cost theory, Modern Theory of Cost, Relationship between cost and production function. Revenue Curve: Concept of Revenue, Different Types of Revenues, concept, and shapes of Total Revenue, Average revenue, and marginal revenue, Relationship between Total Revenue, Average revenue, and marginal revenue, Elasticity of Demand, and Revenue	CO3
III	Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model.	CO4
	Supply: Introduction to supply and supply curves. Pricing: Pricing practices; Commodity Pricing: Economics of advertisement	CO5

	costs; Types of pricing practices. Factor Pricing: Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory– Interest rate and return on capital, Measurement of profit.	
IV	Product market: Saving and Investment function, the Consumption function, Aggregate supply, Aggregate demand, Investment multiplier, Foreign trade, and budget multiplier. Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. Consumption Function: Meaning, Nature, Determinants, and, Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and, Implications, Inflation: Meaning, Types, Theories, Causes, Effects, and Control, Unemployment Trade off, Trade Cycles: Concept and Theories of trade cycles.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- D. M. Mithani, Managerial Economics Theory and Applications, Himalaya Publication
- Peterson and Lewis, Managerial Economic, Prentice Hall of India Gupta, Managerial Economics, Tata McGraw Hills
- Geetika, Managerial Economics, Tata McGraw Hills Froeb, Managerial Economics, Cengage Learning
- Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi. 2.
- Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition,
- Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, Macro Economics, Galgotia Publications.
- H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, Managerial Economics, Tata McGraw Hill.
- Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K. Dewett, Modern Economic Theory, S. Chand Publication

1 st Semester		MBA 103-18 QUANTITATIVE TECHNIQUES			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

Course Outcomes: After studying the course, students will be able to:

CO1	To have a deeper and rigorous understanding of fundamental concepts in business decision-making under subjective conditions and also apply the concepts of central tendency and variation in managerial decision-making.
CO2	To understand the concept of correlation regression analysis and its applications.
CO3	To enhance knowledge in probability theory and normality and its distribution concepts.
CO4	To comprehend the techniques of the operation in reality to market scenario and apply the methods of linear programming for decision making.
CO5	To apply the learnt techniques to build the best-fit route of transportation and apply the methods of game theory to solve business problems.
CO6	Analyse assignment problems of business and apply the techniques of network analysis to schedule business/project activities.

Unit	Content	CO
I	Introduction to Statistics: Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics. Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency. Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.	CO1
	Simple Correlation Analysis: Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation. Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.	CO2
II	Theory of Probability: Meaning of Probability, Approaches to the calculation of probability. calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required). Probability Distribution: Binomial Distribution, Poission Distribution and Normal Distribution with their properties ad applications.	CO3
	Linear Programming; Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M	CO4

	method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.	
III	Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications. Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.	CO5
IV	Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method. Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Levin, Richard and David S. Rubin. "Statistics for Management". 7th Edition, Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., "Quantitative Analysis for Management", 7th Edition, Prentice-Hall of India, New Delhi.
- Siegel, Andrew F, Practical Business Statistics. International Edition, 5th Edition (2001), McGraw Hill
- Irwin. Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., "Business Statistics: A First Course", 4th Edition (2008), Pearson Education.
- Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, An Introduction to Management Science, South-Western.
- Taha, Hamdy A, Operations Research – An Introduction, Prentice-Hall of India Private Ltd., New Delhi.
- Hillier, Frederick S. and Gerald J. Lieberman, Introduction to Operations Research, McGraw Hill India (Pvt) Ltd.
- Vohra, N.D., Quantitative Techniques in Management, McGraw Hill Education Private Limited, New Delhi.
- Sharma, J. K., Operations Research; Theory and Applications, Macmillan Indian, New Delhi.
- Winston, Wayne L., S. Christian Albright and Mark Broadle, Practical Management Science,
- Duxbury – Thompson learning, Australia. Gupta C B, Gupta V, "An Introduction to Statistical Methods", 23rd Edition (1995), Vikas Publications.

1 st Semester		MBA 104-18 ACCOUNTING FOR MANAGEMENT AND REPORTING			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course aims to familiarize the students with various accounting concepts, tools, and techniques and its application in managerial decision-making. It also acquaints the students with the latest accounting practices and reporting standards.

Course Outcomes: After studying the course, students will be able to:

CO1	To familiarize the students with the basic concepts, principles, and process of accounting and to make them aware of the formats of financial statements of public limited, banking, and insurance companies.
CO2	To explain the students the concepts of cost and various intricacies for preparing the cost sheet.
CO3	To acquaint students with decision-making techniques using the concepts of marginal costing, standard costing, and budgetary control.
CO4	To enable the students to analyze financial statements using various tools for financial analysis and interpret the financial position of a business organization.
CO5	To enunciate the students with the contemporary developments in accounting.
CO6	To make students aware of the recent developments in financial reporting and regulations so that they may understand and appreciate the concept and process of harmonization of financial reporting practices.

Unit	Content	CO
I	Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost, and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Bankin,g and Insurance Companies.	CO1
II	Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet.	CO2
	Marginal Costing –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; Cost-Volume-Profit Analysis ; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix. Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. Budgetary Control- Types of Budgets Master	CO3

	budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.	
III	Financial Statement Analysis: Concepts and objectives, Tools of Financial Analysis: trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements, and funds flow statements.	CO4
IV	Recent Developments in Accounting: Introduction to the concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity-based costing, and Life Cycle Costing.	CO5
	Financial Reporting and Regulations: Meaning, objectives, principles, and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
- Ramchandran, 'Financial Accounting for Management', Tata McGraw Jawahar Lal, 'Accounting for Management', Himalaya Publishing
- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House. Sehgal, A. and Sehgal, D., 'Advanced Accounting – Financial Accounting I, Taxmann Publications
- Shukla, M.C. and Grewal, T.S. Advanced Accounts Vol. I & Vol. II, S. Chand and Co. Horngren, C. T., Sundem, G. L. and Stratton, W. O., 'Introduction to Management Accounting', Pearson Education
- Elliott, B. and Elliott, J., 'Financial Accounting and Reporting', Pearson
- Gibson, C. H., 'Financial Reporting Analysis (Using Financial Accounting Information)', South-Western Publications
- Christopher, N. and Parker, R., 'Comparative International Accounting', Prentice Hall
- Bhattacharya, S.K. and John Dearden, "Accounting for Management – Text and Cases", Vikas Publishing House.
- Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

1 st Semester		MBA 105-18 BUSINESS ENVIRONMENT AND INDIAN ECONOMY			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal, and social framework with a basic idea of the Indian Economy.

Course Outcomes: After studying the course, students will be able to:

CO1	To systematically learn the basic concepts and components of the Business Environment
CO2	To comprehend the political, economic, legal, and ecological environment and the trends prevailing in the environment.
CO3	To familiarize the students with the components of the public sector in India and consumerism.
CO4	To describe the technological and international environment and its impact on the business.
CO5	To understand the Indian Economy and the various issues having a direct or indirect impact on the business environment.
CO6	To explain the nature of unemployment and various development strategies in India.

Unit	Content	CO
I	Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment.	CO1
	Political Environment: Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention. Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies, and Evaluation of current five-year plan, Monetary and Fiscal Policy.	CO2
II	Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005. Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.	

	<p>Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.</p> <p>Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.</p>	CO3
III	<p>Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.</p> <p>International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (<i>Export Oriented Units</i>), Dumping and Anti-Dumping measures.</p>	CO4
	<p>Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.</p>	CO5
IV	<p>Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector</p> <p>Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing the structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernandø, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Govt. of India, Five Years Plan Documents.

1 st Semester		MBA 106-18 BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This paper introduces students to the relationship between business and ethics and tries to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Course Outcomes: After studying the course, students will be able to:

CO1	To integrate and apply contemporary Ethics & Governance issues in a business context.
CO2	To analyze key perspectives on corporate social responsibility and their application.
CO3	To understand ethical decision-making, ethical reasoning, and the dilemma-resolution process.
CO4	To evaluate different corporate ownership structures and their key governance features.
CO5	To analyze the importance of corporate sustainability and study of reporting frameworks.
CO6	To analyze CSR on various platforms like environment, society and nation, apply corporate governance perspectives to contemporary business practices.

Unit	Content	CO
I	Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), and Code of Ethics.	CO1
	Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.	CO2
II	Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process. Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.	CO3
	Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social	CO4

III	Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR. Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).	
	Corporate Sustainability Reporting Frameworks -Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	CO5
IV	Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives. Corporate Governance: Introduction, Need Models.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.
- Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases*. PHI Learning.
- Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill. T
- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- Keith Davis *Business and Society* Mc Graw Hill.

1 st Semester		MBA 107-18 BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

Course Outcomes: After studying the course, students will be able to:

CO1	To understand the basics of communication.
CO2	To learn various skills like collaborative writing, listening skills, and non-verbal communication and comprehend the value of business etiquette.
CO3	To learn the skills of writing effective business messages, Emails, and reports.
CO4	To develop presentation skills and learn to organize and structure a Presentation using visual aids
CO5	To study important concepts of Glossophobia and Group discussion resulting in effective speaking.
CO6	To prepare the students for the interview, employment messages, and resume writing skills

Unit	Content	CO
I	Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in the communication environment, Communication and Ethics, Cross-Cultural Communication;	CO1
	Guidelines for successful collaborative writing, Social networking technologies	CO2

	in business communication, Importance of listening, business etiquette & Nonverbal Communication.	
II	The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, crafting brief messages, Crafting messages for electronic media, writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.	CO3
III	Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/GroupPresentations,	CO4
	Feedback and overcoming Glossophobia, and Group discussion.	CO5
IV	Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing, and completing your resume, Applying and Interviewing for Employment: Understanding, preparing, and follow-up,Role Play and Simulation games- Employer-employee and Interviewer- interviewee relationship.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Penrose/Rasberry/Myers Business Communication for Managers (5th edition) Cengage Learning.
- Courtland/John/Roshan Business Communication Today (13th edition) Pearson
- Rizvi Effective Technical Communication Tata Mcgraw Hills
- Raymond/Marie/Kathryn/Neerja Business Communication Tata Mcgraw Hills

2 nd Semester		MBA 201-18 BUSINESS ANALYTICS FOR DECISION MAKING			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The course aims at equipping students with an understanding of the research process, tools, and techniques in order to facilitate managerial decision-making.

Course Outcomes: After studying the course, students will be able to:

CO1	Comprehend the fundamental concepts in business decision-making and also identify the various sources of data
CO2	Familiarize the students with the concept of data organization and business forecasting
CO3	Understand the basic concepts of sampling and sampling distributions.
CO4	Recall the knowledge of hypothesis testing for large and small samples
CO5	To conduct research surveys through multiple regression and multiple correlations
CO6	Enable the students with the index number and time series methods.

Unit	Content	CO
I	Introduction to Statistics: Meaning, Importance, Applications of inferential statistics in managerial decision making. Collection of Data: Concept of primary data and secondary data, sources of primary data and secondary data	CO1
	Classification and Tabulation of Data: Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of the table, rules of tabulation, review of the table, types of table.	CO2
II	Business Forecasting: Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting.	
	Sampling: Concept, definitions, census and sampling, probability and nonprobability methods of sampling, and the relationship between sample size and errors. Sampling Distributions: Concept and standard error.	CO3
III	Hypothesis Testing: Formulation of hypothesis, the procedure of hypothesis testing, errors in the testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA. Techniques of association of attributes.	CO4
	Correlation: Partial and Multiple correlations.	CO5

	Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity, and autocorrelation.	
IV	<p>Index Number: Definition, the importance of index number in managerial decision making, methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction.</p> <p>Time Series Analysis: Meaning, component, and, methods of time series analysis. Trend analysis: Least square method, linear and non-linear equations, applications of time series in business decision making.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Levins, Krehbiel, *Business Statistics*, Pearson Berenson Levin & Rubin, *Statistics for Management*, Prentice Hall S P Gupta, *Statistical Methods*, Sultan Chand
- Beri, *Business Statistics*, Tata Mc Graw Hill
- Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
- C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
- Anderson *Statistics for Business & Economics*, Cengage Learning
- Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition, Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”, 7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew- F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., “*Business Statistics: A First Course*”, 4th Edition (2008), Pearson Education.

2 nd Semester		MBA 202-18 LEGAL ENVIRONMENT FOR BUSINESS			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the legal and regulatory framework of business environment.
CO2	Identify the fundamental legal principles behind contractual agreements.
CO3	Understand the legal provisions of sales of goods legal rules governing admission, retirement and death of partner and dissolution of partnership firm.
CO4	Describe the concept of negotiable instruments as well as rules pertaining to crossing, transferring and dishonoring of negotiable instruments.
CO5	Enunciate the legal provisions of formation and incorporation of Company.
CO6	Comprehend the legal framework relating to the process of incorporation of Joint Stock Company.

Unit	Content	CO
I	Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. Law of Contract: Definition, features of a valid contract, offer and Acceptance,	CO1
	Consideration, Capacity of parties, Free consent, Legality of Object, Performance, and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.	CO2
II	Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership & Property- Performance of contract.	CO3
III	Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.	
		Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

IV	Company law: Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company,	CO5
	Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Bansal, C. L. 'Business Laws' Taxmann Publishers (Edition-2011)
- Kuchhal, M. C. and Kuchhal, Vivek-'Business Legislations for Management' Vikas Publications (4 th Edition 2014).
- Maheshwari, S.N. and Maheshwari, S.K.-A Manual of Business Laws- Himalya Publishing House Pvt. Ltd. (7th Edition-2018)
- Singhania, V. and K., Singhania, K. and Singhania, M. 'Direct Taxes – Law & Practice', Taxmann's Publication, Pvt. Ltd.(60 th Edition 2018-19)
- Swain, Dr. Anil Kumar and Agrawal, Mr. Gopal Prasad, GST Concepts and Applications, Himalya Publishing House Pvt. Ltd. (1 st Edition-2018)
- Tulsian, P.C. and Tulsian, Bharat, Business Laws, McGraw Hills Education, (3 rd Edition-2014)

2 nd Semester		MBA 203-21 MARKETING MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Course Outcomes: After studying the course, students will be able to:

CO1	To learn the basics of marketing, selling, marketing mix and its core concepts.
CO2	To understand the intricacies of the marketing environment, marketing information systems and consumer behaviour for effective marketing planning and strategies.
CO3	To equip the students with necessary skills for effective market segmentation, targeting and positioning and taking product decisions.
CO4	To prepare the students for understanding the various pricing decisions, personal selling and managing sales force.
CO5	To develop an understanding of promotion mix components and supply chain decisions.
CO6	To gain knowledge about the emerging trends in marketing and pyramid marketing.

Unit	Content	CO
I	Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance.	CO1
	Marketing Environment and Competition: Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. Corporate Strategic Planning: Defining role of marketing strategies, marketing planning process. Marketing Information System: Concept and Components. Consumer Behaviour: Consumer buying process, Factors Influencing Consumer Buying Behaviour,	CO2
II	Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity.	CO3
III	Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies. Promoting Product: Concept of Personal Selling Personal Selling Process, Managing the Sales Force.	CO4

	Promotion Mix: Advertising, Sales Promotion, Public Relations.	
IV	Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling	CO5
	Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E-Commerce, Understanding Digital Marketing, Understanding Bottom of Pyramid Marketing	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Kotler & Koshy, Marketing Management, Pearsons Education
- Ramaswamy & Namakumari, Marketing Management, McMillian.
- McMEtzel, Walker, Stanton, and Pandit, Marketing Management, Tata McGraw Hill
- Kurtz & Boone, Principles of Marketing, Cengage Learning
- Kotler & Armstrong, Principles of Marketing, Prentice Hall
- Biplab S. Bose, Marketing Management, Himalaya Publications
- Subhash c. Jain, Marketing Management, Cengage Learning

2 nd Semester		MBA 204-18 HUMAN RESOURCE MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The objective of the paper is to make student aware of the various functions and importance of HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

Course Outcomes: After studying the course, students will be able to:

CO1	To explain the basics of Human Resource Management and to comprehend the environment of HRM.
CO2	To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.
CO3	To understand the role of training, development, career planning and internal mobility functions in human resource development.
CO4	To examine the performance appraisal and compensation management functions and provisions of employee health, safety and welfare.
CO5	To analyse the concerns of government, employees and employers in establishing Industrial relations.
CO6	To illustrate mechanisms adopted by the organizations for settlement of disputes and grievances

Unit	Content	CO
I	Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line and staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. Strategic HRM: Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning.	CO1
	Human Resource Planning: Meaning, Process and importance, factors affecting Human Resource Planning. Job Analysis: Process, methods of Job Description & Job Specification.	CO2
II	Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement.	
	Training & Development: Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. Career Planning & Development: concept of career, career planning,	CO3

	career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. Internal Mobility: Promotion, Transfer, Demotion, Separation, downsizing and outplacement.	
III	Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. Compensation Management- Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. Quality of work life (QWL): Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee welfare, Social Security.	CO4
	Quality Circles: Concept, Structure, Role of Management, QCs in India.	
IV	Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery.	CO5
	Collective Bargaining: Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia. 2017 15th Edition
- Aswathappa, K.. Human Resource Management, Text and Cases (7th ed.). Mc Graw Hill.
- Flippo, E. Human Resource Management (5th ed.). McGraw Hill.
- Ivancevich, J. Human Resource Management (12th ed.). Tata Mc Graw Hill.
- Gomez Mejia, L. Managing Human Resources (8th ed.). Pearson Education.
- Bratton, J. and Gold, J. Human Resource Management: Theory and Practice (6th ed.).
- Palgrave. Mirza S. Saiyadain. Human Resources Management (4th ed.). Tata McGraw Hill.
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill

2 nd Semester		MBA 205-18 PRODUCTIONS & OPERATIONS MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the classification of Operations management and factors of facility location and basic types of facility layout.
CO2	Gain an in-depth understanding about techniques and types of product design and process selection.
CO3	Analyze the methods of production planning and Capacity Planning Decisions.
CO4	Understand the principles for Quality management and types of Acceptance Sampling
CO5	To understand the approaches of JIT and factors affecting Inventory control policy.
CO6	Understand the purchasing management and controlling system of value analysis.

Unit	Content	CO
I	Operations management: concept, functions, transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crosby, Taguchi. Facility Location – importance, factors in location analysis, location analysis techniques.	CO1
	Product Design and Development – product design and its characteristics, product development process (technical), product development techniques. Process selection- project, job, batch, mass and process types of production systems. operations management incorporate profitability and competitiveness	CO2
II	Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout.	CO1
	Production Planning & Control (PPC): –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.	CO3
III	Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran’s Quality Trilogy, Deming’s 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality	CO4

	Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. Acceptance Sampling – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with stated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.	
IV	JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. Inventory Management: Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising.	CO5
	Purchasing Management – Objectives, Functions, Methods, Procedure. Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
- Krajewski & Ritzman, Operations Management (5th Ed.) Pearson Education
- Buffa & Sarin, Modern Production/Operations Management, (8th Ed.) John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al , Cases in Operations Management,
- Pitman McGregor D, Operations Management, McGraw-Hill
- Nair, Production & Operations Management. Tata McGraw

2 nd Semester		MBA 206-21 CORPORATE FINANCE AND POLICY			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

Course Outcomes: After studying the course, students will be able to:

CO1	To explain the evolution, objectives and functions of corporate finance and interface of corporate finance with other functional areas.
CO2	To illustrate the concept of time values of money and valuation of securities and to analyze different sources of funding.
CO3	To calculate the cost of capital and comprehend the significance of capital structure theories in capital structure decisions.
CO4	To facilitate sound investment decisions based on capital budgeting techniques and leverage methods.
CO5	To Assess dividend policy's impacts on share prices and to understand the implications of dividend decisions in financial decision making.
CO6	To understand the applications of approaches of working capital management.

Unit	Content	CO
I	Introduction to Financial Management and Corporate Finance: Meaning, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, Role of financial manager.	CO1
	Time Value of Money -Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. Valuation of Securities: Concept of Valuation, Methods for valuation of equity, debt and hybrid securities. Sources of Finance –Different sources of finance; long term and Short term.	CO2
II	Cost of capital: concept, significance of cost of capital, specific costs and weighted average cost of capital, Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. Determinants of Capital Structure Decision -Approach to Estimating the Target Capital Structure, EBIT /	CO3

	EPS Analysis and ROI / ROE Analysis	
III	Leverage –Business Risk and Financial Risk– Operating and financial leverage, Trading on Equity Capital Budgeting Decision: Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.	CO4
	Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.	CO5
IV	Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital. Methods for financing of working capital.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Pandey, I. M. (2015). Financial Management, 11th Edition. Vikas Publishing House
- Khan, MY. and Jain, PK. (2014). Financial Management, 7th Edition. Tata McGraw Hill, NewDelhi.
- Chandra, Prasanna. (2015).Financial Management: Theory and Practice, 9th Edition. Tata McGraw Hill, Delhi.
- Van Horne. J.C. and J.M. Wachowicz. (2015). Fundamentals of Financial Management,13th Edition. Prentice Hall, Delhi.
- Brealey, Richard A; Stewart, C. Myers and Allen, F. (2017). Principles of Corporate Finance, 11th Edition. McGraw Hill, New York.
- Bhole, L. M. (2017). Financial Institutions and Markets, 6th Edition. McGraw Hill
- Srivastava, R. M and Divya, N. (2014). Management of Indian Financial Institutions, 9th Edition. Himalaya Publishing House.
- Varshney. N. and Mittal, DK. (2010). Indian Financial System, 11th Edition. Sultan Chand & Sons.

2 nd Semester		MBA 207-18 ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: : To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

Course Outcomes: After studying the course, students will be able to:

CO1	To explain the characteristics, functions and traits of an entrepreneur.
CO2	To illustrate the concept of corporate entrepreneurship, women entrepreneurship, rural and social entrepreneurship and development of the same in the organizations.
CO3	To comprehend the significance of entrepreneurial motivation and to examine entrepreneurial strategies to explore new entry opportunities, methods of enhancing creativity and generation of ideas.
CO4	To understand the significance of Legal issues for the entrepreneur
CO5	To be able to develop an effective business plan.
CO6	To explain the basic concepts of project management and analyse different phases of project management viz. generation and screening of project ideas, project analysis, selection, financing, implantation and review.

Unit	Content	CO
I	Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneur, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship.	CO1
	Entrepreneurship and Intrapreneurship: Similarities and variance, Developing Corporate Entrepreneurship. Women entrepreneurs: -Meaning, role, problems for women entrepreneurs, Rural entrepreneurship, social entrepreneurship, Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development.	CO2
II	Entrepreneurial Motivation: Concept and Theories, Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities, Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation	CO3

	<p>Creativity and Business Idea Generation: Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship.</p> <p>Entrepreneurial Innovation: Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process.</p>	
III	<p>Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organization.</p>	CO4
	<p>Business Plan Creating and Starting the Venture: Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan.</p> <p>Succession Planning and Strategies for Harvesting and Ending Venture: Exit Strategy , succession of Business, Selling off, bankruptcy</p> <p>Reasons of failure of business plan, Reasons for the failure of entrepreneurial ventures.</p>	CO5
IV	<p>Project Management: Concept, facets and Key Issues of project management. Generation and screening of project ideas, Project Analysis: Market and demand analysis, Technical analysis, Financial estimates and projection, Project Selection: Investment criteria, Risk analysis, Social Cost Benefit analysis. Project Financing: Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. Project Implementation: Project planning and control, Network techniques for project management: PERT and CPM Models, Project Review: Post Audit and Administrative Aspects.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Chandra, P. (2017). Projects:Preparation, Appraisal, Budgeting and Implementation. New Delhi: 8th Edition,Tata Mcgraw .
- Desai, V. (2017). Project Management and Entrepreneurship. New Delhi: 2nd Edition, Himalaya Publishing House.
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- Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). Entrepreneurship. New Delhi:10th Edition,Tata mc graw.
- Mohanty, Sangram Keshari (2017). Fundamentals of Entrepreneurship, Revised Edition, PHI Learning Pvt Ltd
- Natrajan, K. and Gordon, E. (2017). Entrepreneurship Development. New Delhi: 6th Edition , Himalaya Publishing House.

2 nd Semester		MBAGE 201-18 COMPUTER APPLICATIONS FOR BUSINESS			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

Course Outcomes: After studying the course, students will be able to:

CO1	Develop understanding of computer fundamentals, functions and their classifications
CO2	Develop a clear understanding and knowledge about the functioning of a Computer Components.
CO3	To understand the working of operating system and windows.
CO4	Demonstrate proficiency in Microsoft word. Apply formatting and editing features to enhance worksheets.
CO5	Demonstrate proficiency in MS-Power Point. Apply formatting and editing features to enhance worksheets.
CO6	Apply the concepts of MS-Excel and data base and Access for editing Data; managing reports and labels, Managing Multiple Tables.

Unit	Content	CO
I	Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation.	CO1
	Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes	CO2
II	Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager)	CO3
	Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders).	
III	MS-Office: Introduction, Components of Office.	CO4
	MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and Outdents, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing	

	text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and	
	MS-PowerPoint: History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.	CO5
IV	<p>MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.</p> <p>MS Access: Introduction to Data Base and Access: Viewing and Editing Data; Sorting and Indexing Printing Reports and Labels, Managing Multiple Tables. Forms, Queries, Reports.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization*. NewDelhi: AgePublications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPBPublications.
- Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing.
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- Roger,J. (2010).*MicrosoftAccess2010*.Delhi:PearsonEducation.
- Forouzan,(2009).*Basics of Computer Science*. India: Cengage Learning
- Levi, D.S., Kaminsky, P. (2007) *Designing and Managing the Supply Chain*.McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems andIntelligent Systems* (7th Edition). Pearson Publishers.

3 rd Semester		MBA 301-1 ORGANIZATIONAL BEHAVIOUR & DESIGN			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behavior at the individual, group, and organizational levels in the changing global scenario at workplace.

Course Outcomes: After studying the course, students will be able to:

CO1	To explain the basics of Organizational behavior and various challenges for OB in the national and global environment, foundations of Individual Behavior, and analyze the influence of individual level
CO2	To illustrate foundations of learning, emotions & moods, and personality on behavior in organizations.
CO3	To assess the factors and process of perception, sources and type of attitude, theories of motivation, and significant role of leadership styles in the effectiveness of the team.
CO4	To examine the dynamics of group development, group properties, formation of organizational culture and stress management.
CO5	To demonstrate dimensions of organizational design and types of organizational structure and analyze the environment's influence on organizational design.
CO6	To interpret the political climate's effect (conflict, power, and politics) on human behavior and understand the concept of learning organizations.

Unit	Content	CO
I	Organizational Behavior: Meaning, foundations, contributing disciplines to OB, Challenges, and opportunities for OB. Individual Behavior: Foundations of individual behavior, Determinants of individual behavior.	CO1
	Learning and Reinforcement: Theories of learning, Schedules of reinforcement, Behavior modification. Emotions and Moods: Types and sources of emotions, emotional intelligence, managing emotions at the workplace.	CO2
II	Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.	CO3
	Attitudes & Values: sources and types of attitudes, cognitive dissonance theory, Types of attitudes at the workplace, attitude change. Perception: factors influencing perception, the process of perception, attribution theory of perception, perceptual distortions, and improving perceptions. Motivation: early and contemporary theories of motivation, application of motivation process. Leadership: nature and significance of leadership, theories of leadership, behavioural styles of leadership, leadership traits, transactional leadership, the concept of charisma leaders.	

III	Transactional analysis: Ego states, life positions, Johari window model. Foundations of Group Behavior: Nature and concept of the group, Group formation, stages of group formation, theories of group formation, Types of teams, and issues in team management. Group Properties: Roles, norms, status, size, cohesiveness, and decisions making in groups. Stress management: sources of stress, approaches for stress management. Organizational culture: meaning, concept, and dimensions of organizational culture, developing organizational culture, cultural differences.	CO4
IV	Understanding Organizations: Meaning and importance of organizations, Organizational theory, Organizational life cycle. Organization and environment: General vs specific environment, actual vs perceived environment, environmental uncertainty. Organizational Design: Meaning, factors influencing organizational design: organizational strategy, size, technology, environment. Dimensions of Organizational design: Complexity, formalization, centralization. Common organizational designs: Traditional designs and contemporary designs. Organizational structure: Meaning and Types of organizational structures.	CO5
	Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. Learning Organizations: Meaning of learning organizations, creating learning organizations. Power and politics in organizations: Nature & concepts, sources, and types of power, tactics, and techniques of politics.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Robbins, Organization Behaviour, Pearson Education
- Luthans ,OrganizationBehaviour, Tata McGraw Hill
- Newstrom, Organizational Behaviour: Human Behaviour at work, Tata McGraw Hill
- Kalliath, Organization Behaviour, The McGraw –Hill
- Griffin& Moorhead, Introduction to Organisational Behaviour, Cengage Learning
- Hersey, Management of Organizational Behaviour, Prentice Hall India
- Parikh, Gupta, Organisational Behaviour, Tata McGraw Hill
- Aswathappa, Organization Behaviour, Himalaya Publications
- Locum, Fundamentals of Organisational Behaviour, Cengage Learning.
- Saiyadain , M.S. : Organization Behaviour , Tata McGraw Hill
- Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour, New Delhi, Tata McGraw Hill, 2007.
- UdaiPareek, Understanding Organizational Behaviour, New Delhi, Oxford UniversityPress, 2007.
- Stephen, P. Robbins, and Mary Mathew, Organizational Theory- Structure, Design and Applications, New Delhi, Pearson Education, 2009

3 rd Semester		MBA 302-18 MARKETING RESEARCH			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The course aims to provide an understanding of basic concepts, theories, and statistical techniques used in research. Students will also be given exposure to using applying SPSS.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the process of marketing research and its application in managerial decision making
CO2	Comprehend the basic concepts and mechanics of various research design
CO3	Identify various sources of data for marketing research, and develop a research proposal.
CO4	Design an effective questionnaire to enable the survey and also enunciate observation research.
CO5	Apply different methods of reliability and validity of the scales.
CO6	Acquire practical knowledge about data preparation and data analysis using SPSS.

Unit	Content	CO
I	Marketing Research: Definition, Nature, and Scope for marketing decision making. Marketing Research Process.	CO1
	Types of Research – Descriptive research, Exploratory Research, and Causal Research. Casual Research Designs: Basic designs – After-only design, Before-After design, After only with control group design, Before-After with control group design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomized Design, Randomized Block Design.	CO2
II	Sources of Data: Primary Source, Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research. Developing Research Proposal: purpose, nature and evaluation, content and format.	CO3
III	Questionnaire Design: Principles of Writing Questionnaire. Observation Research: Direct Observation, Indirect Observation, Observational Variables	CO4
IV	Reliability and Validity: Basic concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms, and Split-Half Reliability;	CO5

	Types of Validity – Content, Criterion, Concurrent, Predictive-Convergent, Construct, Discriminant, and Nomological Validity; Concept of Generalizability.	
	<p>Data Preparation: Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic computations of Descriptive Statistics.</p> <p>Basic Data Analytic Techniques: Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis.</p> <p>Advanced-Data Analytic Techniques: Correlation Analysis, Factor Analysis, Regression Analysis.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Malhotra N.K., Marketing Research, Pearson Education, New Delhi, 2012.
- D R. Cooper, & P.S. Schindler, Business Research Methods, Tata McGraw Hill.
- Thomas C. Kinnear and James R. Taylor, Marketing Research-An Applied Approach, McGraw Hill
- Paul, E. Green and Donald, S. Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
- Harper, W. Boyd, (Jr.), Ralph Westfall and Tandoy, F. Stasch, Marketing Research, All India Travelers Bookseller, Delhi, 2002.
- RamanujMajumdar Marketing Research, Wiley Eastern Ltd., New Delhi, 1991.
- David J. Luck and Ronald S. Rubin, Marketing Research, Prentice Hall of India, 1990.
- Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
- Churchill & Israel, Marketing Research, Cengage Learning 10. Zikmund, Essentials of Marketing Research, Cengage Learning.

3 rd Semester		MBA 911-18 INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course aims to acquaint students with the market microstructure of financial markets and understanding of economic, industrial and company analysis. It shall also enable them to understand the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities and construct portfolios to achieve investor's investment goals.

Course Outcomes: After studying the course, students will be able to:

CO1	To familiarize the students about the basic concepts of Investment and various investment avenues.
CO2	To enable students to understand the operation of primary as well as secondary markets in India.
CO3	To familiarize the students with the concepts and process of fundamental analysis so that they may understand the impact of various environmental factors on investment valuation.
CO4	To explain the concepts and process of technical analysis and enable the students to understand the role of daily price movements in portfolio management.
CO5	To enunciate the concepts, process, and techniques for portfolio construction, evaluation and revision.
CO6	To familiarize the students with the Portfolio Theory and the concept of financial derivatives.

Unit	Content	CO
I	Introduction: Concepts of investment, objectives of investment, various alternatives of investments, investment process, financial investments vs. real investments, difference between investment and speculation.	CO1
	Financial Markets - Primary and secondary markets. Introduction to primary market, design of the primary market, its role and functions, types of offers in the primary market, SEBI guidelines on primary market. Secondary Market: Introduction, participants, trading and settlement Mechanism, types of orders, stop Loss, margin trading, short selling, price freeze, hair-cut, market wide circuit breakers, insider trading, bulk deals, block deals and arbitrage opportunity in the market.	CO2
II	Fundamental Analysis: Meaning, scope and introduction to concept of intrinsic value. Process of conducting economic analysis; industry analysis and company analysis by using E-I-C and C-I-E approaches. Valuation of securities using	CO3

	fundamental analysis.	
III	Technical Analysis: introduction, terminology of technical analysis, Dow theory, characteristic phases of Bull and Bear trends, critical appraisal of Dow theory, various types of charts, concept of trend, trend lines: support and resistance, Importance of trading volume, reversal patterns, continuation pattern, moving averages, other market indicators	CO4
	Portfolio Management: Meaning, importance and approaches of portfolio management, portfolio analysis, portfolio evaluation and revision techniques.	CO5
IV	Portfolio Theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing Theory. Market Efficiency and Behavioral Finance Derivatives: Introduction, features, derivative instruments, difference between forward and futures contracts, types of option contracts, computing payoffs of forward, futures and option contracts.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Reilly and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
- Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
- Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
- Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
- V. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications
- Preeti Singh 'Investment Management' Himalaya Publications

3 rd Semester		MBA 912-18 MANAGEMENT OF FINANCIAL SERVICES			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real services industry in the real-world situation.

Course Outcomes: After studying the course, students will be able to:

CO1	To acquire knowledge about different financial services and their importance.
CO2	To understand the role of depository system in India
CO3	To know the structure and system of credit rating, leasing, merchant banking and venture capital.
CO4	To comprehend the process and importance of factoring and Securitization.
CO5	To enunciate the students with the knowledge of different types of plastic money and its credit process.
CO6	To explain the process of asset liability management and risk management in banks.

Unit	Content	CO
I	Financial Services: Meaning, types and their importance. Financial sector reforms in India, Future challenges for Indian banks, Management of Financial Services. Mutual Funds and Pensions Funds, Insurance Services, Bank assurances, Reinsurances, venture capital–Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization-Indian Banking and Financial crisis, Asset Reconstruction Companies, Depositories, credit cards, Micro/Macro finance, Financial Inclusion, Behavioural Finance.	CO1
	Depository – Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository system in India, Dematerialization and Re materialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.	CO2
II	Credit rating: The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Are Indian Credit Rating Credible? International credit rating agencies –crisis of confidence? Leasing: Concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and	CO3

	<p>lessee. Tax aspect of leasing.</p> <p>Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.</p> <p>Venture Capital: Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.</p>	
III	<p>Debt Securitization: Meaning, Features, Scope and process of securitization.</p> <p>Factoring: Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.</p>	CO4
	<p>Plastic Money: Concept and different forms of plastic money – credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.</p>	CO5
IV	<p>Asset Liability Management: Significances, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk value of equity and market value of equity perspective.</p> <p>Risk Management in Banks: Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1 and 2, IPR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Software's.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- M Y Khan 'Financial Services' Tata McGraw-Hill.
- L M Bhole 'Financial Instructions & Markets' Tata McGraw-Hill
- S Gurusamy 'Financial Services & System' Thomson Publications
- V. A. Avdhani 'Financial Services in India' Himalaya Publications
- Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications
- Vasant Desai 'Financial Markets & Financial Services' Himalaya Publications
- Harrington, S. E. (2004). Risk management and insurance: Instructor manual (2nd ed.). New York: McGraw- Hill Publishing Company.
- Madura, J. (2009). Financial markets and institutions (9thed.). USA: South Western College.
- McDonald, S. S., & Koch, T.W. (2009). Management of banking (7thed.). USA: Cengage Learning.
- Mishkin, F.S., & Eakins, F.S. (2009) financial markets and institutions. (6thed.). New Delhi: Pearson Education.
- Rose, P.S. (2008). Bank management and financial services (8thed.) USA: McGraw- Hill Education.
- Saunders, A., & Cornett, M.M. (2007). Financial institutions management: A risk management approach (6th ed.). New Delhi: McGraw-Hill

3 rd Semester		MBA 921-18 CONSUMER BEHAVIOUR			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behaviour and to understand the process of consumer buying. Based on the understanding of consumer behaviour, the students are expected to design the strategy.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the fundamental concept of consumer behaviour and also explain the intricacies of market segmentation.
CO2	Analyse the emerging trends in consumer behaviour and consumer motivation.
CO3	Acquire knowledge about the personality of the consumers and understand the consumer learning concept.
CO4	To learn and understand the impact of social and cultural settings on consumer behaviour.
CO5	Understand the role of opinion leaders and the process of diffusion of innovation.
CO6	To have an understanding of the consumer decision-making models.

Unit	Content	CO
I	Introduction to Consumer Behaviour Consumer Behaviour: Scope, importance and interdisciplinary nature. Consumer Research Process: Qualitative and Quantitative research. Market Segmentation: Uses and bases of Segmentation	CO1
	Emerging trends in consumer behavior: Consumer behavior in online space. Use of Information technology and AI in consumer profiling and engagement, concept of materialistic vs spiritualistic consumption.	CO2
II	Individual Determinants of Consumer Behaviour Motivation: Nature and Types of Motives, Process of motivation, types of Needs. Personality: Theories, Product Personality, Self-Concepts. Consumer Perception: Concept And Elements of Perception, Consumer Imagery, and Perceived Risk. Consumer Learning: Behavioural and Cognitive Learning Theories. Consumer Attitude: Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi-attribute, and Cognitive Dissonance), Attitude Change Strategies.	CO3
III	External Influences on Consumer Behaviour Group Dynamics and Reference Groups: Consumer relevant groups,	CO4

	<p>Types of Family: Functions of family, Family decision making, Family Life Cycle (Modern and Traditional)</p> <p>Culture: Values and Norms, Characteristics and influence on Consumer Behaviour, sub culture, Cross cultural consumer behaviour.</p> <p>Social Class: Categories, Measurement, and Applications of Social Class</p>	
IV	<p>Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy.</p> <p>Diffusion of Innovation: Diffusion Process, Adoption Process, and Profile of Consumer Innovators</p>	CO5
	<p>Consumer Decision Making</p> <p>Process and models (Howard Sheth, Nicosia Model, Engel Blackwell, and Kollat).</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Prentice Hall of India
- Loudon, D. and Bitta, D., Consumer Behaviour, Tata Mc Graw Hill
- Assael, H., Consumer Behaviour in Action, Cengage Learning
- Blackwell, R.D., Miniard, P.W. and Engel, J.F. , Consumer Behaviour, Thomson Learning

3 rd Semester		MBA 922-18 SERVICES MARKETING			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behavior and understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the fundamental concepts of service marketing and its functions.
CO2	Comprehend the behavior of customers in services, Identify the role and significance of various elements of the service marketing mix.
CO3	Know how to manage relationships in Services, Analyze Challenges of service design, types of new services, Physical evidence, and its effects on consumer behavior.
CO4	To learn the concept of Delivering and performing service through employees and customers and types of intermediaries.
CO5	Analyze integrated services marketing communications and services marketing triangle.
CO6	Examine various pricing strategies and pricing approaches in service sectors, and also understand service marketing applications in different service sectors.

Unit	Content	CO
I	Introduction to Services: Growth and development of service sector economy, contribution to the Indian economy, Service Characteristics, Service Classification,	CO1
	Service Marketing Mix. Consumer Behavior in Services: Customer Expectation of Service, Customer Perceptions of Service. Service Quality: Integrated gaps model of service quality. Prescriptions for closing quality gaps	CO2
II	Managing relationships in Services: Building customer loyalty, Complaint handling and Service recovery strategies. Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process. Service blueprinting: Nature, need and process of blueprinting. Physical evidence and the Servicescapes: Nature, Importance and Types, role and its effect on Consumer behaviour.	CO3
III	Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self service technologies and Customer Participation. Delivering services through intermediaries: Nature and types of intermediaries, role of electronic channels in servicedelivery.	CO4
	Managing demand and capacity: Waiting line strategies integrated.	CO5

	Integrated Services Marketing Communications and Servicesmarketing triangle	
IV	Pricing of services: Pricing approaches, Pricing Strategies. Service Marketing Applications: Marketing of services in Financial, Healthcare andHospitality sectors.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

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| <ul style="list-style-type: none"> • Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi. • Lovelock, Christopher H. Services Marketing, Pearson Education, New Delhi • P.K.Sinha and S.C.Sahoo, Services Marketing, Himalaya Publishing House, New Delhi |
|--|

3 rd Semester		MBA 931-18 ORGANIZATIONAL CHANGE AND DEVELOPMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course aims to introduce students to theories and concepts of organizational change and development and also it enhances the knowledge and understanding of organizational interventions terminology and provides students with the opportunity to apply the key concepts to practical organizational situations.

Course Outcomes: After studying the course, students will be able to:

CO1	Develop understanding of organization change and Define, explain and illustrate theories of planned change, their relevant foundations, strengths and weaknesses
CO2	Recognize and comment on issues and problems arising out of organizational change initiatives.
CO3	To Understand concepts related to Action Research Models and apply diagnostic models and concepts to change issues at the organizational, group and individual levels.
CO4	Understand the role of various intervention strategies in organizational development.
CO5	Analyze impact of power and politics on organization.
CO6	Examine various issues in the relationship between client and consultant relationship.

Unit	Content	CO
I	Introduction to Organizational Change and Development; Definitions & its distinguishing characteristics, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change.	CO1
	Foundations of OD: Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.	CO2
II	Action Research and OD, Action Research: A Process and an Approach. Managing OD Process: Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.	CO3
III	OD Interventions: An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors. Team Interventions, Intergroup and Third-Party Peace-Making Interventions. Comprehensive Interventions.	CO4

	Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.	CO5
IV	Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD-Now and Beyond.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Wendeel L. French, Cecil H. Bell : Organization Development Prentice Hall
- Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
- Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
- Thomas H, Patten Organization Development through Team Building , Thomas Publication
- Edgar F. Huse : Organization Development & Change, Thomas Publication
- Burke W.W.: Organization Development Principles & Practice, Sage Publication
- S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
- S. Ramnarayan, and T.V. Rao : OD – Accelerating Learning & Transformation, Sage, New Delhi

3 rd Semester		MBA 932-18 EMPLOYEE RELATIONS			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The aim of this course is to help students to understand basics of labour laws and industrial relations applicable in various business houses.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand establishing & maintaining a sound relationship between the worker & the employer.
CO2	Comprehend the significance & functioning of Trade Unions and factories Act, 1947.
CO3	Identify the simmering issues in the workplace and various provisions laid down by laws to settle disputes in the organizations
CO4	Assess the importance of various Acts in Industrial Relations.
CO5	To enunciate the provisions of Maternity Benefit Act, 1961 and provisions of Provident Fund and Miscellaneous Provisions Act, 1951.
CO6	Comprehend the concept and classification of labour welfare.

Unit	Content	CO
I	Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology	CO1
	Trade Unionism, impact of trade unions on wages, The Trade unions Act, 1926 (with amendments), Factories Act, 1947 (with amendments).	CO2
II	Anatomy of industrial disputes. Dispute Settlement Machinery: Conciliation-Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. Sexual Harassment.	CO3
	Industrial Disputes Act 1947, Provisions in Industrial Disputes- Lay Off, Termination Retrenchment, Closures, VRS, Anatomy of Industrial disputes, Managing foreign nationals in Indian organizations.	CO4
III	Social Security: Concept, Social Assistance, Social Insurance. Payment of wages Act, 1936, Payment of Bonus Act, 1965, Workman's Compensation Act, 1923, Payment of Gratuity Act 1982.	
IV	Maternity Benefit Act, 1961, ESI Act 1948, Provident Fund and Miscellaneous Provisions Act, 1951.	CO5

	I.L.O and social Security. The concept of Labour welfare: definition, Scope and Objectives, classification of welfare work, agencies for welfare work. Agencies for administering labour welfare laws in India.	CO6
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Note: Relevant Case Studies should be discussed in class.

References:
<ul style="list-style-type: none"> • Venkata Ratnam, C.S. “Industrial Relations”, Oxford University Press, New Delhi,2006. • Srivastava, S. C. “Industrial Relations and Labour Laws”, Vikas Publishing House PvtLtd, New Delhi, 2008. • Sinha, P.R.N., Sinha, InduBala and Shekhar, Seema Priyadarshini, “Industrial Relations, Trade Unions, and Labour Legislation”, Pearson Education, New Delhi, 2004. • Sen Ratna, “Industrial Relations in India”, MacMillan, New Delhi, 2003. • Mamoria, Mamoria and Gankar. “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2007. • Monappa Arun, “Industrial Relations”, Tata McGraw Hill Edition, New Delhi, 2007. • Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999. • Sivarethnamohan, R, Industrial Relations and Labour Welfare- Text and Cases, PHILearning Pvt. Ltd, New Delhi, 201

3 rd Semester		HVPE 101-18 HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Outcomes: After studying the course, students will be able to:	
CO1	To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' .
CO2	To ensure sustained happiness and prosperity which are the core aspirations of all human beings.
CO3	To facilitate the development of a Holistic perspective among students towards life, profession and happiness.
CO4	To ensure correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
CO5	To ensure mutually enriching interaction with Nature.
CO6	To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior.

Content for Lectures:

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]	CO1
1. Understanding the need, basic guidelines, content and process for Value Education	CO1
2. Self Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration	CO1
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations	CO1
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority	CO1
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario	CO2
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels	CO2
Module 2: Understanding Harmony in the Human Being - Harmony in Myself! [6]	CO2
7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'	CO2
8. Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha	CO2
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)	CO2
10. Understanding the characteristics and activities of 'I' and harmony in 'I'	CO2
11. Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail	CO2
12. Programs to ensure Sanyam and Swasthya - Practice Exercises and Case Studies will be taken up in Practice Sessions.	CO2
Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship [6]	CO3
13. Understanding harmony in the Family- the basic unit of human interaction	CO3
14. Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational	CO3

values of relationship	
15. Understanding the meaning of Vishwas; Difference between intention and competence 16. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship	CO3
17. Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals	CO4
18. Visualizing a universal harmonious order in society- Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family! - Practice Exercises and Case Studies will be taken up in Practice Sessions.	CO4
Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co- existence [4]	CO5
19. Understanding the harmony in the Nature	CO5
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature	CO5
21. Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all- pervasive space	CO5
22. Holistic perception of harmony at all levels of existence - Practice Exercises and Case Studies will be taken up in Practice Sessions.	CO5
Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics	CO6
23. Natural acceptance of human values	CO6
24. Definitiveness of Ethical Human Conduct [6]	CO6
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order	CO6
26. Competence in professional ethics a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, c) Ability to identify and develop appropriate technologies and management patterns for above production systems.	CO6
27. Case studies of typical holistic technologies, management models and production systems 28. Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers b) At the level of society: as mutually enriching institutions and organizations	CO6

Text Book

R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Value Education.

Reference Books

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. A Nagraj, 1998, Jeevan Vidya ek Parichay, Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Purblishers.
6. A.N. Tripathy, 2003, Human Values, New Age International Publishers.
7. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers , Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
12. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

1. Value Education website, <http://uhv.ac.in>
2. Story of Stuff, <http://www.storyofstuff.com>

3. Al Gore, An Inconvenient Truth, Paramount Classics, USA 4. Charlie Chaplin, Modern Times, United Artists, USA 5. IIT Delhi, Modern Technology – the Untold Story\

HVPE 102-18 Human Values, De-addiction and Traffic Rules (Lab/Seminar) One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar atleast once during the semester. It will be binding for all the students to attend the seminar.

4 th Semester		MBA 401-18 CORPORATE STRATEGY			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course aims to familiarize the students with organization perspective from strategic viewpoint integrating different functional areas of management. The aim is to develop an understanding of how organizational strategies are formulated and implemented in a changing global environment.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the concepts of strategic management process and defining Strategic Intent.
CO2	Discuss various techniques of external environmental analysis of business and concept of industry analysis.
CO3	Explain internal environment analysis and business level strategies with their implications.
CO4	Illustrate the corporate level strategies and Strategic Analysis and choice.
CO5	Understand the issues involved in strategy implementation and Leadership and corporate culture.
CO6	Understand the techniques of strategic evaluation and control.

Unit	Content	CO
I	Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7 S model.	CO1
	Defining Strategic Intent: Vision, Mission, Goals and Objectives.	
II	External Environment Analysis: Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.	CO2
	Industry analysis- Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix.	
	Internal Environment Analysis – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix. Business Level Strategies – Porter's Framework of Competitive Strategies:	CO3

	Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence.	
III	<p>Corporate Level Strategies – Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies.</p> <p>Strategic Analysis and choice (Multi Business Strategies: Portfolio Strategies) – BCG,GE Nine cell, Product life cycle Matrix).</p>	CO4
	<p>Strategy Implementation– Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans.</p>	CO5
IV	<p>Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation, Strategy Evaluation Framework; The Balanced Score Card.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “Crafting and Executing Strategy. The Quest for Competitive Advantage - Concepts and Cases”, Tata McGraw, New Delhi.
- Kazmi, Azhar, Strategic Management, Tata Mc .Graw Wheelen Thomas L. & Hunger J. David; Concepts in Strategic Management and Business Policy; Pearson Education Pearce III,
- John A, Robinson, Jr., Richard B and Mittal, A “Strategic Management:Formulation, Implementation and Control. Tata McGraw Hill.
- David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India. Hill,
- Charles W L and Jones Gareth R, “An Integarated Approach to Strategic Management” Cengage Learning
- Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

4 th Semester		MBA 403-18 WORKSHOP ON INDIAN ETHOS			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The course is an attempt for the students to learn about how to apply the concepts and theories of ancient Indian management in business.

Course Outcomes: After studying the course, students will be able to:

CO1	Comprehend the practice of Indian Ethos.
CO2	Apprise management principles from Vedas and other holy books and explain the application of Indian heritage in business.
CO3	Applying ethical practices and value-based management in business.
CO4	Enunciate the various stress management techniques and their applications in organizations.
CO5	Describe salient features and advantages of the ancient Indian system of learning.
CO6	Explain various laws of Karma and explain the concept of corporate karma.

Unit	Content	CO
I	Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices. Ethics v/s Ethos, Indian v/s Western Management	CO1
	Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption.	CO2
II	Work Ethos: Meaning, levels, dimensions, and steps. Values: Values for Indian Managers, Relevance of Value-Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.	CO3
III	Stress Management: Meaning, types of stress at work, causes of stress, consequences of stress. Techniques for Managing Stress: Meditation: Meaning, advantages for mental health and its importance in management. Brainstorming, brain stilling, Yoga: Meaning, Significance. Contemporary Approaches to Leadership- Joint Hindu Family Business– Leadership Qualities of Karta.	CO4

IV	Indian Systems of Learning- Gurukul System of Learning, Advantages-Disadvantages of Karma, the importance of Karma to Managers, Nishkama Karma.	CO5
	Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection. Corporate Karma: Meaning, methodologies, guidelines for good corporate karma.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- N M Khandelwal- Indian Ethos & Values for Management- Himalya Publishing.
- Tushar Agrawal and NidhiChandorkar- Indian Ethos in Management- Himalya Publishing.
- Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
- DwijendraTripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.
- Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
- Habib Irfan, The Cambridge Economic History of India, Volume 1 Cambridge University Press, 1982.
- Jitatananda Swami, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- Kautilya'sArthasastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016

4 th Semester		MBA 915-18 INTERNATIONAL FINANCE AND FINANCIAL DERIVATIVES			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The course's primary objective is to familiarize the students with the different aspects of finance in respect of international trading and investing and to equip them with the trading framework of different types of derivative contracts.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand the framework of international finance including the concept of BOP
CO2	Comprehend the international monetary system and various types of risks/exposures in foreignexchange management.
CO3	Describe various theories underlying the concepts of international finance and internationalsources of finance.
CO4	Discuss the regulatory framework of derivatives contracts in India, and the basics of derivativeand forward and futures contracts.
CO5	Understand trading strategies using options contracts, trading strategies, and swaps and swaptions.
CO6	Enunciate the basic concepts of credit derivatives and foreign exchange risk management

Unit	Content	CO
I	International Finance: An overview, importance, nature, and scope, recent changes and challenges in IFM. The international flow of funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, and Agencies that facilitate International flows.	CO1
	International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates.	CO2
II	Parity Conditions in International Finance and Currency Forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate. International Sources of Finance: Long Term- International Capital Markets (ADRs, GDRs), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank, and IMF. Short Term: Banker's Acceptance, Discounting, Factoring,	CO3

	Forfaiting, EXIM Bank of India	
III	<p>Derivatives: Meaning, Types, Importance, Principles and regulatory framework in India</p> <p>Forward and Futures Contracts: Meaning, Difference between forward and futures contracts, pricing of futures contracts, determinants of the value of futures contracts, Mark-to-Market, and Payoffs of futures contracts. Speculation, Hedging, and Arbitrage by using futures contracts.</p>	CO4
	<p>Options Contracts: Meaning, type, importance, Black-Scholes Model for pricing options contracts, factors determining option prices, Payoffs of Call Option and Put Option contracts, Pull-Call Parity</p> <p>Option Trading Strategies: Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, and Spreads including butterfly spreads, calendar spreads, etc.</p>	CO5
IV	<p>Swaps and Swaptions: Meaning, types, importance and pricing of swaps and Swaptions. Factors determining the price of swaps and Swaptions.</p>	
	<p>Credit Derivatives: Meaning, Importance, pricing models and strategies to hedge by using credit derivatives.</p> <p>Foreign Exchange Risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and Options Markets, Swap and Interest rate derivatives.</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:

1. P. G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi.
2. Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D. Levi, International Finance, Tata McGraw-Hill, New Delhi.
5. S. EunChoel and Risnick Bruce, International Financial Management, Tata McGraw
6. Hill,Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall of India
7. Walmsley, Julian: New Financial Instruments, Prentice Hall of India
8. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
9. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
10. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India

4 th Semester		MBA 916-18 TAXATION AND PERSONAL FINANCIAL PLANNING			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective:

Course Outcomes: After studying the course, students will be able to:

CO1	The students will be familiarised with the concepts of tax management, tax avoidance and tax evasion and the methods of ways of tax planning.
CO2	To acquaint students with the provision of the current finance act with regard to various head of income.
CO3	To enable students to compute the tax liability of individuals after considering their residential status, various exempted incomes, permissible deduction, clubbing of income and setting off of losses.
CO4	To familiarise students with the concept, objectives and importance of personal financial planning and enable the students to understand the implications of environmental factors and time value of money on the personal financial statements.
CO5	To enable students to identify various types of risks any individual is exposed to and how they can hedge diversifiable risk also to know about the aspects of Investment Planning.
CO6	To familiarise students with various instruments available for investment by an individual for achieving their personal financial goals.

Unit	Content	CO
I	Tax Management: Introduction to tax management, features and scope of tax management. Differentiate between tax planning, tax avoidance and tax evasion. Tax Planning: Meaning, need, scope, objectives and methods of tax planning.	CO1
II	Tax planning for Five Heads of Income: Income from salary, house property, profits and gains from business or profession, capital gains and income from other sources.	CO2
	Tax Planning with reference to Residential status, exempted incomes, permissible deductions, clubbing of income and setting off & carry forward of losses.	CO3
III	Personal Financial Planning: Introduction, features, objectives and scope of	CO4

	<p>personal financial planning.</p> <p>Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning.</p> <p>Time Value of Money and Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.</p>	
IV	<p>Personal Risk Management: Meaning of risk, measurement of risk and its identification (Risk taker, moderate risk taker, risk averter), introduction to life insurance and general insurance, differentiate between life insurance and investment. Insurance planning for the individual as well as family.</p> <p>Investment Planning: Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety</p>	CO5
	<p>Investment Instruments for Personal Financial Management: Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes (open ended and closed ended; growth and dividend schemes), Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.), Capital market instruments (Equity shares, Preference shares, Debentures, Long-term Government as well as corporate securities, Derivatives etc.), Money market instruments (T-bills, Commercial papers, certificate of deposits etc.) and Real Assets (like Real estate, precious metals, antiques etc.).</p>	CO6

Note: Relevant Case Studies should be discussed in class.

References:
<ul style="list-style-type: none"> • Mehrotra, H. C. and Goyal, S. P., ‘Income Tax: Tax Planning and Management’ Sahitya Bhawan Publications. • Singhania V.K., ‘Direct Taxes: Law and Practice’, Taxmann Publications • Ahuja, G. and Gupta, R., ‘Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST’, Wolters Kulwer • Gaur, V. P. and Narang, D. B., ‘Income Tax Law and Practice

4 th Semester		MBA 923-18 Integrated Marketing Communication & Sales Management			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course will help the students to understand the principles and practices of marketing communication, tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning as well as sales management.

Course Outcomes: After studying the course, students will be able to:

CO1	Apply the key terms, definitions, and concepts used in integrated marketing communications
CO2	Conduct and evaluate marketing research and apply these findings to develop competitive IMC Programme.
CO3	Examine the role of various promotional strategies such as direct marketing, sales promotion and PR in effectiveness of marketing communication.
CO4	Understand and apply the concepts of sales management and organization.
CO5	Develop sales related marketing policies such as product policies, distribution policies & pricing policies.
CO6	Explain various sales operations such as sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibition.

Unit	Content	CO
I	Role of IMC in marketing process: IMC planning model, IMC components. Communication process, steps involved in developing IMC Programme, Effectiveness of marketing communications, Purpose, Functions, Types of IMC.	CO1
	Advertising management: Advertising appeals, advertising designs, Advertising agencies, Advertising Budgeting, Media planning and evaluation, Media strategy: Creativity, Elements of creative strategies and its implementation.	CO2
II	Direct Marketing: Features, Advantages/Disadvantages, strategies in Direct Marketing Promotion: Meaning, Importance, tools used, push pull strategies, Publicity/ Public relations: Meaning, Objectives, strategies and tools of public relations. Corporate Advertising Role, Types, Limitations, Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. International Advertising: Global environment in advertising, Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising	CO3
III	Sales Management and Organization: Objectives of sales management, sales executive as a coordinator, sales management and control, sales organization - it's	CO4

	purpose , setting up a sales organization , types of sales organization.	
	Objectives and theories of personal selling , analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies.	CO5
IV	Sales Operations: Sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display , showroom and exhibition. Sales manager- Qualities and functions, types of salesman, psychology of customers.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

1. Kenneth . E. Clow and Donald Baack, “Integrated Advertising, Promotion and Marketing Communication”, Prentice Hall of India
2. Philip j. Kitchen and Patrick D. Pelsmacker, “Integrated Marketing Communication- A Primer”, Routledge London.
3. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition.
4. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5th Edition.
5. Mark W. Johnston & Greg W. Marshall, ‘Sales Force Management’, Tata McGraw-Hill
6. Rosenbloom, Bert, ‘Marketing Channels: A Management View’, Cengage Learning,
7. Havaldar, K. K. and Cavale, VM. ‘Sales and Distribution Management’, Tata McGraw Hill,
8. Chunawalla, S.A. Sales and Distribution Management, Himalaya Publishing House

4 th Semester		MBA 925-18 INTERNATIONAL AND SOCIAL MEDIA MARKETING			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations. The course also helps students to understand the basics in Social Media Marketing and Blogging.

Course Outcomes: After studying the course, students will be able to:

CO1	Assess the challenges in international marketing and understand various international marketentry strategies.
CO2	Evaluate international marketing environment and identify various international trade barriersand regional blocks.
CO3	Develop international product, pricing and communication policy and examine international distribution system.
CO4	Discuss the evolution of social media marketing and identify various benefits and applicationsof social media.
CO5	Explain how to develop effective social media marketing strategies for various types of industries and businesses.
CO6	Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.

Unit	Content	CO
I	Definition and challenges of international marketing, Reasons for going international, International Market Segmentation and Positioning; International Market Entry Strategies: Screening and Selection of Markets; Methods to enter International markets.	CO1
	International Marketing environment: political, legal, environmental, socio Cultural and Technological environment, Country Risk Analysis, International Economic environment: IMF, WTO, International Monetary System, International TradeBarriers: Tariff and Non-Tariff. Regional Blocks: European Union, NAFTA, SAARC, ASEAN, International Marketing Research.	CO2
II	EXIM policy of India, export promotion organizations, incentives, Export documents. organisation and structure of export and import houses. International product and pricing policies: Product standardization & adaptation, international pricing strategies. International distribution system: International distribution channels, types, role of internet in international distribution International communication policy: communication strategies in international marketing, international promotionmix.	CO3
III	Introduction to Social Media Marketing: Evolution, from traditional to Modern marketing, Rise of internet and E concepts. Emergence of social media marketing as a tool. Social media Channels: Typesand models, Social media benefits and	CO4

	applications. Social media marketing framework. Consumer behavior on the Internet: Basics, evolution of the digital consumer, managing consumer demand. IMC.	
	Social media marketing strategies: Introduction, defining social media marketing planning, social media marketing marketing channels.marketing mix, social media	CO5
IV	Social media marketing campaign: Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics andROI, Managing social media marketing revenue: social media marketing revenue sources, managing service delivery and payments, Emerging trends in social media marketing: Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars	CO6

Note: Relevant Case Studies should be discussed in class.

References:

- Czinkota M, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing, Cengage Learning.
- Cherunilam F, International Trade & Export Management, Himalaya Publishing.
- Cateora& Graham, International Marketing, McGraw Hill.
- Dan Zarella, Social media marketing , O reilly.
- R Solomon and Tracy , Social Media Marketing: Pearson New International Edition

4 th Semester		MBA 933-18 INTERNATIONAL HUMAN RESOURCE MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective: This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts.

Course Outcomes: After studying the course, students will be able to:

CO1	Understand issues, opportunities and challenges pertaining to international HRM.
CO2	Develop competency in dealing with cross cultural situations.
CO3	Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;
CO4	Identify the role of cross cultural leadership in managing multicultural teams and also to know about performance and compensation management at international level.
CO5	Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically.
CO6	To acquaint students with key aspects in International Industrial Relations.

Unit	Content	CO
I	International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.	CO1
	Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function. Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.	CO2
II	Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program. Training and Development: Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Predeparture Training Programs, Effectiveness of Pre-Departure Training, Developing Staff through International Assignments. Staffing and Training for Global Operations, Global Staffing Choices, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.	CO3
III	Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees. Compensation: Concept and Objectives of International Compensation, Key	CO4

	Components of an International Compensation Program, Approaches to International Compensation.	
	Unit –IV	
	Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.	CO5
	Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

1. Peter, J. Dowling and Denice, E. Welch (2007), International Human Resource Management, Thomson Publishers, New Delhi.
2. K .Aswathappa (2012)International Human Resource Management, McGraw Hill, New Delhi.
3. Monir H. Tayeb (2004), International Human Resource Management – A Multinational Company Perspective, Oxford University Press, New Delhi
4. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, SAGE Publications, New Delhi.
5. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.

4 th Semester		MBA 936-18 PERFORMANCE AND COMPENSATION MANAGEMENT			
Internal Marks	40		L	T	P
External Marks	60		4	0	0
Total Marks	100		Credits		4

Course Objective:
Course Outcomes: After studying the course, students will be able to:

CO1	Increase the awareness of the process and principles of performance Management / appraisal.
CO2	Identify the negative aspects of appraisal systems and consider how these might be overcome.
CO3	Discuss performance with regard to pay awards, and whether these should, or should not be automatically related to each other.
CO4	Demonstrate a familiarity with the appeal process relating specifically to the performance review.
CO5	Illustrate different ways to strengthen the pay-for-performance link and also learn the concepts of Payment and employee benefits issues for contingent workers.
CO6	Develop appropriate reward and compensation policies.

Unit	Content	CO
I	Performance Management - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal.	CO1
	Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.	CO2
II	Reviewing & Managing Performance —Performance Management and strategic planning, Alternative models for Assessing Performance-Balance score card; EFQM Model; Outcome metrics—Economic Value Added (EVA); other economic measures. Building a High- Performance Culture-Performance Management & Employee Development, Performance Management and Rewards-Ethics in Performance Management.	CO3
III	Compensation and Benefits Management: Job evaluation approach to compensation management- Bonuses- concept & methods of calculation-	CO4
	Pay for performance, competency- based pay, equity based rewards, team rewards- Reward strategy & psychological contract—Law relating to compensation-Executive compensation, Benefits administration, employee welfare and working conditions- statutory and voluntary measures.	CO5
IV	Executive compensation - Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.	CO6

Note: Relevant Case Studies should be discussed in class.

References:

1. George T. Milkovich (2009), Compensation, McGraw-Hill Ryerson.
2. Goel, D. (2012) Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd.
3. Henderson, R.I. (2006) Compensation Management in a Knowledge Based World, Prentice Hall.
4. Henderson, R.I.(1985) Compensation Management: Rewarding Performance in the Modern Organisation, Reston Publishing Co.
5. Kandula, S.R.(2006) Performance Management: Strategies, Interventions, Drivers, Prentice Hall of India.
6. Marshall, D.R.(1978) Successful Techniques for Solving Employee Compensation Problems, John Wiley & Sons.
7. Patten, T. H.(1977) Pay-Employee Compensation and Incentive plans, McGraw-Hill.
8. Rock, M. L. and Berger, L.A. (2015) Compensation Handbook: A State-of-the Art Guide Compensation Strategy and Design, McGraw-Hill

Annexure A

Guidelines for Summer training Report

Summer Training Project Report

on

“PROJECT TITLE”

Submitted to



I.K. GUJRAL PUNJAB TECHNICAL UNIVERSITY

KAPURTHALA

In partial fulfillment of the requirement for the

award of degree of

Master of Business Administration (MBA)

Submitted by

Name of the Student

University Roll no.

Supervisor

Name (Company Guide)

Designation

Logo of the Institute

DEPARTMENT OF

MANAGEMENT NAME OF THE

INSTITUTE

NAME OF THE CITY

(Batch)

CERTIFICATE (On a Separate Page)

*Certificate of Summer Training from Company shall be attached herewith.

STUDENT DECLARATION (On a Separate Page)

I, “_____ (Student Name)”, hereby declare that I have undergone my summer training at “_____ (Company Name)” from __ (start date) to __ (end date). I have completed a research project titled “_____ (Project Title)” under the guidance of Mr. /Ms. _____ (Name of Supervisor at Company).

Further I hereby confirm that the work presented herein is genuine and original and has not been published elsewhere.

(Student name and Signature)

FACULTY DECLARATION (On a Separate Page)

I hereby declare that the student Mr. / Ms. _____ of MBA (II) has undergone his/her summer training under my periodic guidance on the Project titled “_____ (Project Title)”.

Further I hereby declare that the student was periodically in touch with me during his/her training period and the work done by student is genuine & original.

(Signature of Supervisor)

ACKNOWLEDGEMENT (On a Separate Page)

*Acknowledge the support and guidance provided to you by various persons during your Summer Training

TABLE OF CONTENTS (On a Separate Page)

Certificate by Guide		ii
Student Declaration		iii
Faculty Declaration		iv
Acknowledgment		v
CHAPTER NO.	CHAPTER TITLE	PAGE NO.
1	Introduction to the Company	
2	Introduction to the Research Problem	
3	Need, Scope and Objectives of the Study	
4	Research Methodology	
5	Data Analysis and Interpretation	
6	Findings of the Study	
7	Conclusion, Suggestions & Recommendations of the Study	
References and Bibliography		
Appendix (Questionnaire, Glossary of Terms, Abbreviations, Documents, Performa, Financial statements, etc.)		

LIST OF TABLES

TABLE NO.	TABLE TITLE	PAGE NO.

LIST OF FIGURES

FIGURE NO.	FIGURE TITLE	PAGE NO.

General Guidelines for Layout and format

1. Paper Size must be A4 and margins should be maintained on all pages as follows: **Left margin = 1.5” (wider for binding) Top, right & bottom margins = 1”**
2. Use **Times New Roman** font, **12 point** size, for text. and **14-point** size for headings
3. Use **1.5 line spacing** for all text in the main body of the thesis.
4. Report should contain page numbers (1, 2, 3....) starting from Introduction Chapter. Preliminary pages should be numbered: i., ii., iii, iv, v, vi, etc. A page number should not be shown on the inside title page even though it is counted as i.
5. Page number should be placed at the **bottom- center of page**.

Imp Note:

1. Students are required to prepare two Hard Bound copies of their Summer Training report to be submitted within 10 days of commencement of 3rd Semester
2. Questionnaires in original to be retained by the students for the final presentation.

Guidelines on Faculty Guide-Student Interaction

1. The student is required to be in constant touch with their Faculty Guide through email, telephone, personal interactions etc.
2. It is mandatory for the student to provide a weekly progress report to their Faculty Guides for each week of their summer training.
3. The Topic for the Summer Training should be chosen in consultation with their Faculty guide and after their due approval.
4. Same topics having any sort of duplicacy shall not be acceptable.
5. Institute will be conducting surprise visits of the organization where the Student is undergoing summer training from time to time and any students found to be irregular / not attending their summer training then the summer training Project report of the said student shall stand cancelled .

Preparing References/Bibliography

- While preparing the Bibliography, in case of website as a source, ensure that the date and the timing of accessing the website is mentioned along with.
- While preparing bibliography student must adopt the following method:

Article in a Magazine

Henry, W. A., III. (1990, April 9). Making the grade in today's schools. *Time*, 135, 28-31.

Article in a Newspaper

Unlike other periodicals, p. or pp. precedes page numbers for a newspaper reference in APA style. Single pages take p., e.g., p. B2; multiple pages take pp., e.g., pp. B2, B4 or pp. C1, C3-C4.

Schultz, S. (2005, December 28). Calls made to strengthen state energy policies. *The Country Today*, pp. 1A, 2A.

Basic Format for Books

Author, A. A. (Year of publication). *Title of work: Capital letter also for subtitle*. Location: Publisher.

Note: For "Location," you should always list the city, but you should also include the state if the city is unfamiliar or if the city could be confused with one in another state.

Calfee, R. C., & Valencia, R. R. (1991). *APA guide to preparing manuscripts for journal publication*. Washington, DC: American Psychological Association.

Government Document

National Institute of Mental Health. (1990). *Clinical training in serious mental illness* (DHHS Publication No. ADM 90-1679). Washington, DC: U.S. Government Printing Office.

Report From a Private Organization

American Psychiatric Association. (2000). *Practice guidelines for the treatment of patients with eating disorders* (2nd ed.). Washington, D.C.: Author.

Conference Proceedings

Schnase, J.L., & Cunniss, E.L. (Eds.). (1995). *Proceedings from CSCL '95: The First International Conference on Computer Support for Collaborative Learning*. Mahwah, NJ: Erlbaum.

Article From an Online Periodical

Author, A. A., & Author, B. B. (Date of publication). Title of article. *Title of Online Periodical*, volume number (issue number if available). Retrieved month day, year, (if necessary) from <http://www.someaddress.com/full/url/>

Bernstein, M. (2002). 10 tips on writing the living Web. *A List Apart: For People Who Make Websites*, 149. Retrieved May 2, 2006, from <http://www.alistapart.com/articles/writeliving>

Online Newspaper Article

Author, A. A. (Year, Month Day). Title of article. *Title of Newspaper*. Retrieved <http://www.someaddress.com/full/url/>

Parker-Pope, T. (2008, May 6). Psychiatry handbook linked to drug industry. *The New York Times*.

Retrieved from <http://www.nytimes.com>

Electronic Books

De Huff, E.W. *Taytay's tales: Traditional Pueblo Indian tales*. Retrieved from <http://digital.library.upenn.edu/women/dehuff/taytay/taytay.html>

Davis, J. *Familiar birdsongs of the Northwest*. Available from <http://www.powells.com/cgi-bin/biblio?inkey=1-9780931686108-0>

Online Encyclopedias and Dictionaries

Feminism.(n.d.)In *Encyclopædia Britannica online*. Retrieved March 16, 2008, from <http://www.britannica.com>

I.K.G. Punjab Technical University
MBA Batch 2021 onwards

EVALUATION CRITERIA FOR SEMINAR ON SUMMER TRAINING REPORT (MBA 303-18)

S.N.	Name	Roll No. & Date of Presentation	Introduction to Topic	Problem Definition / Need & Scope of the Study	Methodology & Objectives	Data Analysis & Findings	Suggestions & Conclusion	Overall Report Writing & Layout	Total Earned Marks out of (45)	Signature of the Evaluator with Date	Attendance Marks (in accordance to the criteria given below)	Total Earned Marks out of (50)
			5	5	5	15	5	10	45		5	50
1												
2												
3												

Note:

- 1) Total marks of “Seminar on Summer Training Report (MBA 303-18)” = 50
- 2) Attendance Marks (from a total of 5 marks) to be given on the basis of percentage of lectures attended of MBA 303-18 during the academic term as per the following criteria:
 - i. Above 75% = NIL
 - ii. 76% - 80% = 1
 - iii. 81% - 85% = 2
 - iv. 86% - 90% = 3
 - v. 91% - 95% = 4
 - vi. 96% and above = 5

Annexure B

Guidelines for Project / Dissertation:

OBJECTIVE

The objective of the project course is to help the student develop ability to apply multi-disciplinary concepts, tools and techniques to analyze and logically approach the organizational problems.

TYPE OF PROJECT

The project may be from any one of the following types, however, it should preferably be from your area of specialization in MBA:

- i) Comprehensive case study (covering single organization/multifunctional area problem formulation, analysis and recommendations).
- ii) Inter-organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices.
- iii) Field study (empirical study).

PROJECT PROPOSAL

Proposal should be prepared in consultation with the supervisor and submitted before the routine first MST in department.

The Proposal may have the following components:

- a) Introduction, brief background, and Rationale of the topic chosen for the project.
- b) Brief Introduction and vital details of the organization/s understudy.
- c) Statement of the problem.
- d) Objectives of the Project (clearly stated in behavioral terms).
- e) Research Methodology:
 - ∗ Research Design
 - ∗ Nature and source of data/information to be collected.
 - ∗ Sample and sampling technique. Rationale of chosen organization and the sample.
 - ∗ Tools and Techniques to be used for data collection – details of the tools/questionnaire to be used and its relevance with the objectives of the project.
 - ∗ Method/s to be used for data collection
 - ∗ Data handling and analysis
 - ∗ Statistical tools to be used for analysis
 - ∗ Relevance of statistical tools with the objectives of the project.
- f) Limitation of the proposed project, if any.
- g) Any other relevant detail which will help better appreciation and understanding of the project proposal.

PROJECT PROPOSAL EVALUATION:

The project proposal will be evaluated by the panel of three teachers immediately after first MST in presence of student, who will give the presentation to the panel.

In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case, the revised project proposal should be submitted within 7 days, which shall be evaluated on similar guidelines.

PROJECT PRE-SUBMISSION:

After approval of the project proposal, the students shall complete their projects and submit the completed Project Report (Spiral bound) for final internal evaluation before 2nd MST.

The guidelines for project report are as follows:

- The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.
- The Project Report may have the following:
 - Cover Page – must have the Title of the Project, Name & logo of college / university, Name and University Roll No of the Student and the Name of the Guide, along with the designation and department.
 - Detailed table of contents with page nos.
 - All pages of the Project Report must be numbered as reflected in the table of contents.
 - Project Proposal, properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.
 - Certificate of originality- duly signed by the student and the guide with dates.
 - Introduction to the Project and Review of Literature along with brief details of the organization/s under study.
 - Rationale
 - Statement of problem
 - Objectives of the Project
 - Scope of the study
 - Research Methodology
 - Research Design
 - Nature and Source of data/information collected
 - Sample and Sampling method with rationale
 - Details of the tools:
 - The Questionnaire and other methods used and their purpose
 - Reliability and Validity of the tools used
 - Administration of tools and techniques
 - Data collection
 - Data Handling, Statistical tools used for Data Analysis

- Data Interpretation and Findings
 - Recommendations
 - Summary and Conclusion
 - Limitations of the Project
 - Direction for further research (optional)
 - Reference/Bibliography
 - Annexures/Appendices (Questionnaire used etc.)
- Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology.

The spiral bound project report will be evaluated by the panel of three teachers before second MST in presence of student, who will give the presentation to the panel before secondMST.

In case of non-approval of the final project report, the comments/suggestions for revising the project report will be communicated to the student. In such case, the revised project report should be submitted within 7 days, which shall be evaluated on similar guidelines.

SUBMISSION OF FINAL PROJECT REPORT:

After incorporating changes, if any, pointed out during internal evaluation, the final Project Report in Hard Bound form (3 copies) shall be submitted by the student atleast 3 working days before final viva voce. After signing of certificate by student and supervisor, one copy will be retained by the supervisor, second copy by the student and third copy shall be produced at the time of viva-voce, which shall be maintained by the department as record.

Note:

- 1. Wherever it is felt that there is not sufficient time to complete the project after approval of project proposal, the phases of Project till "Project Proposal Evaluation" may be completed in third semester at department level.**
- 2. For further details on references, bibliography and formatting of the report, you may refer the Guidelines for Summer Training Report.**

