

NAGARJUNA COLLEGE OF ENGINEERING AND TECHNOLOGY

Bengaluru: 562164

An Autonomous College under Visvesvaraya Technological University, Belagavi

**DEPARTMENT
OF
MASTER OF BUSINESS ADMINISTRATION**



Scheme and Syllabus

2022 - 2024

PREFACE

The business world has become very dynamic in the recent years. The pace at which technology has evolved and impacted business is unheard and unseen. Artificial intelligence (AI) and machine learning are ruling the business world. AI will almost certainly automate some jobs. The mobile internet and cloud technology are already impacting the business world to a larger extent. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies. This has made it certain that the future managers need to align their skill set to keep pace with this VUCA world.

The curriculum is revised and updates after taking the feedback and reviews from all the key stakeholders such as industry, academia and alumni, bench marking with top B Schools in India. The curriculum incorporates the requirement of the latest industry trends, digital economy and the future market requirements. The curriculum focuses on the alignment of MBA program curriculum with department and Institute's mission. The revised curriculum emphasizes an intensive, flexible core in management education with large number of specializations and electives including second generation courses. The core courses of MBA programs are comprised of five key learning outcomes that every employer seeks in management talent. This is a unique feature of MBA curriculum. This curriculum is designed & developed in such a way that there is a path to suit everyone i.e. full of flexibility and autonomy for department/institute to package the courses to position their MBA program. Overall, an attempt has been made to connect theory to practice and equip MBA students to meet the ever-changing needs of the industry.

ABOUT NGI

Nagarjuna Group of Institution stands as an icon for enriching education, ethics and practical learning for the benefit of the society and the young aspiring students. The philosophy and its purpose are rendered in its identity, expressing and committing to leadership and excellence in education. It also specializes in preparing students to meet the demands of new age careers in technology. Foreseeing the necessity of professional academic educational facilities that are imbued in a strong value system, Nagarjuna Educational Society was established in 1995, under the able guidance of its founder Smt & Sri J.V. Rangaraju, renowned industrialist and philanthropist. Now, The Society is well managed by its young and dynamic Secretary Shri Chaithanya Verma. Nagarjuna Education Society's commitment & determination of the management has made us to fulfill our vision "Leadership & Excellence in Education". NGI is pursuing its mission today with some of the finest facilities in education-from primary school to professional education through the aegis of Nagarjuna Group of Institutions as Nagarjuna Vidyaniketan, Nagarjuna Pre-University (City and Residential based), Nagarjuna College of Engineering and Technology (An autonomous college of VTU), Nagarjuna Degree college, Nagarjuna College of Management Studies.

ABOUT NCET

Nagarjuna College of Engineering and Technology (NCET) was started in the year 2001 under the aegis of Nagarjuna Education Society, Bengaluru, founded by Shri J V Ranga Raju, Director, NCC Limited. Nagarjuna College of Engineering & Technology is an autonomous college under Visvesvaraya Technological University (VTU), Belagavi, and the only technological university in the state of Karnataka. The college is recognized by the Government of Karnataka and approved by AICTE, New Delhi. The college has secured accreditation from National Assessment and Accreditation Council (NAAC) and has been awarded with 'A' grade.

NCET has crafted the vision to be among the Top Colleges in Karnataka. All the strategies and policies have been planned with this overarching goal as a guide. The college has very good infrastructural facilities and the faculty members at NCET are among the best in their fields.

What is Autonomous?

Academic Freedom: The Autonomous Status accords an institution with the freedom to frame the syllabus and customize it as per the needs of the Industry. Students are taught the latest and relevant technologies to make them competent in the market. Experts from various industries and experienced academicians from reputed institutes are consulted in the process of framing the syllabus. Dedicated efforts are made to ensure that the syllabus framed is "Employment Centric" and potentially lucrative.

Choice-Based Credit System (CBCS): At NCET the 'Choice Based Credit System' is followed. CBCS has numerous advantages over the conventional system. Rather than evaluating student-performance using marks and percentages, which many a time can be very inconsistent and unfair. CBCS uses Grades and Grade Point Averages (GPA) to evaluate student-performance. Using Grades and GPAs instead of marks and percentages provides a more holistic metric to measure student performance.

Better Subject Choice and Electives: In addition to regular electives, open electives are offered by different departments to all the students. This will enable the students to choose interdisciplinary electives.

The college encourages the students to use online courses through MOOCs and Spoken Tutorials programmes offered by the institutions like IITs, IIMs. Appropriate credit benefits are given to the students who receive these certificates. The college uses modern teaching techniques such as E-Resources and Flipped Classrooms. Peer tutoring concept is effectively adopted to help the slow learners in their studies. In addition to the regular classes which can be physically conducted, a few virtual courses such as business simulations are included in MBA courses and other integrated courses.

Vision

Leadership and Excellence in education

Mission

‘Imparting total quality education replete with the philosophy of blending human values and academic professionalism’

Quality Policy:

Nagarjuna College of Engineering and Technology (NCET) shall be maintained, as an “Institution of Excellence”, in the domains of Engineering, Technology and Management studies through continual improvement of system, processes and academic professionalism.

ABOUT MBA AT NCET

The department of MBA is one of the premier schools for business in Bengaluru, established in 2006, to form competent and committed leaders who are ethical, principle-centred and socially responsible with a global perspective, entrepreneurial and with managerial skills set. Department of MBA is part of Nagarjuna College of Engineering and Technology, An Autonomous College under Visvesvaraya Technological University, Belagavi. It is managed by the secretary, the directors and dedicated faculty members of Nagarjuna Education Society well-known fraternity for their outstanding contribution to higher education. MBA Department stands for its excellence in Management Education which is the flagship of Nagarjuna Group of Institutions. It strives to inculcate in the students the values of excellence, justice, honesty and service to the society.

Department of MBA primarily offers a two-year Full-time MBA course, approved by AICTE, and Accredited by NAAC ‘A’ Grade. NCET also offers a Ph.D program affiliated to the Visvesvaraya Technological University Belagavi. Apart from that the department offers various customized programs as an add-on course along with the regular course curriculum with a focus on skill development (Value added Program). The department concentrates on the holistic formation of students in all aspects viz., intellectual, social, emotional and with society consciousness. The college works with an undeterred zeal to offer its students the best in class education, blending classroom and experiential learning with Industries as HYBRID MBA from second Semester itself.

Vision

The department aims at providing excellent management education, which fosters the holistic development of the students’ personality with human values and global outlook.

Mission

- To make management education meaningful and practical by academic integrity and accountability.
- Developing respect and tolerance for the views of every individual.
- Giving attention to issues of national and global relevance.
- Creating an unfettered spirit of exploration, rationality and enterprise.

Program Educational Objective (PEOs)

Post completion of MBA program from Nagarjuna College of Engineering and Technology, Bengaluru, our students should be:

- **PEO1:** Intrapreneurs and team-players in a company by demonstrating holistic knowledge, required skills and attitude to perform managerial function in a professional manner and solve the problems by taking sustainability into consideration.
- **PEO2:** Entrepreneurs in the area of their interest and exhibit the leadership skills in managing the team and performing various functional activities in the business.
- **PEO3:** Researchers, consultants and teachers in management discipline by engaging in life-long learning, imparting knowledge and providing creative and innovative solutions.

Program Outcomes (POs)

- **PO1:** Apply knowledge of management theories and practices to solve business problems.
- **PO2:** Foster analytical and critical thinking abilities for data-based decision making.
- **PO3:** Develop value-based leadership.
- **PO4:** Understand, analyze and communicate global, economic, legal and ethical aspects of business.
- **PO5:** Lead and attain organizational goals by contributing and building a team.
- **PO6:** Apply research skills in the area of business.
- **PO7:** Demonstrate positive cognition during setbacks and crises, anticipate changes in the environment, manage and develop people accordingly.
- **PO8:** Demonstrate entrepreneurial skills, innovate and run business.

Program Specific Objectives (PSOs)

- **PSO 1:** To adapt to the rapid changes in the ever-changing business world and the technology through continuous learning keeping the societal issues in mind.
- **PSO 2:** To function effectively as an individual by applying their skill set to create, transfer and apply knowledge for the betterment of the organization and society at large.

PEOs and PO Mapping

PEOs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
PEO 1	2	2		1	1	1		
PEO 2			1	1	2		2	2
PEO 3	1	2		1		2	1	

Extent of relation of CO's to PO's

- Level 1: Lower Level
- Level 2: Medium level
- Level 3: High Level

COURSE GUIDELINES

- 1 credit will have a course content of 13 hours
- 85 % Attendance is mandated to qualify for SEE
- Case Studies, Role plays, Chalk & Talk, Power point presentations, lab teaching/work will be adopted based on the course contents as required.

COURSE ASSESSMENT AND EVALUATION

- Minimum 50% Marks in CIE is mandated for qualifying for SEE
- Minimum 50% Marks in SEE is mandated for qualifying and an overall aggregate (CIE+SEE) of 50% is mandated for Pass/Grading.
- A minimum 90% mark in internal assessment is mandatory to qualify for Makeup SEE.
- Only Credit Courses will be considered for Grading.

CONTINUOUS INTERNAL EVALUATION

Continuous Internal Assessment of Theory Courses with 2 or more credits				
CIE1	CIE2	CIE3	AAT1	AAT2
Class test at the end of 5 th Week for 1.30 Hour duration	Class test at the end of 10 th Week for 1.30 Hour duration	Class test at the end of 15 th Week for 1.30 Hour duration	Seminar / Quiz / MOOC / Group Discussions or Any other AAT	Seminar / Quiz / MOOC / Group Discussions or Any other AAT
30 Marks	30 Marks	30 Marks	20 Marks	20 Marks
Total Marks: 100. To be Reduced to 50 Marks for Grade Calculation				

QUESTION PAPER PATTERN:

1. CONTINUOUS INTERNAL EVALUATION

- Each CIE is conducted for 2 Modules.
- CIE question paper consists of 3 parts. Each part consisting of 6, 10, 14 mark respectively.
- Each part has 2 sub questions from each Module with internal choice.
- For one credit course Continuous Internal Evaluation will be conducted for 50 marks and the same will be reflected in the Semester End marks Card.
- The pattern of CIE for One Credit Course will be framed by the course teacher with the approval of Head of the Department.

2. SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have two parts A and B.
- Part A has 8 full questions carrying equal marks with internal choices, out of which 4 full questions will have to be answered.

- Each full question is of 20 Marks & will have 3 sub question's covering the syllabus
- Part B has a compulsory question of 20 Marks, which are a case study/ case let /Analytical question in nature.
- For practical courses the question ratio of Theory: Practical is 30:70.
- For One Credit Course there shall not be Semester End Examination.

**DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION
OUTLINE FOR SCHEME OF SYLLABUS, TEACHING, EVALUATION AND
SKILL DEVELOPMENT**

Course	Year	Semester wise Credits	Total Credits
MBA I Semester	I Year	24	48
MBA II Semester	I Year	24	
MBA III Semester (Inclusive of Organizational Study)	II Year	26	52
MBA IV Semester (Inclusive of Project Work)	II Year	26	

SCHEME OF STUDY FOR 2022-24 MBA BATCH

SCHEME OF STUDY - FIRST SEMESTER MBA

Sl. No	Course Code	Course Name	Teaching Dept.	L-T-P-S (Hrs./week)	Total Credits	Marks
1.	22MBA11	Principles of Management	MBA	3-0-0-0	3	100
2.	22MBA12	Economics for Business Decisions	MBA	3-0-0-0	3	100
3.	22MBA13	Organizational Behaviour	MBA	3-0-0-0	3	100
4.	22MBA14	Accounting for Business Decisions	MBA	3-0-0-0	3	100
5.	22MBA15	Business Regulations	MBA	3-0-0-0	3	100
6.	22MBA16	Business Statistics	MBA	3-0-0-0	3	100
7.	22MBA17	Innovation and Entrepreneurship	MBA	3-0-0-0	3	100
8.	22MBA18	Corporate Governance	MBA	2-0-0-0	2	100
9.	22MBA19	Basics of Computer Applications	MBA	0-0-2-0	1	50
Total				23-0-2-0	24	850

L – Lecture T-Tutorials P-Practical S – Self Study

VALUE ADDED COURSES

Sl. No	Course Name
1.	Campus to Corporate Level 1
2.	Fundamentals of Business Analytics

SCHEME OF STUDY –SECOND SEMESTER MBA

Sl. No	Course Code	Course Name	Teaching Dept.	L-T-P-S (Hrs./ week)	Total Credits	Marks
1.	22MBA21	Human Resource Management	MBA	3-0-0-0	3	100
2.	22MBA22	Marketing Management	MBA	3-0-0-0	3	100
3.	22MBA23	Financial Management	MBA	3-0-0-0	3	100
4.	22MBA24	Production and Operations Management	MBA	3-0-0-0	3	100
5.	22MBA25	Business Research Methods	MBA	3-0-0-0	3	100
6.	22MBA26	Operations Research	MBA	3-0-0-0	3	100
7.	22MBA27	Management Information System	MBA	3-0-0-0	3	100
8.	22MBA28	Design Thinking	MBA	2-0-0-0	2	100
9.	22MBA29	Business Ethics	MBA	1-0-0-0	1	50
Total				24-0-0-0	24	850

VALUE ADDED COURSES

Sl.No	Course Name
1.	Campus to Corporate Level 2
2.	Advanced Business Analytics

SCHEME OF STUDY – THIRD SEMESTER MBA

Sl. No	Course Code	Course Name	Teaching Dept.	L-T-P-S (Hrs./ week)	Total Credits	Marks
1.	22MBA31	Strategic Management	MBA	2-0-0-0	3	100
2.	22MBA32	Startup Eco System	MBA	2-0-0-0	3	100
3	22MBA33	Organizational Study	MBA	0-0-0-4	2	100

NOTE: **Dual Specialization** is offered to the students. Of the **five streams** of electives offered, **two streams** are chosen as a combination for dual specialization. The same combination of streams has to be continued for the Third and Fourth Semesters. In the Third semester, five courses are offered in each elective, of which **Three courses** are chosen by the student. Likewise, it happens for the other electives also. In the Fourth Semester, the same five streams of electives are offered. **Three** courses are offered in each elective, of which **Two courses** are chosen by the student.

SPECIALIZATION: MARKETING MANAGEMENT

4.	22MBAMM31	Services Marketing	MBA	3-0-0-0	3	100
	22MBAMM32	Consumer Behaviour	MBA	3-0-0-0	3	100
	22MBAMM33	Strategic Brand Management	MBA	3-0-0-0	3	100
	22MBAMM34	Marketing Research and Analytics	MBA	3-0-0-0	3	100
	22MBAMM35	International Marketing Management	MBA	3-0-0-0	3	100

SPECIALIZATION: FINANCIAL MANAGEMENT

5.	22MBAFM31	Cost Accounting	MBA	3-0-0-0	3	100
	22MBAFM32	Investment Management	MBA	3-0-0-0	3	100
	22MBAFM33	Direct Tax	MBA	3-0-0-0	3	100
	22MBAFM34	Mergers Acquisitions and Corporate Restructuring	MBA	3-0-0-0	3	100
	22MBAFM35	Financial Market and Services	MBA	3-0-0-0	3	100

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

6.	22MBAHR31	Organization Change and Development	MBA	3-0-0-0	3	100
	22MBAHR32	Personal Growth & Interpersonal Effectiveness	MBA	3-0-0-0	3	100
	22MBAHR33	Performance Management and Reward Systems	MBA	3-0-0-0	3	100
	22MBAHR34	Labour Laws	MBA	3-0-0-0	3	100
	22MBAHR35	Strategic Human Resource Management	MBA	3-0-0-0	3	100

SPECIALIZATION: SUPPLY CHAIN MANAGEMENT

7.	22MBALS31	Essentials of Logistics & Supply Chain Management	MBA	3-0-0-0	3	100
	22MBALS32	Commercial Contracts & Business Negotiations	MBA	3-0-0-0	3	100
	22MBALS33	Green Supply Chain Management	MBA	3-0-0-0	3	100
	22MBALS34	Strategic Purchasing and Quality Management	MBA	3-0-0-0	3	100
	22MBALS35	Information System & Supply Chain Management	MBA	3-0-0-0	3	100

SPECIALIZATION: BANKING & INSURANCE

8.	22MBABI31	Indian Banking System	MBA	3-0-0-0	3	100
	22MBABI32	Principles and Practices of Insurance	MBA	3-0-0-0	3	100
	22MBABI33	Indian Financial System	MBA	3-0-0-0	3	100
	22MBABI34	Micro Finance	MBA	3-0-0-0	3	100
	22MBABI35	Insurance Products	MBA	3-0-0-0	3	100

Total

24-0-0-0

26

800

L – Lecture T-Tutorials P-Practical S – Self Study

SCHEME OF STUDY - FOURTH SEMESTER MBA

Sl. No	Course Code	Course Name	Teaching Dept.	L-T-P-S (Hrs./week)	Total Credits	Marks
1.	22MBA41	Project Work	MBA	0-0-0-40	8	300
2.	22MBA42	International Business Management	MBA	3-0-0-0	3	100
3.	22MBA43	Business Development and Management	MBA	3-0-0-0	3	100

NOTE: **Dual Specialization** is offered to the students. Of the **five streams** of electives offered, **two streams** are chosen as a combination for dual specialization. The same combination of streams has to be continued for the Third and Fourth Semesters. In the Third semester, five courses are offered in each elective, of which **Three courses** are chosen by the student. Likewise, it happens for the other elective also. In the Fourth Semester, the same five streams of electives are offered. **Three** courses are offered in each elective, of which **Two courses** are chosen by the student.

SPECIALIZATION: MARKETING MANAGEMENT						
2.	22MBAMM41	Sales and Retail Management	MBA	3-0-0-0	3	100
	22MBAMM42	Integrated Marketing Communication and Sales Promotion	MBA	3-0-0-0	3	100
	22MBAMM43	Digital and Social Media Marketing	MBA	3-0-0-0	3	100
SPECIALIZATION: FINANCIAL MANAGEMENT						
3.	22MBAFM41	Indirect Taxation	MBA	3-0-0-0	3	100
	22MBAFM42	Financial Derivatives	MBA	3-0-0-0	3	100
	22MBAFM43	International Financial Management	MBA	3-0-0-0	3	100
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT						
4.	22MBAHR41	Organizational Leadership Development	MBA	3-0-0-0	3	100
	22MBAHR42	International Human Resource Management	MBA	3-0-0-0	3	100
	22MBAHR43	Human Resource Metrics & Analytics	MBA	3-0-0-0	3	100
SPECIALIZATION: LOGISTICS AND SUPPLY CHAIN MANAGEMENT						
5.	22MBALS41	Manufacturing Trends and Supply Chain Management	MBA	3-0-0-0	3	100
	22MBALS42	Enterprise Resource Planning	MBA	3-0-0-0	3	100
	22MBALS43	International Logistics Management	MBA	3-0-0-0	3	100
SPECIALIZATION: BANKING & INSURANCE						
6	22MBABI41	Strategic Credit Management in Banks	MBA	3-0-0-0	3	100
	22MBABI42	Merchant Banking	MBA	3-0-0-0	3	100
	22MBABI43	Banking and Insurance Regulations	MBA	3-0-0-0	3	100
Total				12-0-0-0	26	700

L – Lecture T-Tutorials P-Practical S – Self Study

SYLLABUS OF STUDY –FIRST SEMESTER MBA

PRINCIPLES OF MANAGEMENT

Course Code : 22MBA11	L: T: P: S	Credits : 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration : 3 Hours

Course Objectives

1. To provide a fundamental understanding of management and its functions.
2. To give insights into the organizational planning process.
3. To familiarize with the dynamics of organisation structure and design.
4. To provide an overview of staffing functions
5. To expose to the fundamental understanding of leading and controlling functions

Module 1: Introduction to Management (08 Hours)

Introduction, Meaning, Nature of management, Purpose. Management: Science or Art? Approaches to management: Behavioral, Scientific, Systems and Contingency. Contribution of management thinkers – Taylor, Fayol, Elton Mayo. The Function of Manager: Planning, Organising, Staffing, Leading and Controlling. Coordination: The essence of management, System approach to Management Process

Module 2: Planning (08 Hours)

Introduction, Meaning, Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Budgets. Steps in Planning, Objectives, Management by Objectives. Strategies, Strategic Planning Process, Forecasting, Decision making- Techniques, process, modern approaches to decision making.

Module 3: Organizing (08 Hours)

Meaning, Organization Structure and Design – Formal and informal, Organization Levels and the Span of Management, Structure and Process of Organisation. Principles of Organizing - Line and staff, functional, product, matrix, geographical, customer, virtual. Centralized and decentralized, Delegation of authority.

Module 4: Staffing (08 Hours)

Staffing-Definition of Staffing, An overview of staffing function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal.

Module 5: Leading and Controlling (08 Hours)

Leadership: Styles

Communication: Purpose, Process of Communication, Barriers and breakdowns, Making Communication Effective.

Controlling: Concepts and Process, Controlling as a feedback system, Requirements for effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

Total No of Hours: 40

Practical Components:

1. Study organisation structure of any one company.
2. Assess the functioning of any two leaders.

Course Outcomes: The students will be able to

1. Comprehend the functions of management at workplace.
2. Appreciate the significance of planning.
3. Apply principles of organizing into practice.
4. Comprehend the process of recruitment and selection.
5. Develop skills and ability to control and lead teams.

Reference books:

1. Principles of Management – V.S.P.Rao – Excel Books, 2008 ed
2. Management – L.M. Prasad (Latest edition)
3. Management and Organisational Behaviour: Text, Cases & Games- P. Subba Rao
4. Essentials for Management: An International Perspective – Harold Koontz, Heinz Weihrich– 2009, McGraw Hill.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	2						1	3	
CO2	1	2	1	2	2		2	2	2	2
CO3	1	1	2		2		2	2	2	2
CO4	1		2	1		1	2	2	2	2
CO5	2	2	2		2	1	2	2	2	3

ECONOMICS FOR BUSINESS DECISIONS

Course Code : 22MBA12	L: T: P: S	Credits : 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration : 3 Hours

Course Objectives:

1. To familiarize students with the concepts of demand and supply.
2. To provide an understanding of the market morphology.
3. To enable students to analyze the relationships between production, cost and revenue.
4. To enable students to compare and appreciate the Indian economy with reference to the global economy.
5. To expose students to the knowledge of economic policies in different sectors

Module 1: Demand & Supply (08 Hours)

Economics: Definitions of economics, Nature, Scope & Significance. Demand-Definition, factors affecting demand, types of demand, Law of Demand, Exceptions to the Law of Demand Supply- Law of supply, equilibrium. Problems on demand & supply. Elasticity of Demand-Price, Income, Cross Elasticity of demand, Uses of Elasticity of Demand for Decision Making, Problems on Elasticity of Demand.

Module 2: Market Structure (08 Hours)

Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership. Monopolistic Competition: Features, Pricing under monopolistic Competition, Product Differentiation. Pricing – Descriptive Pricing- Price Skimming, Price Penetration

Module 3: Production & Cost Analysis (08 Hours)

Production Analysis: Concepts, Production Function- Law of Variable Proportions, ISO-Quants & ISO Cost line, Laws of Returns to Scale- Economies and Diseconomies of Scale. Cost Functions: Cost Concepts, Different types of cost curves and their importance Revenue & Profits: Concepts, Break Even Analysis- Meaning, Uses of BEA

Module 4: Business Environment & Economy (08 Hours)

Contribution: Primary, secondary and tertiary sectors to national income-Basic Concepts, components of GDP and GNP, Difficulties in measuring National Income. Factors affecting the contribution-VUCA World, Globalization: Meaning, need, phases, PEST Analysis. Business Cycle– Features, Phases Inflation: Types, Causes, Measurement, Recession: Causes, impact on the economy,

Module 5: Indian Economy Policies (08 Hours)

Fiscal Policy: Objectives, Instruments, Union Budget.
Monetary Policy: Monetary Policy in India– objectives, tools for Credit Control
EXIM Policy: Objectives Industrial Policy-Industrial Policy in India - 1991 and beyond

Total No of Hours: 40

Practical Components:

1. Study of demand /price elasticity for a product when there is a price increase or decrease.
2. Analysis of recent budget

Course outcomes: Students will be able to

1. Analyze the impact of demand and supply on business decisions.
2. Distinguish the different markets and their pricing strategies.
3. Evaluate the impact of production, cost and revenue functions on the operational aspects of a firm.
4. Predict the consequences of the business environment on the economy.
5. Appraise critically the Indian policies.

Reference books

1. Managerial Economics, D.N Dwivedi, Vikas Publication 2015
2. Managerial Economics- Theory and Applications, Dr. D.M Mithani, 2016
3. Indian Economy, Ruddardutt and Sundaram, Indian Economy 2018
4. Managerial Economics, H. L Ahuja, S. Chand 2017
5. Managerial Economics, Yogesh Maheshwari, PHI Learning 2013

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	2		1		1	1	2	2	2
CO2	2	2	1	2		2	2	2	2	2
CO3	2	2	2		1	2		2	3	2
CO4	1	2		2	1	2	1	1	2	1
CO5	1	2		3		1	2	2	2	1

ORGANIZATIONAL BEHAVIOR

Course Code : 22MBA13	L: T: P: S	Credits: 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To provide a conceptual framework of organisation structure, design and behaviour.
2. To provide an insight into the fundamental aspects of individual behavior.
3. To help gain an insight into interpersonal behaviour aspects
4. To bring an awareness of power and conflict issues in organizations.
5. To facilitate students to understand organizational change and manage it.

Module 1: Organization Structure Design & Behaviour (08 Hours)

Organization: Meaning Organization structure: Meaning, need, types, elements.

Organizational Design: Meaning, Principles and factors affecting organizational design.

Organisational Behaviour: Introduction, Importance, History of Organisational Behaviour, Approaches to Organisational Behaviour, Models.

Module 2: Individual Behavior (08 Hours)

Personality: Meaning, formation, determinants traits of personality, big five and MBTI tests, Attitude: Formation, components of attitudes, relation between attitude and behavior. Perception: Process of perception, factors influencing perception. Emotions: basic emotions and their significance, emotional Intelligence.

Module 3: Interpersonal Behaviour (08 Hours)

Group and team dynamics: Group characteristics, Team characteristics, Stages of Development, Advantages and disadvantages

Interpersonal Behaviour: Meaning and nature of Interpersonal Behaviour, Three types of Interpersonal Behaviour: Aggressive, assertive, and non-assertive; Interpersonal Communication: Elements: words, tone of voice and body language

Transaction Analysis (TA), Benefits of Transactional Analysis

Module 4: Organizational Conflict (08 Hours)

Power: Meaning, Sources, Contingencies of Power, Consequences of Power.

Organizational Conflict: Meaning, Sources of Conflict, Types of Conflicts, Conflict Management Approaches.

Module 5: Organization Change & Change Management (08 Hours)

Change: Nature, characteristics, types, process: role of change agents forces responsible for change in organizations, Resistance to change, managing resistance to change, Models of change: Lewin's and Kotter 's models. Change management: Steps, elements

Total No of Hours: 40

Practical Components:

1. Study organizational structures of any 2 companies.
2. Try Big Five and MBTI tests.

Course Outcomes: Students will be able to

1. Comprehend conceptual framework of organisation structure and behaviour.
2. Assess individual characteristics and its impact on the organization.
3. Acquire the ability to analyze interpersonal dynamics and behaviour.
4. Evaluate the impact of power and organizational conflicts.
5. Analyze forces responsible for changes in real life business situations and manage change.

Reference Books:

1. Organizational Behavior, Stephen P Robbins, Seema Sanghi, Pearsons, 9th Edition, 2019.
2. Organizational Behavior, Sholcum&Hellreigel, Cengage Learning, 13th Edition, 2020
3. Organizational Behavior, Luthans, Fred, McGraw-Hill, 8th Edition, 2018
4. Human Relations & Organizational Behavior, Dwivedi R.S., McMillan Publications, India, 10th Edition, 2016
5. Organizational Behavior, Robbins, Stephen P et al, Prentice Hall, India, 2nd Edition, 2015

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	2			2	1	2	2	3	
CO2	2	2	2		2	1	2	2	2	2
CO3	1	2	2	1	2	1	2	2	1	3
CO4	1	2	2		1	1	2	2	2	2
CO5	2	2	2		2	1	2	2	2	3

ACCOUNTING FOR BUSINESS DECISIONS

Course Code : 22MBA14	L: T: P: S	Credits : 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To make students aware of fundamental accounting concepts, principles and standards of accounting.
2. To enable students in preparation of financial statements as per accounting standards.
3. To help students analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.
4. To enable students with skills for eliciting information and making decisions.
5. To expose students to recent developments in accounting and its importance.

Module 1: Introduction to Accounting (08 hours)

Basic framework of accounting, Need and Type of accounting, Users of accounting, accounting principles (GAAP), Accounting standards, Introduction to IFRS, Journal, Ledger, Trial Balance.

Module 2: Financial statements (08 Hours)

Meaning of financial statements, Income statement, Balance sheet, Preparation of final accounts of companies in vertical form as per Companies Act of 2013, Statement of Changes in Equity and Notes to accounts.

Module 3: Analysis of Financial Statements (08 Hours)

Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Common Size Statement, Financial Ratio Analysis, Preparation of Cash flow Statement (indirect method).

Module 4: Managerial Decision Making (08 Hours)

Cost Management – Techniques for controlling and reducing cost – Marginal Costing and CVP Analysis, Decision areas – Make or Buy, Sale-Volume related, Sale or further process, operate or Shut down, Profitable Product Mix. Preparation of flexible budgets.

Module 5: Contemporary Issues in Accounting (08 Hours)

Human Resource Accounting, Sustainability Reporting, Corporate Social Reporting and Forensic Accounting.

Total No of Hours: 40

Practical Components:

1. Preparation of financial statements using quarterly / yearly transactions of a small business enterprise.
2. Listing the contents of annual reports of at least 10 companies.
3. Collect annual reports of the companies and analyze the financial statements using different techniques and presenting the same in the class.
4. Analyze the companies' cash flow statements and present the same in the class.
5. Identify the sustainability report of a company and study the contents.

Course Outcomes: Students will be able to

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Capable of preparing financial statement of companies
3. Ascertain the problem areas in business through various techniques of financial statement analysis.
4. Demonstrate decision making skills in cost management.
5. Appraise the recent developments in accounting.

Reference Books:

1. Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, Pearson India, 6th edition, 2018
2. Financial Accounting: A Managerial Perspective, Narayanaswamy, PHI, 6th edition, 2017
3. How To Read Annual Reports & Balance Sheets, Raghu Palat, Jaico Publishing House, 14th edition, 2011
3. A Text book of Accounting for Management, Maheswari S. N, Maheswari, Sharad K. Maheswari, Vikas Publishing house (P) Ltd, 3rd edition , 2014
4. Financial Accounting, Tulsian P. C, Pearson Education, 4th edition 2009

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	2				1		1		2
CO2	2	2		1	1	1		2	1	3
CO3	2	2	1		2	1		2	2	
CO4	1	2	1		2	1	2	2	3	2
CO5		2	1	2		3	2	1	3	

BUSINESS REGULATIONS

Course Code : 22MBA15	L: T: P: S	Credits: 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course objectives:

1. To enable the students to understand the rules of a contract.
2. To make the students understand the law of agency.
3. To enable the students to understand the sale of goods act.
4. To make the students understand the different aspects of partnership act.
5. To bring awareness about IT and cyber security acts.

Module 1: The Contract Act, 1872 **(08 Hours)**

Nature and classification of contracts, Essential elements of a valid contract, Provisions relating to performance and discharge of contract, Breach of contract - Meaning and remedies. Formation of international contracts.

Module 2: Law of Agency **(08 Hours)**

Agency, Agent and Principal, Creation of Agency, Classification of Agents , Relationship between Principal and Agent, Agent's authority, Revocation and Renunciation, Rights, Duties and Liabilities of Agent and Principal, Termination of Agency .

Module 3: Sales of Goods Act, 1930 **(08 Hours)**

Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale , Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.

Module 4: The Partnership Act, 1932 **(08 Hours)**

Definition of Partnership, Distinction between partnership and co-ownership; Distinction between partnership and Joint Hindu family, Distinction between partnership and Company. Formation of partnership: Partnership deeds, kinds of partners; Registration of firms, Rights, duties and liabilities of partners, Dissolution of Partnership

Module 5: The Information Technology Act, 2000 **(08 Hours)**

The Information Technology Act, 2000 -key features, recent amendments in IT Act
Electronic Governance: Electronic Records, Certifying Authorities, Penalty & Adjudication;
Digital Signature; Cyber-crime: data breach, privacy; cyber regulations.

Total No of Hours: 40

Practical Components:

1. Prepare a partnership deed.
2. Discuss a case of cyber-crime.

Course Outcomes: Students will be able to

1. Prepare a valid agreement.
2. Apprehend the law of agency.
3. Apprehend the responsibilities of different parties to the sales of goods.
4. Prepare a partnership deed.
5. Develop awareness on IT act and cyber-crimes.

Reference Books:

1. Mercantile Law, ND Kapoor, Sultan Chand & Sons Publication, 12e/2014
2. Mercantile Law, KC Garg, Kalyani Publishers, 8e/2014
3. Introduction to the Company Law, Avathar Singh, Eastern Book Company, 4e/2018
4. Legal Aspects of Business, Daniel Albuquerque, OUP India, 2e/2017
5. A Manual of Business Laws, Dr. S.K. Maheshwari &Dr. S.N. Maheshwari, Himalaya Publishing House, 4e/2016

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2			2				1	2	2
CO2	2	2		2		1		2	1	2
CO3	2	1		2		1		2	2	1
CO4	2	2		2		2	1	2	1	1
CO5	2	2		2		2	2	1	2	2

BUSINESS STATISTICS

Course Code : 22MBA16	L: T: P: S	Credits: 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To expose students towards fundamental concepts of statistics.
2. To make students utilize the knowledge of correlation and regression analysis in business decision making.
3. To apply the concepts of probability distributions to real life problems.
4. To explain the importance of hypothesis testing as a prerequisite of data analysis.
5. To make students describe the logic behind analysis of variance.

Module 1: Statistics: An Overview (08 Hours)

Statistics - Definition, types, importance and scope, limitations. Data - need, types, measurement, sources. Applications of statistics in managerial decision-making.

Measures of Central Tendency: Mean, Median and Mode.

Measures of Dispersion: Range, quartile deviation, mean deviation, standard deviation, coefficient of variation.

Module 2: Correlation & Regression Analysis (08 Hours)

Correlation - Meaning, types of correlation, Karl Pearson coefficient of correlation, rank correlation and concurrent deviation method.

Regression - Meaning, definition, characteristics, advantages and limitations, Regression equations and their coefficients.

Module 3: Fundamentals of Probability (08 Hours)

Probability – Introduction, concept of probability, definition, rules of probability - addition and multiplication theorems. Baye's theorem and its applications.

Probability theoretical distributions – Concept, probability distribution function, expected value and variance of a random variable. Problems on Binomial, Poisson and Normal distributions.

Module 4: Hypothesis Testing (08 Hours)

Introduction, rationale for hypothesis testing, steps in hypothesis, direction of the hypothesis test, errors in hypothesis testing. Hypothesis testing for small sample size and large sample size (Z test, t test, F test). Non-Parametric test: Chi square test, Wilcoxon signed rank test.

Module 5: Analysis of Variance (08 Hours)

Introduction, analysis of variance approach, testing equality of population (treatment) means - one way classification, testing equality of population (treatment) means - two-way classification.

Total No of Hours: 40

Practical Components:

1. Students shall do small primary research inside the classroom in groups and analyze the data using statistical tools like Mean, SD, Correlation and Regression.
2. Students can conduct surveys with respect to aspects like buying behavior, brand aspects etc and analyse the data using appropriate statistical tests.

Course Outcomes: Students will be able to

1. Understand the utility of descriptive statistics in business situations.
2. Quantify the linear relationship between variables that empowers to make objective, data-driven decisions in businesses.
3. Apply probability distribution concepts in business and real time scenario.
4. To test the validity of a claim or assertion about the true value of any population parameter.
5. Test for equality of three or more population means using Anova.

Reference Books:

1. Fundamentals of Statistics, S. C. Gupta, Himalaya, Publishing House, 7th Edition 2018
2. Business Statistics and Analytics, Pannerselvam, Nagesh, Senthilkumar, Cengage Publisher, 13th Edition 2019
3. Statistics for Management, Richard I Levin, Pearson Education, 7th Edition, 1998
4. Introduction to Statistics, Prasanta Kumar Giri, Jiban Banerjee, Academic Publisher, 11th Edition 2019
5. Statistical Methods, S. P Gupta, Sulthan Chand & Sons, 3rd Edition 2014

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	2				2	1	1	2	
CO2	1	2				2	1	2	2	2
CO3	2	2				2	2	2	3	2
CO4	2	2				3	3	3	3	2
CO5	2	3				3	2	2	3	2

INNOVATION AND ENTREPRENEURSHIP

Course Code : 22MBA17	L: T: P: S	Credits: 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course objectives:

1. To expose the students to the fundamentals of creativity and innovation.
2. To make the students explore innovation across different business sectors.
3. To enable the students to understand the basics of entrepreneurship.
4. To make the students understand the significance of business plans and models.
5. To bring awareness regarding financial aspects of new ventures.

Module 1: Creativity and Innovation (08 Hours)

Entrepreneurial Thinking: Types of thinking.

Creativity: Meaning, importance, characteristics, types, sources of new ideas.

Innovation- Meaning, features, types of innovation, factors influencing innovations. Innovation process, risks in process. Theories of innovation – Diffusion of innovation by E.M. Rogers, Innovation theory by Schumpeter

Module 2: Innovation across Different Business Sectors (08 Hours)

Innovation across different business sectors: Technology, FMCG, agriculture, pharmaceuticals and healthcare, service sectors

Module 3: Entrepreneurship (08 Hours)

Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneurs- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process.

Module 4: Developing Business Model (08 Hours)

Developing Business Model: Importance of Business Model, Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Module 5: Financial Aspects of New Ventures (08 Hours)

Preparing for the new venture launch - early management decisions, managing early growth of the new venture- new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new venture and preparation of a financial plan, Sources of Personal Financing- Bootstrapping, Preparing to Raise Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Crowd funding, Leasing.

Total No of Hours: 40

Practical components:

1. Propose an innovative idea, concept or product.
2. Submit a profile summary of a successful entrepreneur indicating milestone achievements.
3. Interview a local entrepreneur to find out his/her major motivations to start a business.
4. Prepare a business model canvas.

Course Outcomes: Students will be able to

1. Comprehend the concepts of creativity and innovation.
2. Appreciate the impact of innovation across different business sectors.
3. Appraise the importance of entrepreneurial culture.
4. Develop a business model canvas.
5. Analyse various funding opportunities for new ventures.

Reference Books:

1. Mauborgne, René, Blue Ocean Strategy, Boston, Harvard Business School Press, 2005.
2. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, JosseyBass, 2008.
3. Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005.
4. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012.
5. Hamel, Gary, The Future of Management; Boston: Harvard Business School Press, 2007.
6. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.
7. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
8. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
9. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	1							2	1
CO2	1	2	2	1	1	2	2	2	3	1
CO3	2	1	1			1	1	2	2	1
CO4	1	2	1	2	1	2	2	2	2	1
CO5	1	2	1	1		2	2	1	2	1

CORPORATE GOVERNANCE

Course Code : 22MBA18

L: T: P: S

Credits: 2

Exam Marks : 100 Marks

2: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To familiarize students with the concept of corporate governance.
2. To make students aware of the Corporate Governance Theories.
3. To help students understand the role of committees in corporate governance.
4. To make students aware of the role of public policies in governing business.
5. To have a better understanding of the working model of corporate governance and corporate social responsibility.

Module 1: Introduction to Corporate Governance (06 Hours)

Introduction, Definition, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, obligation to society, investors, employees and customers Indian cases.

Module 2: Corporate Governance Theories (05 Hours)

Corporate Governance Theories: Agency Theory in Corporate Governance, The Role of Agency Theory in Corporate Governance, Stewardship Theory of Corporate Governance, Shareholder and Stakeholder Theory of Corporate Governance.

Module 3: Corporate Governance and Role of Committees in India (05 Hours)

Corporate Governance: Emergence of corporate governance; corporate governance committees- Sarbanes-Oxley Act, 2002, Naresh Chandra Committee Report, 2002, Dr. J. J. Irani Committee Report on Company Law, 2005.

Module 4: Public Policy (05 Hours)

The role of public policies in governing business, Government and public policy, classification of public policy, elements of public policy, framing of public policy, business and politics-levels of involvement, government, society and media relationship.

Module 5: Corporate Social Responsibility (05 Hours)

Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples.

Total No of Hours: 26

Practical components:

1. Study corporate social responsibility component of any two companies

Course Outcomes: Students will be able to

1. Comprehend the need for corporate governance.
2. Appreciate the theories corporate governance.
3. Interpret the role of committees in corporate governance.
4. Gain an insight into public policies concerning corporate governance.
5. Know the benefits of CSR.

Reference Books:

1. Corporate Governance – N.V. Badi, Vrinda Publications.
2. Corporate Governance, Ethics and Social Responsibility- Balachandran V,& Chandrashekharan V,PHI.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	2				1			2	1
CO2	2	1	1	1	1		1	1	2	
CO3	2	2	1	1			1	1	2	
CO4	2	1	1	1	1		2		1	
CO5	2	1	1							1

BASICS OF COMPUTER APPLICATIONS

Course Code : 22MBA19	L: T: P: S	Credits: 1
Exam Marks : CIE: 50 Marks	0: 0: 2: 0	Exam Duration: 3 Hours

Course Objectives:

1. To gain adequate knowledge on preparing a word document.
2. To gain adequate knowledge on basic computing using the spreadsheet.
3. To be able to do presentations using power-point and social media.

Continuous Internal Evaluation will be conducted for 50 marks and the same will be reflected in the Semester End Marks card. No Semester End Examination will be held.

Module 1: Word Document (05 Hours)

Use of Clipboard: copy, paste; Shortcut keys; Use of find & Replace; Use of styles: Heading, title, subtitles; Paragraph: Bulleting and Numbering; creating multilevel list; Alignment, Indents & Spacing; Insert images & Tables; insert page number, insert watermark; Create hyperlink; place Header & Footer. Set Page Margin; display document in print layout; Display text in columns; Insert section breaks & orientation of page; hyphenation; Prepare table of contents, insert footnotes; insert Citations; Review article: Track changes to document, accept / reject changes; Protect a document; Display of documents: split view; arrange all documents, use of Macros

Module 2: Spreadsheets (04 Hours)

Data Analysis & presentation using Excel spreadsheet: Alignment of cells, cell referencing; use of Sort & Filter; protect worksheet. Apply basic & statistical formulas on data. Use Pivot table and prepare charts; Conditional Formatting; use of Macros.

Module 3: PowerPoint Presentation (04 Hours)

Power point presentation: Elements of a good presentation slide, setting using Page Setup, Design the slides; Insert Images; work with Smart Art & Charts; Animations; use of Macros. YouTube presentation.

Total No of Hours: 13

Practical components:

1. Prepare a word document using the styles, content and alignment features in word
2. Analyse and interpret data using the pivot table and charts in Excel
3. Prepare a power point presentation using the smart art features.
4. Upload a presentation in YouTube.

Course Outcomes: The student will be able to

1. Prepare quality business documents using Ms-word.
2. Apply their Excel knowledge to do basic data analysis and interpret results.
3. Do quality presentations using power point and with social media.

Reference Books:

1. Microsoft Office 2021 Step by Step, Curtis Frye and Joan Preppernau, Microsoft Office, 2021
2. Help option available in the application / online forums, Microsoft Office / Forums, Microsoft Office / Online help
3. <https://freecomputerbooks.com/microsoftOfficeBooks.html>

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1		2						2		1
CO2	1	3		2		2		2		1
CO3	1			2	1			2		1

SYLLABUS OF STUDY - SECOND SEMESTER MBA

HUMAN RESOURCE MANAGEMENT

Course Code : 22MBA21

L: T: P: S

Credits: 3

Exam Marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To equip students with the basics of human resource management.
2. To make students understand importance of HR planning, recruitment and selection process.
3. To provide an insight on the significance of training and performance appraisal for an organization.
4. To orient students on employee compensation and grievance.
5. To familiarize students with recent trends in HRM.

Module 1: Human Resource Management

(8 Hours)

Introduction, meaning, nature, scope of HRM, Importance of HRM, Major functions of HRM, Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors influencing Human Resource Management, The HR Competencies.

Module 2: Human Resource Planning

(9 Hours)

Human Resource Planning: Objectives, Need and Process, Factors Affecting HR Planning, Benefits of HR Planning. Barriers to HR Planning, Barriers to HR Planning, Tools for Demand Forecasting. Recruitment: Meaning, Factors Affecting Recruitment, Recruitment Process, Sources of Recruitment. Selection: Concept, Selection Process, Factors Influencing Selections. Application Forms, Selection Tests, Interviews, Evaluation, Placement, Induction.

Module 3: Training and Performance Appraisal

(9Hours)

Meaning of Training, Training Need Analysis, Methods of Training, Differences between Training and Development. Employee Career Planning and Growth, Elements of a Career Planning Program, Succession Planning. Performance Appraisal: Objectives, Need for Performance Appraisal, Types of Appraisal Methods.

Module 4: Employee Compensation and Grievance

(9 Hours)

Compensation: Objectives, Importance of compensation management, Components of compensation, Factors Influencing Compensation Employee Welfare: Importance, Objectives of Welfare Measures, Types. Employee Grievance: Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the grievance handling procedure, Disciplinary Procedure: Meaning and Objectives of Discipline, Disciplinary Action – Penalties

Module 5: Trends in Human Resource Management**(5 Hours)**

Hybrid work model, Gig employees, Moon lighting, Employee skill development, Internal mobility, Diversity and inclusion in workforce, People analytics, multi-generational workforces-challenges and impact, Boomerang hiring.

Total No. of Hours: 40**Practical Components:**

1. Prepare an advertisement for recruitment to be published in a newspaper.
2. Explore performance appraisal practices in various sectors.
3. Conduct mock interviews.
4. Role play for acquainting and addressing HR challenges.

Course Outcomes: Students will be able to

1. Comprehend the functions of HR in different contexts.
2. Design HR plan, recruitment and selection process for a given job description.
3. Appreciate the importance of training and apply suitable appraisal method for a given job.
4. Devise compensation procedures and handle grievances.
5. Acquire conceptual insight of future trends in HRM.

Reference Books:

1. Human Resource Management, Text & Cases by Aswathappa K, McGraw Hill India Publication, 8th edition, 2018.
2. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition
3. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition.
4. Human Resource Management by John M. Ivancevich, McGraw Hill Publication, 11th edition, 2017.
5. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition.
6. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.
7. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition.
8. The HR Answer Book: An Indispensable Guide for Managers and Human Resources
9. Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition.
10. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.
11. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition.
12. Human Resource Management by Gary Dessler, Biju Varrkey, Pearson Publication, 16th edition, 2020.
13. Human Resource Management by V.S.P Rao, 2020 edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	1		2	2	1	2	1	1	2
CO2	2	2		2	1		2		2	
CO3	2	1	1	1	2	1	1		2	
CO4	1	2		2		1		1		1
CO5	2	1	1	2		1		2	1	1

MARKETING MANAGEMENT

Course Code : 22MBA22	L: T: P: S	Credits : 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To provide students insight to concepts of marketing and marketing environment.
2. To expose students to the concepts of product and the pricing strategies.
3. To orient the students on the importance of channel management decisions and promotion mix strategies.
4. To give insight on consumer buying behaviour and influencing factors.
5. To create awareness on the recent practices in marketing.

Module 1: Introduction to Marketing (6 Hours)

Evolution of marketing, Importance of marketing, Definitions of Market, Marketing, Marketing Management, Elements of Marketing Concept, Functions of Marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis.

Module 2: Product and Pricing (9 Hours)

Product: Importance, Objective of product management, Product levels, Product hierarchy, Classification of Products, Product Mix, Product Mix Strategies, Product Life Cycle, New Product Development, Packaging as a Marketing tool, Branding- Concept, Brand Equity, Branding Strategies, Brand Extension- Effects. Pricing: Significance Of Pricing, Objectives, Factor Influencing Pricing, Pricing Strategies-Value Based, Cost Based, Market Based and Competitor Based, Pricing Procedure.

Module 3: Distribution and Promotion (9Hours)

Distribution: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design and Channel Management Decision. Promotion: Marketing communications, Integrated Marketing Communications (IMC), communication objectives, steps in developing effective communication, Promotion Mix- Advertising, Personal selling, Sales Promotion, Public Relations, Publicity.

Module 4: Analyzing Consumer Behaviour (10Hours)

Consumer Behaviour: Meaning and Characteristics, Importance of consumer behaviour, Factors influencing Consumer Behaviour, Consumer Buying Decision Process, Buying Roles, Buying Motives. Market segmentation, Targeting and Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Targeting: Meaning, Bases for identifying target Customer Target Marketing strategies. Positioning: Meaning, Positioning Process, Differentiation Strategies.

Module 5- Recent Practices in Marketing**(6Hours)**

Digital and Social Media Marketing, Cyber Marketing, Influencer Marketing, Conversational Marketing, Experiential Marketing, Green Marketing, Event Marketing, Cause Related Marketing, Relationship Marketing, Neuro-Marketing, Sensory Marketing, Freemium and Premiumization.

Total No of Hours: 40**Practical Components:**

1. Students visit super markets or regulatory markets like APM and prepare a report on to the market dynamics.
2. Students to take any FMCG product and study the PCL of that product.
3. Students to draft advertising copy.
4. Students to study the buying pattern based on demographics of consumers.

Course outcomes: Students will be able to

1. Comprehend the concepts of marketing and analyse the marketing environment.
2. Analyse the importance of product mix strategies and the pricing strategies
3. Identify marketing channels and the concept of product distribution, techniques of sales promotion
4. Assess the factors that are detrimental in the consumer buying process.
5. Comprehend the recent practices in marketing.

Reference Books:

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumar by SAGE publication, 6th Edition, 2018.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy&Jha by Pearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications, 2020.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.
7. Fundamentals of Marketing Management, Etzel M J B J Walker & William J Stanton by Tata Mcgraw Hill, Latest edition.
8. Marketing Management, Tapan Panda, Excel Publication, Latest edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	1		2		1	1	1	1	2
CO2	2	2		2	1	2	1	2	2	
CO3	1	2		2	1	2	1	2	2	
CO4	2	1	1	2		2		1	2	
CO5	2	2		2	1	1	1		2	

FINANCIAL MANAGEMENT

Course Code : 22MBA23	L: T: P: S	Credits : 3	
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours	

Course Objectives:

1. To provide students with the conceptual knowledge of financial management and financial system.
2. To make students understand the nuances of time value of money and its implication in financial decision making.
3. To make students assess the various long-term sources of funds and the cost of raising such in the organization.
4. To analyse the various techniques of evaluation for investment proposals and ascertaining cash flows from new and replacement projects.
5. To emphasize the importance of dividend policies and working capital decisions in an organization.

Module 1: Introduction to Financial Management (7 Hours)

Introduction to finance, Meaning and definitions, Scope of financial management, Finance functions, Objectives of financial management, Changing role of finance managers, Interface of financial management with other functional areas, Agency problem, Sources of financing.

Indian Financial System - Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services

Module 2: Time Value of Money (7 Hours)

Introduction, Time line and Notation, Future value of single cash flow and annuity, Present value of single cash flow, Annuity and Perpetuity. Continuous Compounding, Effective Rate of interest, Simple interest and Compound interest, Capital recovery factor & equated annual instalments.

Module 3: Long term sources of Finance & Cost of Capital (8 Hours)

Long term sources of Finance: Shares – Debentures- Term loans and deferred credit -Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding.(Theory Only).

Cost of Capital: Basic concepts, Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).

Module 4: Capital Structure and Long term Investment Decisions (10 Hours)

Capital Structure Decisions – Planning the capital structure, Factors affecting capital structure decisions, Debt Funding (No capital structure theories to be covered).

Long term Investment Decisions– Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Capital Rationing. Estimation of cash flow for new projects and replacement projects.

Leverages – Determination of operating leverage, financial leverage and total leverage. EBIT and EPS analysis.

Module 5: Dividend Decisions and Working Capital Management (8 Hours)

Dividend Decisions: Dividend policies of a firm - factors influencing dividend payment - types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only) - company law provisions on dividend payment.

Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm.

Total No. of Hours: 40

Practical Components:

1. Study the different financial services offered by a specific bank/financial institution.
2. Students can choose the companies of their choice and study the pattern of the funds raised.
3. Students can choose any 5 large cap or mid cap companies of different/same sectors. Study their capital structure and calculate the leverages.
4. Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
5. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.

Course Outcomes: Students will be able to

1. Understand the nature of finance function and the role played by financial institutions in the macro environment.
2. Practically apply the concept of time value of money in business and personal decisions.
3. Identify the different sources of capital that can be raised by an organization and apply the concept of cost of capital in arriving at a decision regarding investment decisions.
4. Analyse the capital structure and evaluate the investment proposals for effective decision making.
5. Analyse the significance of short-term capital in businesses and estimate working capital requirements.

Reference Books:

1. Financial Management by Dr. G. Nagarajan & Dr. Binoy Mathew, Digital Publishing 2nd Edition, 2022
2. Financial Management by I M Pandey, Pearson 12 Edition, 2021
3. Fundamentals of Financial Management by Dr. R.P. Rustagi, Taxmann 16th Edition, 2021

4. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill 10 Edition, 2019
5. Financial Management: Text, Problems and Cases, M Y Khan, P K Jain, McGraw Hill, 8th Edition, 2018
6. Financial Management: Text, Problems & Cases M.Y. Khan, P.K. Jain TMH, 7th Edition, 2017

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2			1				1	3	1
CO2	2	3				1			2	
CO3	1	3		1			1	1	2	1
CO4	2	3					1		2	1
CO5	2	3					1	1	2	1

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code : 22MBA24	L: T: P: S	Credits : 3
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To expose students to the fundamental concepts of production and operations management.
2. To make students understand the significance of operations planning.
3. To provide insights to designing of operational systems and control.
4. To expose the students to materials and productivity management.
5. To provide insights on quality management tools and ISO standards.

Module 1: Introduction to Production & Operations Management (8 Hours)

Meaning of Production, Meaning of Operations, Distinction between Production Management and Operations Management, Production and Operations Management: Objectives, Nature and Scope, Functions, Challenges, Decision Making, Managing. Trends in Production and Operations management;

Module 2: Operations Planning (8 Hours)

Demand forecasting, Capacity planning, Capacity requirement planning, Facility location, Facility layout, factors influencing layout, types of layout, importance of layout, layout planning, layout tools and techniques, analysis of layout with computers, criteria for selection and design of layout, layout design procedure. Resource aggregate planning.

Module 3: Designing of operational systems and control (8 Hours)

Product Design, Factors – technology, economic, legal, ethical and environmental issues in product design, Process design, Selection, Product Life Cycle, Process Planning, Process Selection.

Production Control: Introduction, Control Measures, Time study, Work study, Method study.

Module 4: Materials Management and Productivity Management (8 Hours)

Materials Management - functions, overview of materials planning and material requirement planning, manufacturing resource planning, overview of store management – objectives and functions, Economic Batch quantity.

Measurement techniques of productivity index, productivity of employee, productivity of materials, productivity of management resources, productivity of other factors – productivity improving methods.

Module 5: Quality Management (8 Hours)

Quality characteristics of goods and services, Tools and techniques for quality improvement, Statistical Process control charts, p-chart, r-chart, np-chart (with numerical), 7 Quality control tools, Total Quality Management model, Six sigma- application, types of methods, Juran's Qual-

ity Trilogy, Deming’s 14 principles, PDCA cycle, Quality cycles, Quality improvement, Introduction to ISO 9000, ISO14000 and QS 9000. Latest trends in quality management.

Total No. of Hours: 40

Practical Components:

1. Students should be able to identify the operations management tools of real time business units.
2. Students should be able to identify the reasons for the clustering of industries at particular places.
3. Students should be able to evaluate the operations of a ISO certified company
4. Students should be able to identify the specific quality tools used in companies.

Course Outcomes: Students will be able to

1. Comprehend the basics of production and operations management
2. Plan all the aspects of operations.
3. Design operational systems and control.
4. Analyze the materials management and productivity management.
5. Apply the knowledge of quality tools for production.

Reference Books:

1. Operations Management by Jay Heizer, , Barry Render, Chuck Munson, , Pearson Publications, 12th edition, 2017.
2. Production and Operations Management by Ajay Garg, McGraw Hill Publication, 1st edition, 2017.
3. Production And Operations Management (With Skill Development, Caselets and Cases) by S. Anil Kumar, N.Suresh, New Age International publisher, 2nd edition, 2018.
4. Production and Operations Management by SN Chary, Tata McGraw Hill, 5th edition, 2017.
5. Production and Operations Management by Neeti Gupta &Anuj Gupta, Kalyani Publications, 1st edition, 2020.
6. Production and Operations Management, N A Siddiqui, Shahnawaz Alam, New Age International, 1st edition, 2019.
7. Production and Operations Management by S.A. Chunawalla, DR Patel, Himalaya Publishing House, 9th edition, 2017.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2			2				2		2
CO2	2	2		2		1	1	1	1	
CO3	2	2		2		2	2	2	2	
CO4	1	1		1		1	1	2	2	
CO5	2	2					1	2	1	

BUSINESS RESEARCH METHODS

Course Code : 22MBA25	L: T: P: S	Credits : 3	
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours	

Course Objectives:

1. To provide the basics of business research.
2. To make students aware of .the significance of Literature Review and Research Design
3. To help the students appreciate the importance of sampling design, data collection method and measurement techniques appropriate for the research study.
4. To expose students to various research analytical tools used in business research.
5. To facilitate the mechanics of writing a research report.

Module 1: Introduction to Business Research (8 Hours)

Meaning, objectives, types of research, significance of research, research process, defining the research problem, selection of research problem, necessity of defining the problem, preparation of research proposal, features of good research study, ethics in business research, recent trends in business research.

Module 2: Literature Review and Research Design (8 Hours)

Literature Review: Meaning, sources and types of literature review.

Research Design: Meaning, need, features of good design, important concepts relating to research design, types of research designs -Exploratory, Conclusive: descriptive and Experimental Research designs, Hypothesis formulation.

Module 3: Sampling Design and Data Collection methods (8 Hours)

Sampling Design: Determining universe, sampling frame and sampling unit; steps in sampling design, Types - non- probability and probability methods; sample size determination; sampling errors vs.non- sampling errors.

Data Collection methods: Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning, process of designing questionnaire. Secondary data -Sources, advantages and disadvantages.

Module 4: Data Analysis (8 Hours)

Measurement and Scaling Techniques: Measurement scales - Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multidimensional Scaling.

Steps in data analysis: Coding, Classification, Tabulation, Validation, Analysis and Interpretation, Hypothesis testing. Editing

Module 5: Report Writing and Ethics in Research**(08 Hours)**

Report Writing - Meaning, importance, Steps in writing report, Layout of research report, Types of reports, precautions for writing research reports, limitations of Research report.

Ethics in Research: Meaning of Research ethics, Responsibility of ethics in research, Clients ethical code, Researchers ethical code, Ethical codes related to respondents,.

Total No. of Hours: 40**Practical Components:**

1. Identify a research problem and collect relevant literature for the data analysis and present it in the class.
2. Write the research design by using exploratory and descriptive research methods.
3. Prepare the questionnaire on any of the topics
4. Conduct a market survey on consumer perception towards any FMCG product and analyze it using any of the analytical tools learnt.

Course Outcomes: Students will be able to

1. Comprehend the significance of research in business.
2. Draft literature reviews and appropriate research designs.
3. Identify apt sampling design and apply suitable data collection methods.
4. Demonstrate knowledge of data analysis and interpretation.
5. Prepare a report on a given topic.

Reference Books:

1. Business Research Methods, Donald R Cooper, Pamela S Schindler, J K Sharma, McGraw-Hill 12th Edition, 2016
2. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adikari, Mitch Griffin, Cengage learning 3rd Edition, 2016
3. Business Research Methods, S.N. Murthy & U. Bhojanna, Excel Books 2nd Edition, 2009
4. Research Methodology, C.R. Kothari, New Age International, Publishers 3rd Edition 2019
5. Research Methods, M M Munshi & K Gayathri Reddy Himalaya Publishing House, 1st Edition 2017

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	1		1		1			1	
CO2	2	2		2		2	1	1		1
CO3	2	2		2		2		2	2	
CO4	1	1		1		1			1	
CO5	1	1	1						1	

OPERATIONS RESEARCH

Course Code : 22MBA26	L: T: P: S	Credits : 3	
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours	

Course Objectives:

1. To equip students with basic understanding of operations research,
2. To understand the mathematical tool that is needed to solve optimization problems
3. To make students apply the techniques of transportation that is needed to solve optimization problems in managerial decision-making.
4. To make students apply the concept of assignment and game theory for solving business problems.
5. To acquaint students with the knowledge of replacement theory and network analysis.

Module 1: Introduction to Operations Research (5 Hours)

Introduction, Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)

Module 2: Linear Programming (8 Hours)

Generalized LPP - Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization). Formulation of duality.

Module 3: Transportation Problems (9 Hours)

Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P., Maximization T.P., Degeneracy in transportation problems, application of transportation problem. (Theory and Problems)

Module 4: Assignment Problems and Theory of Games (9 Hours)

Assignment Problems: Introduction, General structure, Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. Travelling Salesman Problem (TSP). Difference between assignment and transportation problems (Theory and Problems)

Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods).

Module 5: Project Management and Replacement Theory (9 Hours)

Project Management: Introduction, Phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only). Network Analysis: terminology; networking concepts; rules for drawing network diagram; CPM Computations: CPM Terminology, finding critical path - different floats; pert

computations: computation of earliest and latest allowable times, probability of meeting the scheduled dates; difference between PERT and CPM. (Theory and Problems)

Replacement Theory: Introduction, failure mechanism of item, assumptions, replacement decisions, types of replacement problem, replacement of items that deteriorate with time - case 1: value of money does not change with time, case 2: value of money changes with time. replacement of equipment that fails suddenly (Theory only).

Total Hours: 40 Hours

Practical Components:

1. Students shall demonstrate the ability to use LPP for real time situations
2. Students can select any of manufacturing or service organisations. By using methods of operation research, students need to evaluate the constraints and challenges faced by the organizations in decision making.

Course Outcomes: Students will be able to

1. Get an insight into the fundamentals of operations research and its definition, characteristics, and phases.
2. Use linear programming technique to arrive at objective solutions in business decision-making under subjective conditions.
3. Demonstrate the application of transportation problem technique in business problems/ dynamic situations to get feasible and optimal solutions.
4. Apply the concept of assignment and game theory for solving business problems.
5. Illustrate the use of replacement and network techniques for successful project implementation.

Reference Books:

1. Quantitative Techniques in Management, N.D. Vohra, Tata McGraw-Hill Publications, 5th Edition, 2017
2. Quantitative Techniques for Managerial Decisions, J.K.Sharma, Laxmi Publications Pvt Ltd, 6th Edition, 2017
3. Operations Research: An Introduction, Hamdy A Taha, Pearson Publication, 10th Edition, 2017
4. Operations Research: S Kalavathy, Vikas Publishing, 4th Edition, 2013
5. Quantitative Techniques: Theory & Problems, P C Tulsian, Vishal Pandey Pearson, 7th Edition, 2013

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	2				2			2	2
CO2	2	2						1		2
CO3	2	2	2			2	2	1	3	
CO4	2	2			1		2	1	3	1
CO5	2	2			2		2	2	3	3

MANAGEMENT INFORMATION SYSTEMS

Course Code : 22MBA27	L: T: P: S	Credits : 3	
Exam Marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours	

Course Objectives:

1. To understand the role of Information Technology in Management.
2. To apply IT Solutions for Business Problem Solving
3. To empower students with the knowledge of IT infrastructure and networking.
4. To analyse the role of ICT in business and society.
5. To expose students to the wireless ecosystem.

Module 1: Introduction to Information Systems (6 Hours)

Information age, the need for Information Systems, Digital Convergence and the changing Business Environment; Information and Knowledge Economy; Contemporary approach to IS and Management Challenges. Management Information Systems and core competencies.

Module 2: Different types of Information Systems (10 Hours)

Functional Perspective of IS; Strategic uses of Information Systems; Organisational and Behavioural Impacts; IT Impact on Decision Making; Leveraging Technology in the Value Chain; Different Information Systems in the enterprise: TPS, DSS, MIS and ESS. GDSS, GIS, and SIS. Intelligent Techniques: Expert Systems, Fuzzy Logic Systems, Neural Networks, Genetic Algorithm, Hybrid AI Systems, Intelligent Agents.

Module 3: I.T Infrastructure (8 Hours)

Business Hardware Evolution of IT Infrastructure; Moore's law, law of Mass Digital Storage; IT Infrastructure Components; Trends in Hardware Platforms; Enterprise Software; Groupware.

Business Networks and Telecommunications: Communication Technologies in Business, Networks and their types; Protocols; Internet Networking Services; Future of Networking Technologies; Broadband telephony, VOIP, RFID and Convergence.

Module 4: ICT for Development and E-Governance (8 Hours)

ICT for development, Types of ICT interventions, Examples of ICT for development projects, E-Governance Concepts & Applications, E-Participation.

Society and Internet: Social Dynamics of Internet, Services of Internet, Technology of the Internet, Social Issues, Social Networks in the enterprise

Open-Source Software: Concept, Licenses, open Source in business and government, Data Standards and open community

Module 5: Wireless Revolution (8 Hours)

The Wireless Revolution: Introduction, Videoconferencing; Wireless Payments; Bandwidth and Media; Business Value; Wi-Max and EVDO; M-Commerce; Applications in CRM, Supply Chain and Healthcare. Electronic Commerce and the Digital Organisation: Internet based Business Models: B2B, and B2C Models.

Total No of Hours: 40

Practical Components:

1. The student should identify the IS used in an organization.
2. The student should be able to design a IT infrastructure for an organisation.
3. The student can gain knowledge about ICT applications in various sectors.

Course outcomes: Students will be able to

1. The student can identify the IS used in an organization.
2. The student will be able to suggest IT solutions for Business Problem Solving.
3. The student will be able to design a IT infrastructure for an organisation.
4. The student will be familiar with the aspect of online social networks.
5. The student will be able to decide on the apt wireless ecosystem for an organisation.

Reference Books:

1. Management Information Systems - Managing the Digital Firm, Kenneth C Laudon and Jane P Laudon, Pearson Education Asia, New Delhi 9th Ed., 2007
2. Computers and Information Management, Bhatnagar, S.C. and K.V. Ramani, Prentice Hall of India Private Ltd.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	1	1		1			2			2
CO2	2	1		1			2	1	2	
CO3	1	1		2			2	2	1	1
CO4	1	1		2	1		1	1	1	1
CO5	2	2		1	1		1	1	1	1

DESIGN THINKING

Course Code : 22MBA28	L: T: P: S	Credits : 2
Exam Marks : 100 Marks	2: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To bring awareness about the basics of design thinking
2. To make students understand Empathy in Design Thinking.
3. To make students learn to define problem and ideate solutions.
4. To enable students to create prototype and test the solutions.
5. To expose students to the design thinking in various sectors

Module 1: Design Thinking Overview (5 Hours)

What Is Design thinking? Need, Characteristics Design Thinking Skills, Design Thinking Mindset; The Design Thinking Team-What Constitutes a Design Thinking Team? Principles of Design Thinking, the Basis for Design Thinking,

Module 2: Design Thinking Frameworks (5 Hours)

Design Thinking Frameworks: Empathize with the Customers and/or Users, Visualization Techniques and Diagrams: Use of Diagrams and Maps in Design Thinking: Create an Empathy Map , Create an Affinity Diagram, Create a Mind Map, Create a Journey Map, Story Telling Throughout the Design Thinking Process. Apply the Design Thinking Frameworks

Module 3: Design Thinking Approaches – Phases 1 and 2 (5 Hours)

Define the Problem: Review and Follow-Up, Define the Point of View

Ideate: Develop Potential Solutions, Feedback on the Solutions

Define and Ideation Techniques, Unpacking, Personas, Pattern Recognition and Connecting the Dots

Module 4: Design Thinking Approaches – Phases 3 & 4 (6 Hours)

Prototype Alternate Solutions: Create a Prototype of the Solution, Review the Prototype and Gain Feedback

Test the Solutions: Prepare Test of the Prototype and Solution

Prototype and Test Techniques: Types of Prototypes, Revise Franken Prototype to Refined Prototype, Forms of Testing in Design Thinking, Prepare and Test the Prototype

Module 5: Design Thinking Practices (5 Hours)

Adopt and Adapt Design Thinking: Cautions and pitfalls, Best practices

Design Thinking in various Sectors -Health Sector, Finance, Education, Infrastructure Retail, Banking.

Practical Components:

The student should identify the problem of target users and develop solutions by using design thinking approach

Course outcomes: Students will be able to

1. Comprehend the basics of Design Thinking.
2. Learn to build empathy for target audience.
3. Define and develop innovative ideas through rapid iteration cycle.
4. Create a visual representation of ideas.
5. Comprehend application of design thinking in various business settings.

References

1. Karmic Design Thinking by Prof. Bala Ramadurai, available at Amazon (paperback), Amazon (e-book), Flipkart, Pothei, halfpricebooks.in.
2. Design: Creation of Artifacts in Society by Prof. Karl Ulrich, U. Penn
3. Change by Design by Tim Brown.
4. Chakku 7C's
5. Collaborative Model for Innovation
6. Pitfalls in the Innovation process
7. Innovation By Design – Collaboration is the key to cross the pitfalls in the Innovation Process.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	1		1					2	
CO2	2	1		2		2	2	1	2	
CO3	1	1		2		2	1	1	2	1
CO4	1	1		2	1	2	1	1	2	1
CO5	1	2		2	1	2	1	1	2	1

BUSINESS ETHICS

Course Code : 22MBA29

L: T: P: S

Credits : 1

Exam Marks : 50 Marks

1: 0: 0: 0

Exam Duration: CIE only

Course Objectives:

1. To introduce students to basics of ethics.
2. To provide insight on ethical leadership and decision making,
3. To teach ethical concepts via Panchatantra stories

Continuous Internal Evaluation will be conducted for 50 marks and the same will be reflected in the Semester End Marks card. No Semester End Examination will be held.

Module 1: Introduction to Ethics

(4 Hours)

Introduction: Ethics- meaning Business Ethics-meaning, responsibilities towards various interest groups Ethical model -Golden rule model: types of ethical actions- destructive and constructive actions, Ethical corporate behaviour: Corporate code of ethics- advantages.

Module 2: Ethical decisions

(4 Hours)

Ethical leadership, guidelines for managing ethics in organisation

Ethical decision making- characteristics of good decision making, problems in decision making process, ethical decision-making framework, ethical dilemmas in organisation

Ethical issues in functional areas: Marketing, Finance, HR and IT Environmental ethics and corruption

Module 3: Ethics in Ancient India

(5 Hours)

Panchatantra- meaning, 5 tantras- Mitrabhedha, mitralabha, suhrubhedha, vighraha, sandhi - stories on the 5 tantras, Stories from Vikram Bethala,

Total No of Hours: 13

Course Outcomes: Students will be able to

1. Comprehend basics of ethics.
2. Apply ethical leadership and take ethical decisions
3. Analyse ethical concepts via Panchatantra stories

References

1. Business Ethics & Communication - Dr. V.K Jain & Omprakash Biyani, S.Chand
2. Business Ethics - C.S.V Murthy, Himalaya Publication
3. Business Ethics & Communication - C.S Tejpal Seth, S.Chand

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	1	2	1	1		1			2
CO2	2	1	2	1			1	1	1	
CO3	2	2	2	1	2		1		1	1

**SYLLABUS OF STUDY - THIRD SEMESTER MBA
STRATEGIC MANAGEMENT**

Course Code : 22MBA31	L: T: P: S	Credits : 3
Exam Marks : 100 Marks	1: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To make students aware about core concepts of strategy and strategic management
2. To make students understand the fundamentals on which an organization works.
3. To make students explore the external and internal environment, in which an organization operates.
4. To expose students about various business strategies in dynamic market environments.
5. To expose students to issues in implementation, evaluation and control of strategy.

Module 1: Introduction to Strategic Management (8 Hours)

Introduction, Types of Strategies, Scope and Importance of Strategies, Strategic Management- Need, scope, key features and importance of strategic management, Strategic Management Process, Limitations of Strategic Management.

Module 2: Strategy Formulation (8 Hours)

Strategy Formulation- Business definition, purpose of business, difference between goals and objectives of business, long term objectives, short term objectives, Strategic Intent through vision and mission statements, Levels of strategy formulation- Corporate, Business, Functional levels.

Module 3: Competitive Advantage Analysis (8 Hours)

Analyzing a Company's External Environment – PEST Analysis, Industry Analysis - what factors are driving industry change - Porter's dominant economic features - Porter's Five Forces model, SWOT analysis Internal Analysis: Value Chain Analysis – Core competencies, Distinctive Competencies

Module 4: Designing Strategies (8 Hours)

Business Level Strategies - Cost, Differentiation, and Focus Strategies, blue ocean strategy.
Corporate Level Strategies - Stability, Expansion, Retrenchment and Combination strategies.
Type 1: Stability Strategy - Pause/Proceed with caution strategy, No change strategy, Profit strategy
Type2: Expansion Strategies: Concentration, Integration, Diversification, Cooperation
Type 3: Retrenchment Strategies –Turnaround strategy, Divestment or divestiture strategy, Liquidation strategy
Type 4: Combination Strategies

Restructuring and renewal strategies

Mckinsey's 7's framework; GE-9 Cell Model, Boston's Consultancy Model.

Module 5: Strategy Implementation, Evaluation And Control (8 Hours)

Issues in strategy implementation, Resource Allocation, Budgets, Behavioural Issues – Leadership styles – Charismatic, transformational, visionary
Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies.
Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control

Total Hours: 40 Hours

Practical Component:

1. Analyzing the Mission and Vision statements of selected five Indian companies.
2. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)

Course Outcome: Students will be able to

1. Understand the concept of Strategic management.
2. Align strategies in line with organizational goals.
3. Acquire an understanding of how firms can gain competitive advantage.
4. Devise different levels of strategies for different situations.
5. Implement strategies and devise effective control measures.

Reference Books

1. Crafting and Executing Strategy, A Thompson Jr, Margaret A. and John E Gamble, McGraw Hill, Publication, New Delhi, 2017.
2. Strategic Management, Hitt & Manikutti, Cengage learning, 2018.
3. Strategic Management- Concepts & Cases, Fred R David, PHI Learning Private Ltd, 2015 15th Edition.
4. Strategic Management, AzharKazmi, Kindle Edition, 2017, 4th, Edition
5. Strategic Management- Concepts & Cases, Upendra Kachru, Excel Books, 2017
6. Strategic Planning: Formulation of Corporate strategy, V.S. Ramaswamy, S. Namakumari, Macmillan Publishing House Ltd.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	2		2	1	1		2	2	1
CO 2	2	2	1	2			2		2	
CO 3	2	2	1	2		2	2	1	2	
CO 4	2	2	1	2	1	2	2	2	2	
CO 5	2	2	1	2		2	2	1	2	

STARTUP ECO SYSTEM

Course Code : 22MBA32

L: T: P: S

Credits : 3

Exam Marks : 100 Marks

1: 0: 0: 0

Exam Duration: 3 Hours

Course Objective:

1. To enable the students to develop perspective and an appropriate understanding of startups in the Indian context.
2. To expose the students to the startup ecosystem and its impact on start-ups.
3. To enable the students to understand the process of new startup venture creation.
4. To expose the students to various startup funding opportunities.
5. To impart knowledge about the startup failures and the sustainability.

Module 1: Introduction to Startups

(8 Hours)

Definition and meaning of startups, characteristics, role, importance and present status in Indian economy, Start-up lifecycle, Factors influencing their emergence, Government Policies and initiatives for startups in India, Problems and Challenges.

Module 2: The Startup Ecosystem

(8 Hours)

Entrepreneurship Ecosystem Approaches: Ecosystem Perspectives, Daniel Isenberg's Domains of the Entrepreneurship Ecosystem, Components of entrepreneurial ecosystem pillars by World Economic Forum, Trilevel Cycle Business Ecosystem, The Rise of the startup economy - The Six Forces of Change- the Start-up equation.

Module 3: Process of New Venture

(8 Hours)

Registration and Licensing, bank and other statutory formalities, Resource mobilization, Organizing the basic infrastructure such as premises, water, power, transport etc., procurement of machinery & equipment, mobilization of human and material resources, trial run, Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks, Intellectual Property Rights.

Module 4: Start-up Funding

(9 Hours)

Funding Needs, Stage-wise Sources of Finance for Startups, Steps to Startup Fund Raising, Methods of Financing to Startups: Bootstrapping, Crowd funding, Angel Financing, Small Business Credit Cards, 3 F's, Venture Capital, Funding From Business Incubators and Accelerators, Bank Loans, Funds by Winning Contests, Loans from Microfinance Providers or NBFCs, Government's Assistance, Product Pre-sale, Credit Cards, Alternative Investment Funds: SIDBI Fund of Funds Scheme, Startup India Seed Fund Scheme.

Module5: Planning for Harvest and Exit

(7 Hours)

Reasons for startup failure and sustainability of startups, Dealing with Failure: Bankruptcy, Exit Strategies-Sellingthebusiness-Cashingoutbutstayingin-beingacquired-Going Public (IPO)- Liquidation.

Total No of Hours: 40

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

1. Comprehend the need for startups for the development of an economy.
2. Appreciate the importance of startup ecosystem.
3. Develop a start-up enterprise.
4. Analyze start-up capital requirements and the sources of funding.
5. Interpret startup failures and the need for sustainability.

References

1. Launching New Ventures- An Entrepreneurial Approach, Kathleen R Allen, Cengage Learning, 2016.
2. Managing New Ventures- Concepts and Cases, Anjan Raichaudhuri, Prentice Hall International 2010
3. Entrepreneurship, R. Bhowmik & M. Bhowmik S, New Age International, 2007.
4. The Startup Equation: A Visual Guidebook for Building Your Startup, Steven Fisher, Janae' Duane, Indian Edition, McGraw Hill Education India Pvt .Ltd 2016
5. New Venture Management: The Entrepreneur's Road Map, Donald F Kuratko, Jeffrey S.Hornsby, 2e, Routledge, 2017.
6. Corporate Entrepreneurship, VijaySathe,1e,Cambridge, 2009.
7. The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company by Steve Blank & Bob Dorf
8. Start with Why by Simon Sinek
9. Raising Eyebrows by Dal LaMagna
10. The \$100 Startup: Reinvent the Way You Make a Living, Do What You Love, and Create a New Future by Chris Guillebeau
11. Lean Startup by Eric Ries

Course Outcomes	PROGRAMOUTCOMES(POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2	1	1	2	1	2	1	2	1	2
CO2	2	1		2	1	1	1		2	
CO3	2	1	2	2	1	2	2	2	1	1
CO4	1	2		2	1	2	2	2	2	1
CO5	1	2	1	2	1	1	1	1	1	1

ORGANIZATIONAL STUDY

Course Code : 22MBA33

L: T: P: S

Credits: 2

Exam marks : 100 Marks

0: 0: 0: 8

Course Objectives:

1. To expose the students to understand the working culture and various functions of an organization.

General Guidelines:

1. The Organizational Study training shall be for a period of 4 weeks immediately after the completion of II semester Examinations but before the commencement of the III Semester classes.
2. The Course code of the Organizational study report shall be 22MBA33 and shall be compulsory for all the students. The marks of the same shall appear in the marks card of the third semester.
3. No two students of an institute shall work in the same organization.
4. The Organizational Study report should contain a minimum of 20 pages.
5. Students should submit one copy of the hard bound project report after the completion of the organizational study.
6. The student shall seek the guidance of the internal guide on a continuous basis and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
7. On completion of the Organizational Study training, students shall prepare a report with the following format.
 - a. The organizational study report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size, 1.5 line spacing and a minimum of 20 pages.
 - b. All the reports shall be printed in the A4 size 1” margin on three sides and 1.5” on the left side for binding.
 - c. Facing sheet of the report shall be as per the department’s instructions.

Contents of the Organization Study Report:

PREFIX PAGES

- Cover page
- Certificate from the Organization
- Certificate from the guide, HOD and Head of the Institution indicating bonafide performance of Organization study by the student
- Declaration by the student
- Acknowledgements
- Table of contents
- List of tables
- List of graphs

Note: - Page no’s should not be mentioned for the above pages.

CHAPTER CONTENTS

Chapter 1: Industry Profile.

Chapter 2: Company Profile

- i. Back ground
- ii. Nature of business
- iii. Vision, mission, quality policy
- iv. Workflow model
- v. Product/Service profile
- vi. Ownership pattern
- vii. Organization structure
- viii. Achievements/awards if any
- ix. Future growth and Prospects

Chapter 3: Analysis

- i. Porter's Five Force Model with special reference to the organization under study.
- ii. SWOT Analysis with special reference to the organization under study.

Chapter 4: Learning experience.

Bibliography

Annexure: Relevant to the Organization study such as photographs, financial statements (if available), etc.

Course Outcomes: Students will be able to

1. Bridge theoretical knowledge and the functioning of the organizations.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	1	2		2	1	2		2		2

SPECIALIZATION: MARKETING MANAGEMENT
SERVICES MARKETING

Course Code : 22MBAMM31

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To acquaint the students to the uniqueness of the services characteristics and its marketing implications.
2. To provide an insight into the gaps of consumer behavior in services.
3. To provide a comprehensive understanding of customer expectations through market research.
4. To make the students aware of service standards.
5. To orient the students on the role of employees, pricing, gap analysis in the services sector.

Module 1: Introduction to Services

(8 Hours)

Concepts, contribution and reasons for the growth of the services sector, Difference in goods and service in marketing, Myths about services, Characteristics of services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality, Marketing challenges in the service industry.

Module 2: Consumer Behaviour in Services

(8 Hours)

Search, Experience and Credence property, Consumer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Module 3: CRM in Services

(8 Hours)

Key reasons for GAP 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, Levels of retention strategies.

Module 4: Service Quality Standards

(8 Hours)

Hard and Soft standards, Process for developing customer defined standards, Leadership and Measurement system for market driven service, and Performance-key reasons for GAP-2, Role of service quality in offensive and defensive marketing. Service design and positioning, Challenges of service design, new service development- Types, Stages. Service blueprint and Service positioning

Module 5: Employee Role in Service Designing

(8 Hours)

Boundary spanning roles, Emotional labor, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer's role in service delivery, Importance of customer and customer's role in service delivery, Strategies for enhancing customer participation. Role of marketing communication, Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. Pricing of services-Role of price and value in provider GAP 4, Pricing strategies. Physical evidence in services: Types of service spaces- Role of service spaces.

Total Hours: 40 Hours

Practical Components:

1. Students have to conduct an in depth study of any service industry and give a presentation.
2. Students to do a role play on service recovery
3. Students to identify any existing services and locate the loopholes in their service design and suggest modifications.

Course Outcomes: Students will be able to

1. Understand gap models and their applications in service sectors.
2. Identify the various factors influencing the pricing strategies.
3. Understand the gap between customer perception to the expectations.
4. Demonstrate the strategies for managing the employee, customers and intermediaries in service organization.
5. Analyze and interpret the service design using services marketing concepts.

References:

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner, McGraw Hill
2. Services Marketing, Christopher Lovelock, Pearson Education
3. Services Marketing, Parasuraman
4. Services Marketing, Rajendra Nargundkar, McGraw Hill
5. Services Marketing, Hoffman & Bateson, Cengage Learning
6. Services Marketing: Operation, Management and Strategy, Strategy-Kenneth E Clow & David L. Kurtz. Biztantra

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2								2	
CO2		3				3			2	2
CO3	2	2				2				2
CO4			3	3					3	
CO5		3		3					3	

CONSUMER BEHAVIOUR

Course Code : 22MBAMM32

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To introduce the students to the basics of consumer behaviour.
2. To expose the students to different models of consumer behaviour.
3. To study the psychology of how consumers think, feel, reason, and select between different alternatives.
4. To understand how the consumer is influenced by the external environment.
5. To understand how the consumer influences the new innovations in services.

Module 1: Introduction to Consumer Behaviour

(8 Hours)

Meaning and Definition of Consumer behaviour, Difference between consumer and Customer, Nature and Characteristics of Indian Consumers, Consumer Movement in India, Rights and Responsibilities of consumers in India. **Consumer Research:** Role of research in understanding consumer behaviour, Consumer Research Paradigms (Qualitative & Quantitative Research Methods), Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

Module 2: Models of Consumer Behaviour

(8 Hours)

Input-Process-Output Model, Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communication, External Influences: Social Class, Culture, Reference Groups, Family members. Levels of Consumer Decision Making – Consumer Buying Decision Process, Four views of consumer decision making.

Module 3: Internal Influences on Consumer Behaviour

(8 hours)

Motivation: Basics of Motivation, Needs, Goals, Positive and Negative Motivation, and Rational vs. Emotional motives, Motivation Process. **Personality:** Basics of Personality, Theories of Personality and Marketing Strategy, Applications of Personality concepts in Marketing. **Perception:** Basics of Perception and Marketing implications, Elements of Perception, Dynamics of Perception, Perceptual Selection, Perceptual Interpretation, Perceptual Organization, Perceived price, Perceived quality, Price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk. **Learning:** Elements of Consumer Learning, Motivation, Cues, Response. **Attitude:** Basics of attitude, the nature of attitude, Models of attitude and Marketing Implication,

Module 4: External Influences on Consumer Behaviour

(8 hours)

Social Class: Features of Social Class, Five Social-Class categories in India. **Culture and Subculture:** Role of customs, values and beliefs in Consumer Behaviour. **Subculture:** Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture). **Cross-cultural Consumer Analysis:** Cross-cultural marketing strategy, Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems. **Groups:** Meaning and Nature of Groups, Types of groups, Family and Reference Groups.

Module 5- Consumer Influence and Diffusion Of Innovation**(8 Hours)**

Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership and Marketing Strategy, Creation of Opinion Leaders

Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time), Adoption Process: Stages, Categories of adopters, Post Purchase Processes, Customer Satisfaction, and Customer commitment: Post purchase dissonance, Product use and non-use, Disposition, Product disposition.

Total Hours: 40 Hours**Practical Components:**

1. Students to visit malls and unorganized retail outlets and observe the behaviour of consumers and present the findings / observations followed with a group discussion.
2. Students to do a survey on consumer buying behaviour and present the findings in the class.
3. Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy.
4. Conduct a survey to find what are the important factors in the purchase of mobiles, shoes, bags etc. and analyse how the customer deal with the information overload.

Course Outcomes: Students will be able to

1. Understand the consumer decisions based on various factors.
2. Interpret the role of personality and learning in consumer behaviour.
3. Analyze social and cultural factors that affect consumer behaviour.
4. Gain practical knowledge on the level of adoption process of products and services by consumers.
5. Develop a suitable Marketing strategy based on consumer expectations.

References:

1. Consumer Behaviour, Leon Schiffman, Lesslie Kanuk, Pearson Latest edition.
2. Consumer Behaviour and Building Marketing Strategy, Hawkins Delbert, Tata McGraw-Hill Education India, Latest edition.
3. Consumer behaviour, Jay D. Lindquist, Joseph Sirgy, Cengage Learning, Latest edition.
4. Market Research: Text and cases, Rajendra Nargundkar, McGraw Hill, 3rd Edition.
5. Consumer Behaviour in Indian Perspective, Suja Nair, Himalaya Publisher, Latest Edition.
6. Consumer Behaviour, Tyagi C.L, Pearson Education, 8th Edition
- 7.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO1	2								2	
CO2	2	3				2				2
CO3			3				3			3
CO4	2	3								3
CO5		3				3			3	

STRATEGIC BRAND MANAGEMENT

Course Code : 22MBAMM33

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To provide comprehensive information on brands and brand equity.
2. To make the students aware of the factors influencing creation of new brands.
3. To expose the students to integrated marketing communications.
4. To expose strategic brand management- the design and implementation of marketing programs
5. To enable the students to build, measure and manage brand equity.

Module 1: Brands & Brand Management (8 Hours)

Brands vs. Products, Importance of Brands, Branding Challenges and Opportunities, Brand Equity Concept, Strategic Brand Management Process , Customer-Based Brand Equity, Brand Equity as a Bridge, Sources of Brand Equity, Strategies to Build a Strong Brand, Brand Building Implications.

Module 2: Creation Of A New Brand (8 Hours)

Brand Identity Prism, Brand Building Models, Brand Positioning and Values, Identifying and Establishing Brand Positioning, Updating Positioning Over Time, Defining and Establishing Brand Values, Internal Branding, Choosing Brand Elements to Build Brand Equity, Brand Element Choice Criteria, Brand Element Options & Tactics, Designing Marketing Programs to Build Brand Equity, New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy.

Module 3: Integrating Marketing Communication To Build Brand Equity (8 Hours)

Information Processing Model of Communication, Overview of Marketing Communication Options, Developing Integrated Marketing Communication Programs, Leveraging Secondary Brand Knowledge to Build Brand Equity, Conceptualizing the Leveraging Process, Country-of-Origin and other Geographical Areas, Channels of Distribution, Co-Branding, Ingredient Branding, Licensing, Celebrity Endorser.

Module 4: Brand Equity Measurement & Management System (8 Hours)

The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System, Measuring Sources of Brand Equity: Capturing Customer Mindset, Qualitative Research Techniques, Quantitative Research Techniques, Measuring Outcomes of Brand Equity: Capturing Market Performance, Comparative Methods, Holistic Methods.

Module 5: Designing and Implementing Branding Strategies (8 Hours)

Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy, Introducing and Naming New Products and Brand Extensions, Advantages & Disadvantages of Brand Extensions, Understanding How Consumers Evaluate Brand Extensions, Evaluating Brand Extension Opportunities, Extension Guidelines Based on Academic Research, Managing Brands over Time, Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio, Brand Portfolio Rationalization, Managing Brands over Geographical Boundaries and Market Segments, Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs, Standardization vs. Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity.

Total No. of Hours: 40

Practical Components:

1. Students visit rural market and analyze the power of branding

Course Outcomes: Students will be able to

1. Demonstrate the knowledge of brand management.
2. Understand how to create a new brand.
3. Integrate marketing communication to build brand equity.
4. Apprehend a brand equity measurement and management system.
5. Design and implement branding strategies.

References:

1. Strategic Brand Management, Building Measuring & Managing, Kevin Lane Keller, Pearson Education, Latest Edition.
2. Brand Equity Brand Management -The Indian Context, Y L R Moorthi, Vikas Publication, Latest Edition.
3. Strategic Brand Management, Jean, Noel, Kapferer, Kogan Page India, Latest Edition.
4. Brand Building and Advertising Concepts and Cases, M B Parameswaran, Tata McGraw Hill Publication, Latest Edition.
5. Compendium Brand Management, Chunnawalla, HPH, Latest Edition.
6. Strategic Brand Management, Richard Elliott & Larry Perclu, Oxford Press, Latest Edition

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2								2	
CO 2	3	2							2	1
CO 3		3				2	3		3	2
CO 4		2		1						3
CO 5		3		2	2				2	

MARKETING RESEARCH AND ANALYTICS

Course Code : 22MBAMM34

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To provide an understanding of the basics of marketing research process.
2. To orient on the theoretical and practical aspects of marketing research.
3. To introduce the marketing decision support system.
4. To encourage the students to take up practical research in marketing.
5. To highlight importance of predictive analytics on product development

Module 1: Introduction to Marketing Research (8 Hours)

Marketing Research Dynamics- Introduction, Meaning of Marketing research, When marketing research is unnecessary, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Limitations of Marketing Research, Threats to marketing research. Introduction to marketing intelligence, Components, Need for MI, and Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis.

Module 2: Design and Implementation (8 Hours)

Design and implementation of Marketing Research Projects, Defining research questions, Identifying respondents, Sampling accuracy and sufficiency. Issues around studying human subjects. Lab on socially acceptable responses- managing

Module 3: Decision Support System (8 Hours)

Marketing Decision Support System- Meaning, Use of Decision Support Systems in Marketing Research, Database & Data warehousing. The three V's: Volume, Velocity & Variety, The Fourth V: Value. Elements of database, Types of database, Using marketing database for marketing intelligence, Ways to gather consumer data.

Module 4: Applications of Marketing Research (8 Hours)

Introduction, Consumer Market Research, Business-to-Business Market Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.

Module 5: Predictive Analysis and Product Research (8 Hours)

Meaning of predictive analysis, How good are models at predictive behavior, Benefits of predictive models, Applications of predictive analysis, Reaping the benefits, Avoiding the pitfalls, Importance of Predictive model, Process of predictive analytics. Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, Evaluating prototypes, Luxury and Lifestyle products.

Total Hours: 40 Hours

Practical Components:

1. Students go to visit malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different categories of goods. Come back to class and present the findings / observations followed with a group discussion.

Course outcomes: The student should be able to:

1. Comprehend the objectives of market research & its application in solving marketing problems.
2. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.
3. Generalize and interpret the data with the help of various measurement techniques.
4. Understand the emergence of new trends in research.
5. Familiarize with predictive analysis and product research.

References:

1. Marketing Research- An Applied Orientation, Naresh K Malhotra & Satya Bhushan Dash, Pearson 7th Edition.
2. Marketing Analytics Using Excel, Dr.Ajithab Dash, SAGE, 2019 Edition.
3. Essentials of Marketing Research, William G Zikmund et. Al, Cengage Learning.
4. Market Research: Text and cases, Rajendra Nargundkar, McGraw Hill, 3rd Edition
5. The Effective Use of Market Research: How to drive and focus better business decisions, Robin J Birn, Viva, 4th Edition.
6. Marketing Research: Methodological Foundations, Gilbert A Churchill & Dawan Lacobucci, 8th Edition.

ii.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	2							2	2
CO 2		2		2		2			2	
CO 3		2				2			2	
CO 4		2		2		2	2		2	
CO 5	1	2		2		2		1	2	

INTERNATIONAL MARKETING MANAGEMENT

Course Code : 22MBAMM35

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To introduce students to international marketing management process and theories.
2. To introduce students to the international marketing environment.
3. To develop research skills relating to the design of international marketing strategy.
4. To familiarize how products are positioned in the international market.
5. To familiarize how strategies of pricing, promotion and distribution are efficiently used.

Module 1: Introduction to International Marketing (8 Hours)

Definition, Driving forces of International Marketing, Restraining forces of International Marketing, International Marketing Concepts, the EPRG Framework, Challenges, Factors encouraging Standardization or Adaptation, World Trade, Trade Barriers Foreign exchange rates and its impact in foreign trade.

Module 2: International Marketing Environment (10 Hours)

Culture: Definition, cultural knowledge, Culture & its elements, Implications of Hofstede's work on cross culture across countries, cultural change, Consequence of innovation on culture change.

The Geographic, Climatic, Demographic, Political, and Legal environment, Different World trade routes; Modes of doing Business, Business Ethics.

Module 3: International Marketing Research (6 Hours)

The Research Process, Breadth and scope of international marketing research, Sources of secondary data, Multi-cultural research, Estimating market demand, Identifying foreign markets. Designing Marketing strategies: the Heckscher-Ohlin theory, Porter's Diamond Theory, Marketing execution, Marketing myopia.

Module 4: International Product Policy (8 Hours)

Products and services for consumers: Quality, green marketing, products for consumers in global markets, Product development, Product adaptation, Product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging. Product and services for businesses: Demand in global business to business markets- Quality and Global standards, Business services – Trade shows a crucial part of business to business marketing, relationship markets in business to business context.

Module 5: International Pricing, Promotion & Distribution Policy (8 Hours)

Pricing Decision: Global pricing framework, Price escalations, Inflation, Exchange-rate fluctuations, Administered pricing, Counter trades as a pricing tool.

Promotion Decision: International advertising and Communication, Social media, Sales promotion, International trade exhibition.

Global Distribution Decision: Introduction, Different channels of distribution, Trading companies, Foreign Agents, Factors influencing the Channel decision.

Total Hours: 40 Hours

Practical Components:

1. Students to prepare a procedure for export of grapes.

Course Outcomes: Students will be able to

1. Comprehend the global markets.
2. Explore the global market environment.
3. Apply research skills to explore international marketing.
4. Devise suitable policies for products in a global market.
5. Devise suitable policies for pricing, promotion and distribution.

References:

1. International Marketing, Philip R. Cateora, Irwin McGraw-Hill, Latest Edition.
2. International Marketing, Catero, Graham, TataMcGrawHill, Latest Edition
3. International Marketing, Varshney, Bhattacharya, S.Chand, Latest Edition
4. Global marketing management, Warren J.Keegan, Pearson, Latest Edition
5. International Marketing Management: Text and Cases, U C Mathur, SAGE, 2008
6. International marketing: analysis and strategy, Sak Onkvisit, Johnshaw, Biztantra Latest Edition
7. International marketing Rakesh Mohan Joshi Oxford Latest Edition

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2									2
CO 2	2	2		2		1	2		2	
CO 3		2				2			2	
CO 4	2			2					2	
CO 5	2			2					2	

**SPECIALIZATION: FINANCIAL MANAGEMENT
COST ACCOUNTING**

Course Code: 22MBAFM31	L: T: P: S	Credits: 3
Exam Marks: 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To illustrate the cost concepts, cost behaviors, and cost accounting techniques that are applied in businesses.
2. To provide an understanding of the problems encountered in accounting of labor and overheads.
3. To enable students to understand the importance of activity based costing.
4. To enable students to use the marginal cost information in decision making.
5. To enable students to be aware of contemporary costing techniques.

Module 1: Introduction to Cost Accounting (8 Hours)

Definitions, objectives of cost accounting, functions, advantages and disadvantages of cost accounting, cost concepts, classification of costs, elements of costs, cost accountancy, costing, concept of cost centers, cost unit, cost accounting and financial accounting, cost accounting and management accounting, methods and techniques of costing, role of a cost accountant in an organization, Problems on cost sheet.

Module 2: Elements of Cost (10 Hours)

Materials cost: Purchase procedure, classification and codification of materials, techniques of inventory control, stock levels, inventory valuation methods - FIFO, LIFO, average cost, weighted average method.

Labour costs: Time keeping and time booking, methods of labour remuneration - wage systems, incentive wage plans. Treatment of labour cost- idle time, over time, labour turnover.

Overhead cost: Meaning and definition of overhead cost, classification, allocation and apportionment of overheads, re-apportionment of service department costs, under-absorption and over-absorption of overheads. (Problems on primary and secondary distribution)

Module 3: Activity Based Costing (6 Hours)

Problems of traditional costing, objectives of activity-based costing, terms used in activity-based costing, steps in activity-based costing, benefits and weaknesses of ABC, Problems on activity-based costing.

Module 4: Techniques Of Costing (10 Hours)

Marginal Costing: Nature and Scope, difference between absorption costing and marginal costing, Application of marginal costing, Cost-volume profit analysis, Break-even Point, Decision Making (all types with full problems), Differential Analysis, Make or buy decision.

Budgetary Control: Objectives and functions of budgeting, Types of budgets, Master Budgets, flexible budgeting - problems, ZBB

Module 5: Contemporary Issues In Costing (6 Hours)

Kaizen costing, Target costing, Life Cycle costing, Transfer Pricing, Throughput costing, Value Chain costing.

Total Hours: 40 Hours

Practical Components:

1. Analyze various components of cost for any product.
2. Discuss the costing practices followed in various sectors.

Course Outcomes: Students will be able to

1. Prepare a cost sheet and cost estimations.
2. Allocate and apportion overhead cost of service departments to manufacturing departments.
3. Differentiate traditional costing systems with activity-based costing system.
4. Utilize marginal costing technique in business decision making.
5. Discuss the contemporary issues in cost accounting

References:

- 1 A Text book of Cost and Management Accounting, Arora M. N, Vikas, 11th Edition 2021
- 2 Cost Accounting, Jawaharlal, Seema Srivastava, Seema Singh, McGraw Hill, 6th Edition, 2019
- 3 Cost Accounting, Jawaharlal, McGraw Hill, 5th Edition, 2013
- 4 Principles and Practice of Cost Accounting, Bhattacharyya, PHI Learning, 3rd Edition, 2004
- 5 Advanced Cost Accounting, Madegowda J, HPH, 2014
- 6 Cost and Management Accounting, Arora M. NHPH, 2016
- 7 Cost Accounting: Theory and Practice Bhabatosh Banerjee, PHI Learning, 12th Edition, 2014
- 8 Management Accounting, Khan M. Y and Jain P. K, McGraw Hill, 7th Edition, 2017

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	3			2	2	2			3
CO 2		3		2	2	2			1	2
CO 3		3			2				3	2
CO 4		3	2		2	2				2
CO 5	2		2			2			2	2

INVESTMENT MANAGEMENT

Course Code: 22MBAFM32

L: T: P: S

Credits: 3

Exam Marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To familiarize students with the investment process, various investment avenues and operations of stock markets in India.
2. To provide insights on measuring the risk and return.
3. To understand the valuation of securities and bonds.
4. To ensure acquaintance of in-depth understanding of fundamental and technical analysis tools to make optimum investment decision
5. To study the theories of portfolio management and also the tools and techniques for efficient portfolio management.

Module 1: Introduction to Investment And Securities Market

(6 Hours)

Investment: Concept, objectives, attributes features of a good investment, economic vs. financial investment, investment and speculation, investment in physical vs. financial assets, investment process, sources of financial information. **Securities Market:** Primary market-factors to be considered to enter the primary market, modes of raising funds, secondary market - development of stock market in India, dematerialization of shares, listing of securities, trading and settlement procedure, stock market indicators, indices of Indian stock exchanges, regulation of securities markets. (Problems on type of market index).

Module 2: Risk And Return

(7 Hours)

Risk and Return: Concept of return, types. concept of risk - systematic risk, unsystematic risk, measures of risk – standard deviation, coefficient of variation, beta. Concept of risk & returns of individual security, measurement of return; relative return, expected value and measuring return over the multiple periods. Portfolio risk & return - expected returns of a portfolio, calculation of portfolio risk and return with two assets, portfolio with more than two assets.(Theory & Problems).

Module 3: Valuation Of Securities

(8 Hours)

Bond: Features, terminologies, types, pricing of bond, duration, determinants of interest rates, bond management strategies. (Problems on YTM, duration and modified duration). **Preference Share:** Concept, features, yields. **Equity Share:** Concept, valuation, dividend valuation models, P/E ratio valuation model. (Theory & Problems).

Module 4: Fundamental Analysis and Technical Analysis

(9 Hours)

Fundamental Analysis: EIC framework, global economy, domestic economy, business cycles, industry analysis, company analysis, financial statement analysis, ratio analysis. Market efficiency - efficient market hypothesis, forms of market efficiency, empirical test for different forms of market efficiency. **Technical Analysis:** Concept, theories- Dow Theory, Eliot wave theory, trend and trend reversal patterns, types of charts. Indicators – moving averages, convergence, divergence, relative strength index, Japanese candlestick. (Problems on technical analysis).

Module 5: Modern Portfolio Theory

(10 Hours)

Markowitz Model - Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model. **CAPM** - Basic assumptions, CAPM Equation, capital market line, security market line, CML v/s SML. Sharpe's optimal portfolio construction. Arbitrage pricing theory- equation, assumption, CAPM V/s APT (Theory & Problems). **Portfolio management strategies** - Active and passive portfolio management strategy, portfolio revision

strategies – objectives, performance plans. **Portfolio performance evaluation:** Measures of portfolio performance (Theory & Problems).

Total Hours: 40 Hours

Practical Components:

1. Mock stock trading activity / Virtual online trading account to be opened by the student and every week 2 hours is allotted to invest, monitor and evaluate. Here students should study the real time stock market transactions, select the securities based on risk and return.
2. Movie based learning: Wall Street & Rogue Trader, Inside Job, Big Short, Wolf of Wall Street etc

Course Outcomes: Students will be able to

1. Understand various avenues of investment and gain proficient knowledge about the Indian stock exchange indices, the trading and settlement procedures.
2. Assess the risk and return associated with investments.
3. Evaluate securities using different valuation models.
4. Analyze the economy, industry and company framework for constructing a portfolio.
5. Construct a diversified portfolio by blending portfolio management theories, the tools and techniques for efficient portfolio management.

References:

1. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publishing House 2nd Edition, 2018
2. Investment management, Bhalla V. K, Vikas Publications, 19th Edition, 2018.
3. Investment Analysis & Portfolio Management, Prasanna Chandra McGraw Hill 5th Edition, 2017
4. Analysis of Investments & Management, Reilly & Brown, Cengage Learning, 10th Edition, 2017
5. Stock Exchanges, Investments & Derivatives, Raghunathan V and Prabina Rajib , McGraw Hill Education 3rd Edition, 2017
6. Modern Investment Theory, Robert A. Haugen, Pearson, 5th Edition, 2017
7. Security Analysis & Portfolio Management, S. Kevin, PHI Learning, 2nd Edition, 2015.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	3				2	3	2		3
CO 2		3	2		3	3	3		2	3
CO 3	3	3				3	2		2	3
CO 4	2	3	2		3	3	3			3
CO 5	2	3	2		3	3	1		3	3

DIRECT TAX

Course Code : 22MBAFM33

L: T: P: S

Credits: 3

Exam Marks : 100 Marks

3:0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To familiarize students with regulatory environment in which the taxes are framed and operated in India (Income Tax Act 1961).
2. To provide insight into the nuances involved in computation of salary and its taxability.
3. To enable students to compute taxable income from businesses/ professions.
4. To enable students to compute taxable income from Capital Gains.
5. To enable students to find the taxability of an assessee using the permissible deductions.

Module 1: Income Tax Act, 1961

(8 Hours)

Income Tax Act, 1961, basic concepts, assessment year, previous year, person, assessee, income, charges on income, gross total income, capital and revenue receipts and residential status, receipt and accrual of income, canons of taxation, income tax authorities: powers and functions of CBDT, CIT and A.O.(problems on residential status of individual assessee and incidence of tax).

Module 2: Income from Salaries

(9 Hours)

Salary – meaning, basis of charge, Different forms of salary – leave salary, gratuity, commutation of pension, provident fund, allowances and perquisites, deductions and taxability. Income from house property (theory only).

Module 3: Income from Business Or Professions

(9 Hours)

Income under the head profit and gains of business or professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, depreciation. (Problems on computation of income from business/ profession of individual assessee and depreciation).

Module 4: Income from Capital Gains

(8 Hours)

Income under capital gain, basis of charge, transfer of capital asset, inclusion and exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain).

Module 5: Income From Other Sources

(6 Hours)

Income from other sources, permissible deductions under section 80C to 80U. Computation of individual income tax and tax liability of individuals

Total Hours: 40 Hours

Practical Components:

- Preparation of Income tax computation of Individual assesses.
- Studying the process of online submission of Income tax returns.

Course Outcomes: Students will be able to

1. Comprehend the basic concepts in the framework of taxation.
2. Compute taxable salary.
3. Interpret the various provisions and exemptions of direct tax act relating to computation of gross total income for a business or profession.
4. Computation taxable income from capital gains.
5. Compute individual income and tax liability involving permissible deductions.

References:

1. Direct Tax Law & Practice, Dr. Vinod Singhania, Dr. Kapil Singhania, Taxmann's 2022
2. Student's Guide to Income Tax Including GST, Problems & Solutions, Dr. Vinod K. Singhania, Dr. Monica Singhania, Taxmann Publications 2022
3. Direct Tax including Tax Planning & Management, Dr. H.C. Mehrotra, Dr. S.P. Goyal Sahitya Bhawan Publications 2022
4. Income Tax Guidelines & Mini Ready Reckoner, Nabhi. A Nabhi,2022

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	3							3	
CO 2	2	2							2	
CO 3	2	2		2			1		2	
CO 4	2	2		2					2	
CO 5	2	2		2					2	

MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code: 22MBAFM34	L: T: P: S	Credits : 3
Exam Marks: 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To familiarize with the strategic importance of mergers and acquisitions in modern business.
2. To explain and critically evaluate financial evaluation of mergers and acquisition.
3. To apply and analyze accounting aspects of mergers and acquisition.
4. To facilitate understanding of the merger process and the allied activities through legal and regulatory aspects.
5. To compare and contrast the various forms of corporate restructuring.

Module 1: Introduction To Mergers And Acquisition (10 Hours)

Mergers: Meaning, types of mergers, merger motives, theories of mergers, mergers and industry life cycle, reasons for failures of M & A, reverse merger, types of synergy, value creation in M&A, SWOT analysis, BCG matrix, (Theory). Merger Process: Five-stage model, Due diligence–Types, process and challenges of due diligence, HR aspects of M & A–Tips for successful mergers.

Acquisition: Meaning, Concept, benefits of cross border acquisitions, difficulties in cross border acquisition.

Module 2: Merger Evaluation (8 Hours)

Merger as a capital budgeting–Business valuation approaches–asset based, market based and income-based approaches–Exchange Ratio (Swap Ratio)–Methods of determining exchange rate. (Theory and Problems).

Module 3: Amalgamation (10 Hours)

Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)–Methods of Accounting–Pooling of interest method and Purchase method–Calculation of purchase consideration–Accounting aspects of Amalgamation. (Theory and Problems)

Module 4: Legal Aspects Of Mergers And Acquisition (6 Hours)

Provision for M & A under Companies Act, 2013, Combination and Competition Act for M & A, The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011 with recent amendments), SEBI Buyback of Securities Regulations, SEBI (Delisting of Securities) Guidelines.

Acquisitions/Takeovers: Meaning and types of acquisition/takeovers (friendly and hostile takeovers) - Anti-takeover strategies. Anti-takeover amendments.

Module 5: Corporate Restructuring (6 Hours)

Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve out (ECO), Going private, Leveraged Buyouts (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).

Total Hours: 40 Hours

Practical Components:

1. A case report correlating the theories and valuation model must be prepared by using the data and examples of M&A deals that occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion)
2. Compile complete details of the deal in the light of the following: Nature of the deal: merger, acquisition, or takeover. type of merger.

Course Outcomes: Students will be able to

1. Understand the strategic objectives, human and cultural aspects of mergers and acquisition.
2. Compute the financial valuation associated with mergers and acquisition.
3. Analyze the accounting aspects of mergers and acquisition.
4. Understand how companies use defensive strategies to safeguard themselves from getting taken over.
5. Identify and demonstrate the different forms of corporate restructuring.

References

- 1 Mergers, Restructuring and Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, Pearson Education 4/E, 2015
- 2 Mergers & Acquisitions –Text & Cases, B Rajesh Kumar, Tata McGraw Hill company 2010.
- 3 Mergers, Acquisitions and Takeovers, Machiraju H.R New Age International (P) Ltd., New Delhi, 2007
- 4 Corporate Finance-Theory and Practice, Ashwath Damodaran, John Wiley & Sons, 5/e, 2017
- 5 Mergers, Acquisitions & Corporate Restructuring, Prasad G Godbole, Vikas Publications 2/e, 2013
- 6 Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson Education, 1/E, 1995
- 7 Merger Acquisitions & Corporate Restructuring, Chandrashekar Krishna Murthy & Vishwanath S.R Sage Publication, 2/e, 2019
- 8 Mergers, acquisitions and Corporate Restructuring, Nishikant, Jha, Himalaya Publishing House 2011

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2								2	
CO 2		2		3	2	2			2	
CO 3		3	3	3			3		3	
CO 4		3			3		2	2	2	3
CO 5		3	3		3				3	

FINANCIAL MARKET AND SERVICES

Course Code: 22MBAFM35	L: T: P: S	Credits: 3
Exam Marks: 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To provide a strong conceptual framework for understanding and application of financial system in India
2. To develop a greater insight into the fundamental aspects of financial services
3. To provide the students basic knowledge about fund and fee based services
4. To facilitate a clear perspective of mutual funds
5. To provide legal and institutional arrangements

Module 1: Introduction (8 Hours)

Structure, regulation role and functions of financial systems, financial instruments, financial markets – capital markets & money markets, interlink between money market & capital market, characteristics of financial markets, functions of stock exchange, introduction to forex.

Module 2: Financial Services (8 Hours)

Objectives of financial services, types of financial services, capital market services & money market services, Intermediaries: banking financial corporations, non-banking financial corporation & insurance corporations- financial services sector problems and reforms.

Module 3: Fund and Fee Based Services (8 Hours)

Growth of venture capital in India, financing pattern, legal aspects and guidelines for venture capital, leasing- types of leases, leasing vs borrowing - credit rating: CRISIL, ICRA & care – factoring, forfeiting- bill discounting – types of factoring arrangements, factoring in Indian context.

Module 4: Mutual Funds (8 Hours)

Concepts and objectives, functions and portfolio classification, guidelines for mutual funds, working of public and private mutual funds in India, debt securitization, demat services, need and operations, role of NSDL and CSDL.

Module 5: Legal and Institutional Arrangements (8 Hours)

Regulatory and legal framework of government in banking, role of RBI, functions of stock exchange, listing and formalities in stock exchange, laws governing SEBI, role of SEBI, laws governing non-banking financial corporations, laws pertaining anti- money laundering.

Total Hours: 40 Hours

Practical Components:

1. Open a Demat account.
2. Discuss different types of mutual funds and their working

Course Outcomes: Students will be able to

1. Gain an understanding on the role and functions of financial systems in India
2. Comprehend and correlate all the information about the prevailing financial services in India
3. Understand fund and fee based financial services in India
4. Analyze and assess the mutual funds market in India
5. Comprehend legal and institutional arrangement

References

1. Financial Institutions and Markets, Meir Khan, Oxford Press, 7th Edition, 2020
2. Marketing of Financial Services, V.A.Avadhani, Himalaya Publishers, 3rd Edition, 2018
3. Financial Institutions and Market, Bhole, TATA McGraw Hill, 10th Edition, 2020
4. Financial Intermediaries, Livingston, Miles Blackwell, 7th Edition, 2020
5. Financial Institutes and Market, Sudhindhra Bhatt, Excel Books 12th Edition, 2020

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2									2
CO 2	2	2				2				2
CO 3	3	3				3				3
CO 4	2			2						2
CO 5		3	3							

SPECIALISATION: HUMAN RESOURCE MANAGEMENT

ORGANISATION CHANGE AND DEVELOPMENT

Course Code: 22MBAHR31

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To help the students to gain knowledge about the concepts of change management.
2. To provide an understanding of the various components and constraints involved in Change management.
3. To develop an insight on different OD interventions and help students explore the different approaches and techniques involved in OD.
4. To facilitate in understanding the impact of human resource interventions at different levels in the organization.
5. To familiarize the impact of techno structural interventions.

Module 1: Introduction to Change

(8 Hours)

Introduction, nature of change, Components of change-Leadership Alignment, Stakeholder Engagement, Communication, Change Impact and Readiness, Training, and Organization Design. Internal & External changes, types of change, Models of change- Lewis's Force field, Action research model

Module 2: Resistance to Change

(8 Hours)

Resistance to change- reasons for the resistance to change. How to spot resistance, Preventing resistance, Ways to overcome resistance for the change- Steps. Factors responsible for effective change. Designing the change-Methods. Personal change - process Organizational change -Steps in change management

Module 3: Organization Development

(8 hours)

Introduction, history, evolution of OD, Need for OD. OD interventions-Definition, factors to be considered, Classification of OD interventions, results of OD, typology of interventions based on target groups. Process of Organization Development: Entering into OD relationship, developing a contract. Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis.

Module 4: Human Process Interventions

(8 hours)

Human process interventions -Individual, group and inter-group human relations, Individual based: coaching, counselling, training, delegating, leading, morale boosting, mentoring, motivation, etc., Group based: conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. Inter-group based: Organization mirroring, third party peacemaking interventions.

Module 5: Techno-Structural Interventions

(8 Hours)

Introduction, Restructuring Organizations, Employee Involvement, Balanced scorecard, business process reengineering, downsizing and outsourcing. Strategic Interventions: Competitive and Collaborative Strategies, Organization transformation.

Total Hours: 40 Hours

Practical Components:

1. Conduct Force field analysis for any one company.
2. Hold a debate in the classroom about downsizing the workforce.

Course Outcomes: Students will be able to

1. Understand and apply models of change
2. Identify the reasons for change and devise ways to face it.
3. Diagnosing organizational problems and analyzing the need for development
4. Apply suitable interventions for inducing organizational changes.
5. Implementing techno-structural and strategic interventions for organizational development.

References:

1. Theory of Organization Development and Change, Thomas G. Cummings, Christopher G. Worli, Cengage Learning, Latest Edition
2. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Pearson, Latest Edition
3. Change & Knowledge Management-R.L Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	3						2			2
CO 2		3			2		3			3
CO 3		2				2	2		2	
CO 4		2			3		2		2	
CO 5		2					2		2	

PERSONAL GROWTH & INTERPERSONAL EFFECTIVENESS

Course Code: 22MBAHR32

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. To understand the importance of personal growth and ego states.
2. To analyze human personality.
3. To evaluate the concepts of emotional quotient and attitudes.
4. To gain knowledge on the interpersonal relations and personal growth.
5. To know aspects of personal effectiveness.

Module 1: Personal Growth

(8 Hours)

Meaning, nature and scope of personal growth. Self-awareness and self-esteem. Ego states- Child, Parent, Adult-Interactions- Transactional Analysis. Ego states - Id, ego and super ego Carl Gustav Jung - Extraversion, Intraversion.

Module 2: Understanding Human Personality

(8 Hours)

Personality – Meaning & Determinants; Personality theories- Types and Myers Briggs Type Indicator test (MBTI), Trait theories –Type A and B Personalities.

Module 3: Types Of Intelligence

(8 Hours)

Emotional intelligence – Meaning, Dimensions, IQ, Social quotient, Adversity Quotient and Creativity Quotient, Locus of control. Attitudes, beliefs, Values, Habits and their impact on behavior, Habit Formation – Seven habits of highly effective people

Module 4: Interpersonal Relations

(8 Hours)

FIRO-B- Meaning ,need Interpersonal Trust, Johari Window, Conflict- Causes, types, Resolution - negotiation, Co-operation and compromise, Life Positions.

Module 5: Personal Effectiveness

(8 Hours)

Need, importance, Four components of personal effectiveness –Ownership, execution, discipline, learning agility Personal effective skills - Determination, self confidence, persistence, stress management, problem solving skills, creativity and idea generation, self motivation, interpersonal relationship management Communication – Listening, oral and written Attire, Role efficacy and role centering

Total Hours: 40 Hours

Practical Components:

1. Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
2. Students are expected to conduct a study about various personality traits & TA and submit a report.
3. Students have to try psychometric test like MBTI, FIRO-B, etc.

Course Outcomes: Students will be able to

1. Understand the role of ego states in personal growth.
2. Utilize individual strengths for personal and organizational growth
3. Understand the significance of attitudes, beliefs, values and different types of intelligence in growth.
4. Gain insights in the aspects of interpersonal relations.
5. Able to apply different aspects and be personally effective.

References

1. Organizational Behaviour: Human Behavior at work, Newstrom and Keith Davis, McGraw Hill, Latest Edition.
2. Relations in organizations Robert N. Lussier McGraw Hill Education, Latest Edition.
3. Relations in organizations, Whetten and Kim S. Cameron, McGraw Hill Education, Latest Edition.
4. Development of Management Skills, Whetten and Kim S. Cameron, McGraw Hill Education, Latest Edition.
5. Understanding OB, Udai Pareek, University Press, Latest Edition.
6. Seven habits of highly effective people, Stephen R, Covey Simon & Schuster India

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	1			2			1		2
CO 2	2	2				3			2	
CO 3			3	2					2	
CO 4		2			2		3		2	
CO 5			2	2			2		3	

PERFORMANCE MANAGEMENT AND REWARD SYSTEMS

Course Code: 22MBAHR 33

L: T: P: S

Credit: 3

Exam marks: 100 Marks

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. To make students aware of the foundations of performance appraisal.
2. To familiarize students with the concept of performance management
3. To help students develop an understanding of performance management systems
4. To bring awareness of the performance management skills.
5. To help students have a better understanding of the reward systems in the organization

Module 1: Performance Appraisal

(8 Hours)

Definitions, Purpose of PA, Characteristics of Performance Appraisal, Types Performance appraisal methods -Traditional Methods and Modern Methods. Performance appraisal problems

Module 2: Performance Management

(8 Hours)

Introduction, Objectives, Evolution, Features, Need for Performance Management, scope and significance of performance management, Benefits of Performance ,Dangers of Poorly Implemented PM Systems, Difference between performance appraisal and performance management.

Module 3: Performance Management Systems

(8 Hours)

Meaning, objectives, multiple components of PMS-planning, monitoring, developing, rating, rewarding, Key Performance Areas, Key Result areas -need and importance

Module 4: Performance Management Skills

(8 Hours)

Need, importance, Mutual Criticism, Flexibility , One-to-One Meetings, Usage of Mobile Apps for Team Management, Continuous Feedback, Micromanaging, Focus on Results, Mentoring Employees, Remote Employees, Usage of Specific Key Performance Indicators ,Recognition and rewards, Competency mapping, Management by Objectives.

Module 5: Reward Systems

(8 Hours)

Rewards and Recognition Systems in Organizations, Meaning, Importance, purpose of reward systems in organizations. Types of reward systems-extrinsic and intrinsic, financial and Non-financial awards.

Total hours: 40 Hours

Practical Components:

1. Students to select any organization of their choice and study the Performance appraisal process and reward systems

Course Outcomes: Students will be able to

1. Appreciate and apply performance appraisal systems.
2. Understand the need for having performance management in organizations
3. Implement performance management system in organizations.
4. Apprehend performance management skills
5. Adopt effective reward systems.

References

1. Performance Management and Appraisal Systems , Rao T.V, Response Books, Latest Edition.
2. Performance Management, Varsha Dixit, Vrindavan Publications, Latest Edition.
3. Paying for Contribution-Real Performance Related Pay Strategies, Brown, B. & Armstrong, M Kogan Page, Latest Edition.
4. Employee benefits: A primer for human resource professionals, Martocchio, J. JYork: McGraw-Hill/Irwin Latest Edition.
5. Rewarding Excellence.-Pay Strategies for the New Economy, Lawler, E.E Jossey Bass, Latest Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	3			2					2	
CO 2		2								2
CO 3		3			2				3	
CO 4			2							2
CO 5	2	2	2	3				2	2	

LABOUR LAWS

Course Code: 22MBAHR 34

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To know the objectives and scope of Employee State Insurance Act, 1948
2. To acquire an understanding of The Employee Provident Funds and Miscellaneous Provisions Act, 1952
3. To understand the significance of The Industrial Employment Standing Orders Act, 1946
4. To gain insight The Industrial Disputes Act, 1947
5. To gain knowledge of the sexual harassment at workplace

Module 1: Employees' State Insurance (Central) Amendment Rules, 2022 (8 Hours)

Definitions, Objectives, Benefits, types, confinement, Contribution period, dependant, employment accidents, Employee, Exempted Employee, Immediate employment, Disablement partial and permanent, wages, exclusion of wages, Applicability of the act, Contribution and Contribution calculation, Scheme for other beneficiaries, Punishment for penalties.

Module 2: The Employee Provident Funds And Miscellaneous Provisions Act, 1952

(8 Hours)

Definitions, Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer, Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation, Employees Pension Scheme: Establishment of Employees Pension Fund, Grant By central board, its role, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.

Module 3: The Industrial Employment Standing Orders Act, 1946

(8 Hours)

Definitions Employer, Industrial Establishment, Standing Orders, Scope of the Act, Establishments to which this act doesn't apply, Procedure for submission of draft standing orders, certificates - Procedure for certification of standing orders, Conditions for certification of standing orders, Payment of subsistence allowance, Penalties.

Module 4: The Industrial Disputes Act, 1947

(8 Hours)

Scope and Extent of the act, Definitions Industry, Industrial dispute, Individual and collective dispute, Average Pay, Employer, Independent person, Lay off, Lock Out, Retrenchment, Strike, Unfair Labor Practices, Procedure for settlement of industrial dispute, Prohibition of strikes and lockouts, Matters under the purview of Labor Court and Industrial Tribunal, Notice of change in conditions of service, Voluntary reference of disputes to arbitration, Award Settlement.

Module 5: The Protection of Women from Sexual Harassment at Workplace Act, 2013.

(8 Hours)

Definitions, Constitution of Internal Complaints Committee, Constitution of Local Complaints Committee, Complaint, Inquiry and complaint, Duties of Employer, Duties and powers of District Officer, Penalties and Provisions.

Total hours: 40 Hours

Course Outcomes: Students will be able to

1. Apprehend the scope of Employees' State Insurance Amendment rules, 2022
2. Gain a knowledge of The Employee Provident Funds and Miscellaneous Provisions Act, 1952
3. Have a knowledge of The Industrial Employment Standing Orders Act, 1946
4. Gain insight The Industrial Disputes Act, 1947
5. Understand and adopt the sexual harassment at workplace

References

1. Industrial Relations, Trade Unions and Labour Legislation Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar, Pearson, Latest Edition.
2. Labour Laws, H.L. Kumar, Universal Law Publishing, Latest Edition.
3. Elements of Industrial Law, ND Kapoor, Chand & Sons, Latest Edition.
4. Laws Everybody should know, Kumar, H.L, Universal Law Publishing, Latest Edition.
5. Industrial Relations and Labour Laws, Sarma A.M, Himalaya Publishing House, Latest Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2									2
CO 2		2	3						3	
CO 3			2	2			3		2	
CO 4	2	2	2	3				2	2	
CO 5					2		2			2

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 22MBAHR35

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. To know the importance of strategic HRM
2. To improve the conceptual understanding of investment perspectives of HR
3. To know the basics of strategic HR policies
4. To learn about the international strategic human resource management
5. To know the scope of HR strategy for corporations of tomorrow

Module 1: Introduction to Strategic HRM

(8 Hours)

Understanding Strategic HRM: Introduction to Strategic HRM, Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs. 'Best practice' approach.

Module 2: Investment Perspectives of HR

(8 Hours)

Investment Consideration, Investments in Training and Development, Investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches.

Module 3: Strategic HR Policies

(8 Hours)

Meaning, objectives, importance, Strategic Role of HRM, Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM, Aligning HRM with business strategy, Linking HRM practices to organizational outcomes assessing and reducing costs

Module 4: International Strategic Human Resource Management

(8 Hours)

Managing Global Human Resources, Evaluating HR functions in International Context, Multinational, Global and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Expatriation and repatriation management in global HRM

Module 5: HR Strategy for Corporations Of Tomorrow

(8 Hours)

Organizational HR in the future: (i) The corporations of tomorrow(ii) Information age (iii) Virtual corporation (iv) Diversity and (v) Social responsibility- virtual teams, flexi time and telecommuting HR outsourcing contingent and temporary workers, HR Scorecard Employee Engagement Strategies - Talent management and retention.

Total hours: 40 Hours

Practical Component:

1. Recognize when HR practices can be treated as strategies and know how it implicates the organizations through case studies.

Course Outcomes: Students will be able to

1. Understand the importance of strategic HRM.
2. Learn the application of investments in strategic areas.
3. Adopt effective SHR policies.
4. Know the importance of HRM in the international arena.
5. Prepare various strategies based on different needs of the organization.

References

1. Strategic Human Resource Management, Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan, Oxford Publishers, Latest Edition.
2. Strategic Human Resource Management: An International Perspective , Rees, Paul, Smith, Sage Publications, Latest Edition.
3. Strategic Human Resource Management, R. Greer, Pearson Education Latest Edition.
4. Managing Human Resources, Gomez-Mejia, David B. Balkin, Robert L. Card, Latest Edition.
5. Strategic International Human Resource Management: Choices and Consequences in Multinational People Management, Stephen J. Perkins, Susan M. Shortlan, Page Publishers, Latest Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2								3	
CO 2		2							2	
CO 3							3		2	
CO 4		3					2	2		2
CO 5	3				2		2		2	

SPECIALIZATION: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

ESSENTIALS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code : 22MBALS31

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To understand the basic concepts of Logistics Management
2. To understand the basic concepts of Supply Chain Management
3. To gain knowledge of the different components in Supply Chain Management
4. To comprehend the strategies helpful in Logistics and Supply Chain Management Process
5. To comprehend government policies on Logistics and comprehend the basics of the Logistics Environment.

Module 1: Introduction To Logistics Management (8 Hours)

Introduction to logistics, types of logistics, Logistics management, objectives of logistics management, Need and importance of Logistics management, Components/Activities of logistics management, Role of Logistics in Supply Chain Management, Role of logistics in the organization, Logistics Costs, integrated logistics model, logistical information requirements.

Module 2: Introduction to Supply Chain Management (8 Hours)

Meaning, Importance and Scope of Supply Chain Management, Evolution of Supply Chain Management, Functions of Supply Chain Management, Value Chain & Supply Chain Management model, Enablers and Drivers of Supply Chain Management.

Module 3: Components Of Supply Chain Management (8 Hours)

Procurement, Supplier Relationship, Warehousing Management, Inventory Control, Transportation Management, Customer Service, Demand Forecasting: Role of Demand Forecasting in Supply Chain, Forecasting Methods, Marketing Environment for SCM.

Module 4: Supply Chain Strategies (8 Hours)

Cycle view, Push & Pull view the Supply Chain, Achieving Strategic Fit, Third Party & Fourth Party Logistics, Key Issues and Challenges of Logistics, the Bullwhip Effect, Building Blocks of Supply Chain Network, Performance Measurement and Controls, Models for Decision Making.

Module 5: The Logistics Environment (8 Hours)

National Logistics Policy: National Logistics Policy, Logistics Ease Across States, Dimensions that Influence Logistics: Infrastructure, Services, and Operating and Regulatory Environment, Key Players in Logistics. LEADS Report: Infrastructure: Road, Rail, Uni-modal and Multi-modal Terminal infrastructure, Warehousing Infrastructure; Services: Capability of Service Providers, Quality of Service, Road- Freight Rates Comparison with Developed Nations, Timeliness of Cargo Services, Safety & Security; Operating and Regulatory Environment: Extend of Facilitation, Ease of Obtaining Approvals, Efficiency of Regulatory Services

Total Hours: 40 Hours

Practical Components:

1. Study the components of Supply Chain Management of KMF

Course Outcomes: Students will be able to:

1. Comprehend the fundamental concepts of logistics management.
2. Comprehend the fundamental concepts of supply chain management.
3. Gain insights on the components of supply chain management.
4. Apply strategies related to supply chain management at business place
5. Develop insights to the government initiatives and evaluate the LEADS report published by Ministry of Commerce

References

1. Essentials of Logistics and Supply Chain Management, Sridhar Bhat, HPH 2020.
2. Supply Chain Management- Strategy, Planning and Operation, Sunil Chopra & Peter Meindl, PHI 2019.
3. Leads Report Ministry of Commerce & Industry, GoI, 2021.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	1							2		2
CO 2	1	2						1	1	
CO 3	1	2		1	2		2		2	
CO 4				2			1		1	
CO 5		2		2			2		2	

COMMERCIAL CONTRACTS & BUSINESS NEGOTIATIONS

Course Code : 22MBALS32

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To understand the essentials of Indian Contract Act
2. To gain knowledge of contract of sale of goods
3. To comprehend the procedure for business contractual agreements.
4. To understand the basics of commercial negotiations.
5. To learn approaches to conflict management in commercial negotiations.

Module 1: Indian Contract Act

(8 Hours)

Indian Contract Act: Types of Contract – One-off purchases, framework agreements, mini competitions, call-offs, service contracts, contracts for hire and leasing of assets.

Module 2: Contract On Sale Of Goods

(8 Hours)

Contract of Sale of Goods Act: Formation of Contract, Performance of the Contract. United Nations Convention on Contracts for International Sale of Goods. (Basic with business examples)

Module 3: Commercial Contract Documents

(8 Hours)

Procedure for Business Contractual Agreements (Domestic & International); Tender and Quotations: Difference between Tender & Quotation, Types Of Tender, E- Tender, Tender Process; Terms & Conditions in a Business Contracts, Legal issues for Commercial & Contractual Agreements: Jurisdiction; Confidentiality; Issues of Copyright, Patent, & IPR.

Module 4: Commercial Negotiations

(8 Hours)

Negotiation: Meaning, Parties Involved; Stages of Commercial Negotiations: Preparation, Opening, Testing, Proposing, Bargaining, Agreement, and Closure. Approaches to Commercial Negotiations; Persuasion Method; Use of Tactics, Communication Skills.

Module 5: Conflict Management

(8 Hours)

Reasons for conflict in business negotiation, Influence of Behaviour On Commercial Negotiation, Influence Of Culture On Commercial Negotiations, Approaches To Conflict Resolution, Team Management In Commercial Negotiation; Approaches For Commercial Negotiations: Win-Win Integrative Approach, Win-Lose Approach, Lose-Lose Approach.

Total Hours: 40 Hours

Practical Components:

1. Collect five tender notifications on business.
2. Role play on Conflict Management.

Course Outcome: The student will be able to

1. Understand the legal aspects of agreement and contract of sales of Goods
2. Explore international sale of goods and its implication
3. Draft a simple business contract document.
4. Apply the techniques of negotiation on finalization of procurement of materials.
5. Develop appropriate approaches to identify and resolve conflicts

References

1. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, McGraw-Hill, 4th Edition.
2. Legal Aspects of Business, Daniel Albuquerque, OUP India, 2e/2017.
3. Introduction to Supply Chain Management, R.B. Handfield and E.L. Nichols, Jr. Prentice Hall 1999
4. United Nations Convention on Contracts for the International Sale of Goods, United Nations Commission On International Trade Law, United Nations, New York 2010.
5. A Manual of Business Laws, Dr. S.K. Maheshwari & Dr. S.N. Maheshwari, Himalaya Publishing House, 4e/2016.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2				1			1	2	
CO 2	2	1		1	2		1	2	2	
CO 3	2	2		1			1	2	2	
CO 4	1	2			2		1	2	1	
CO 5	1	2	1	1	2		2	1		1

GREEN SUPPLY CHAIN MANAGEMENT

Course Code : 22MBALS33

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To provide foundational knowledge associated with the green supply chain.
2. To teach the implication of today's most pressing environmental issues.
3. To describe how the various green supply chain practices can actually save money, increase efficiency and reduce delivery time.
4. To make understand the significance of 4Re's and lean manufacturing in green manufacturing
5. To provide insights on critical drivers of green logistics and the prevalent logistics practices.

Module 1: Introduction To Green Supply Chain Management (8 hours)

Green Supply Chain: Definition, Traditional Supply Chain and Green Supply Chain, Sustainable Supply Chain and Green Supply Chain, Green Supply Chain Practices, Factors affecting Green Supply Chain Practices, Technological development that impacts green supply chain practices.

Module 2: Eco-Design (8 Hours)

Design for the Environment (DFE) or Eco-Design, Eco-Design and Supplier Relationships, Definitions of Eco-Design, Tools of Product Eco-Design, Involving Suppliers in product Eco-Design: Drivers, Challenges and Successful factors.

Module 3: Green Suppliers and Purchasing (8 Hours)

Green Procurement and Purchasing, Definitions of Green Purchasing, Drivers of Green Purchasing, Green Purchasing Strategies, Green Purchasing Performance Measurement, Green Supplier Development and Collaboration.

Module 4: Green Manufacturing And Packaging (8 Hours)

Green Manufacturing or Production: Evolution, Definitions; 4Re's: Recycling, Remanufacturing, Reuse and Reduction; Closed-loop Manufacturing; ISO 14000 Systems; Life Cycle Analysis (LCA); Lean Manufacturing for Green Manufacturing or Production. Recent trends in Green Supply Chain Management: Manufacturing, Packaging.

Module 5: Green Warehousing and Transportation (8 Hours)

Warehousing: warehousing facilities for FMCG, Essential Goods, Electronics & Accessories, other products, Definitions of Green Logistics; Drivers of Green Logistics; Green Transportation and Logistics Practices; Environmental Impacts of Transportation and Logistics; Closing the Loop: Reverse Logistics. Recent trends in Green Supply Chain Management: Warehousing & Transportation

Total Hours: 40 Hours

Practical Components:

1. Analyse how different sectors have taken Green SCM initiatives in India.
2. Study the green supplier networks

Course Outcomes: The student will be able to:

1. Comprehend the fundamental concepts of green supply chain management.
2. Explore the fundamental framework of eco-design in the supply chain.
3. Gain insights to green procurement and identify the green supplier collaboration.
4. Demonstrate knowledge of 4 Re's.
5. Analyze the closing the loop: Reverse logistics and Green logistics practices.

1. Green Supply Chain Management: A Concise Introduction, Joseph Sarkis, Yijie Dou, Routledge, 2017.
2. Green Supply Chain Management, Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinias, Routledge 4/e, 2018.
3. Green Supply Chain Management: Product Life Cycle Approach, Hsiao-Fan Wang, Surendra M. Gupta, McGraw Hill Publishing, 2011.
4. Green Supply Chains: An Action Manifesto Stuart Emmett, Vivek Sood, Wiley, 1/e 2010

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	1									2
CO 2	2	1		2	1		2	1	2	
CO 3	1			1	1			1	2	
CO 4	1	2		1		1	2	1	2	
CO 5				2				1	1	

STRATEGIC PURCHASING AND QUALITY MANAGEMENT

Course Code : 22MBALS34

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To familiarize students with the concepts of Total Quality Management
2. To make students aware of the various quality management tools
3. To create awareness on procurement process
4. To gain exposure to different models of sourcing
5. To provide knowledge on ISO standards

Module 1: Quality Management-1

(8 Hours)

Total Quality Management, Customer Perception of Quality, Kano Model, Dimensions of Product and Service Quality, Cost of Quality, Contributions of Deming, Juran's Trilogy, Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi Loss Function.

Module 2: Quality Management - 2

(8 Hours)

Concept of Quality Circle, 5S Principles, 8D Methodology, Quality Function Deployment, Process, Benefits, Voice of Customer, FMEA, Seven Quality Control Tools, Business Process Reengineering, Benchmarking, Six Sigma.

Module 3: Iso Standardson Procurement & Sourcing

(8 Hours)

QMS: ISO 9001/ Useful Terms, ISO Supporting Standards, Understanding the terms and definitions of the ISO 9001: 2015 standard, Broad overview of the requirements of ISO 9001: 2015, The principles, structure and language of ISO 9000 and ISO 9001, Applying the ISO 9001: 2015 standard when developing and implementing a QMS.

Module 4: Procurement Management

(8 Hours)

An Overview, Changing Role Of Purchasing, Strategic Purchasing, Globalization and Strategic Purchasing, Strategic Purchasing Process, Internal Aspects, Vertical Internal Alignment, Horizontal Internal Alignment, Horizontal Integration and The Role of Purchasing, Preventing a Misalignment, Barriers to Horizontal Integration and Purchasing Involvement.

Module 5: Sourcing Strategies

(8 Hours)

Global Sourcing, Category Management, Portfolio Models, Kraljic Matrix, Effects of Globalization, Supplier Selection, Single vs. Multiple Sourcing, Supplier Relationship Management, Supply Chain Networks, Supplier Involvement, Contract Management, Supplier Evaluation and Relationship Models, Drivers and Barriers.

Total Hours: 40 Hours

Practical Components:

1. List out the various ISO standards and their usage.
2. Benchmark two companies each in five different industry sectors

Course Outcomes: Students will be able to:

1. Apply the concepts of TQM.
2. Suggest appropriate quality approaches to various business situations
3. Document the procurement and sourcing process as per ISO standards.
4. Apply the concepts of procurement to make appropriate procurement decisions in different business situations.
5. Recommend sourcing strategies through supplier evaluation systems for the acquisition of different products and services.

References

1. Strategic Purchasing & Supply Chain Management, Malcolm Saunders, Create Space, Independent Publishing Platform, 2/e, 2016.
2. Understanding ISO 9001: 2015 Quality Management System, Virendra Kumar Gupta, Kojjo, Press 2nd Revised Edition, 2017.
3. The Management and Control of Quality, James R. Evans and William M. Lindsay Thomson, 6/e, 2005.
4. Managing Quality, Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 4/e, 2003.
5. Total Quality Management – Text and Cases, Shridhara Bhat K, Himalaya Publishing House 2/e, 2010.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	1				2			2	2	
CO 2	1	3	2			2	2	1		1
CO 3				1	2				1	
CO 4	2	2		2			2	1		1
CO 5		2		2			2			1

INFORMATION SYSTEM AND SUPPLY CHAIN MANAGEMENT

Course Code : 22MBALS35

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objective:

1. To enable students to learn the role of IT in the supply chain.
2. To familiarize the students with the IT ecosystem with regard to supply chain.
3. To orient the students with various IT practices in inventory management.
4. To provide awareness on the various IT practices in distribution management
5. To familiarize the data management tools used in supply chain

Module 1: Information Technology in Supply Chains (7 Hours)

The role of IT in Supply Chain; Uses of IT in Inventories, Transportation & Facilities within a Supply Chain Network.

Module 2: Supply Chain It-Ecosystem (9 Hours)

Information Technology Infrastructure, Presentation Devices, Communication Devices, Data Base, System Architecture, Service Oriented Architecture (SOA); Supply Chain IT Framework; Use of RFID, POS Devices, Drones and Robotics in Supply Chain Management

Module 3: It for Sourcing & Warehousing (8 Hours)

IT for Sourcing: Integrating Supplies at Different Tiers, Tracking Supplies with Technology. IT for Inventory Management: Use of Technology at Point of Accepting Goods at Warehouse; Organizing, Tracking and Re-Grouping Goods for Delivery of Goods

Module 4: It for Distribution Management (8 Hours)

IT for Distribution Management (Institutions): Use of Technology in Business to Business, Business to Government and Other Institutional Models; Tracking, Monitoring and Institutional Support.

IT for Distribution Management (Customer): Use of Technology in Business to Customers; Tracking, Monitoring and Customer Support.

Module 5: Data Management In SCM (8 Hours)

Online Transactions and Data Collection: Websites, Portals, POS; Data Management: Websites Web Transaction Logs, Cookies, Shopping Cart Database, DBMS, SQL, Data Mining, CRM (Customer Relationship Management) System.

Total Hours: 40 Hours

Practical Components:

1. List out the various technologies used for inventory management
2. List out different technologies used for tracking of fleet.

Course Outcomes: Students will be able to

1. Understand the broad application of IT in supply chain
2. Comprehend IT ecosystem with regard to supply chain
3. Explore importance of IT in warehousing
4. Explore the importance of IT in delivery of goods and services.
5. Comprehend data management with IT in supply chain management.

References

1. The Essentials of Supply Chain Management, Hokey Min, Pearson, 2015.
2. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra and Peter Meindl, Pearson, 2019, 6th Edition.
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, McGraw-Hill, 4th Edition.
4. Advanced Planning and Scheduling in Manufacturing and Supply Chains, Yuri Mauer-gauz, Springer, 2016.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2						1	2	2	
CO 2	2	1				1	1	2	2	
CO 3		2		2		1	2		2	
CO 4	1			1	1	1			2	
CO 5		2		1		1	2		2	

SPECILIZATION: BANKING AND INSURANCE

INDIAN BANKING SYSTEM

Course Code: 22MBABI31	L: T: P: S	Credits: 3
Exam marks: 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives

1. To give an insight to banking system in India.
2. To familiarize the students with various banking technologies.
3. To enhance the knowledge on NBFC & NHB
4. To give an overview of agriculture and rural Banking
5. To provide an understanding of monetary policy.

Module 1: Introduction To Indian Banking (8 Hours)

Structure of Indian Banking System: Meaning of Banking, Functions of Banks in India, Types of Banks. RBI: .Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Reforms in banking sector.

Commercial Banking: Structure, Functions - function, Role of commercial banks in socioeconomic development, Services rendered.

Module 2: Technology In Banking (8 Hours)

Plastic Card, Wireless / Wired Point of Sale Machines, Barcode & QR Code Payment, Recent developments in Payment Systems, e-KYC, Truncated Cheque, NFS, MICR, EFT, ECS, NEFT, RTGS, IMPS, AEPS, USSD, UPI/ NPCI, E-Wallet, Mobile Point of Sale, M-Banking Services and Nano Banking.

Module 3: NBFC & NHB (8 Hours)

NBFCs: An Overview -Types of NBFCs in India-Regulatory framework, Classifications, Differentiate Banks Vs NBFC. **NHB:** Roles, objectives and functions.

Module 4: Agricultural And Rural Banking (8 Hours)

RRB- Objectives, Roles of RRB for rural development, Functions of RRB, Problems faced by RRBs in India. Agricultural Finances and Retail lending- Crop loans- Crop insurance schemes- Dairy- Sericulture- Poultry- Animal husbandry – Horticulture – Gobar gas – Kissan credit cards – NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing

Module 5: Monetary Policy (8 Hours)

Introduction to Monetary Policy: Techniques of Monetary Policy – Qualitative & Quantitative (CRR, SLR, Repo, Reverse Repo, Bank Rate, Base points , MSF Rate, MCLR Rate, Liquidity Adjustment Facility, Open Market Operations, Marginal Stability Scheme), Monetary Policy and Indian Economy.

Total Hours: 40 Hours

Practical Components:

1. Visit any bank and collect the information with regard to banking services offered to agriculture and rural sector.
2. Collect the data about various crop insurance schemes and submit the report on the same.

Course Outcomes: Students will be able to:

1. Understand the Indian banking system and its functions.
2. Understand the new technologies in Indian Banking Sector.
3. Analyse the role of NBFC and NHB.
4. Get an overview of agricultural and rural banking
5. Realize the importance of monetary policy in Indian Economy.

References

- 1 Financial services, Khan M Y, McGraw Hill 6/e.
- 2 Banking and Financial Services, Mukund Sharma, Himalaya Publishing House 2015.
- 3 Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson, 3rd edition, 2014.
- 4 Financial Services in India: Concept and Application, Rajesh Kothari, Sage Publications, 1/e, 2010
- 5 Financial Markets and Services, Gordon & Natarajan, Himalaya Publishing House 7/, 2011.
- 6 Behavioural Finance Sujata Kapoor & Jaya Mamta Prosad, Sage Publications, 1/ e, 2019.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2						2			2
CO 2				1		1	2	2	2	1
CO 3	2	2						1	1	
CO 4	2	2				2	1		2	1
CO 5	3	2		3			2		2	

PRINCIPLES AND PRACTICES OF INSURANCE

Course Code: 22MBABI32

L: T: P: S

Credits: 3

Exam Marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To give an insight about the Indian Insurance industry
2. To provide an understanding of regulatory framework of insurance companies.
3. To give an overview of Life Insurance Sector
4. To give an overview of General Insurance
5. To provide an understanding of the management of insurance companies

Module 1: Introduction to Insurance

(8 Hours)

Definition and Basic Characteristics of Insurance, Types of insurance, basic essentials of Insurance, Insurance vs. Gambling Insurance vs. Hedging.

Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance.

Module 2: Regulation Of Insurance

(8 Hours)

Insurance Act 1938- Eligibility-Registration and Capital requirement Investment of assets-Approved investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

Module 3: Life Insurance

(8 Hours)

Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities.

Module 4: General Insurance

(8 Hours)

General Insurance Corporation(GIC)-Performance Private and Public General insurance companies. Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage.Marine Insurance-Types of Marine Insurance – Important Clauses in Marine Insurance– Marine Insurance Policies – Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing & Agricultural Insurance.

Module 5: Management of Insurance Companies

(8 Hours)

Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management, procedure -Claim Settlement in General Insurance-Claim Settlement in Life Insurance.

Total Hours: 40 Hours

Practical Components:

1. List out the various life insurance companies and their products.
2. List out different General Insurance companies and their products.

Course outcomes Students will be able to:

1. Understand the framework of insurance industry in India
2. Comprehend regulations of insurance Act in India.
3. Analyse various policies of Life insurance.
4. Comprehend various policies of general insurance.
5. Appreciate the function of insurance companies.

References

- 1 Insurance Principles and Practice, MishraM .N and Dr. MishraS.B, Sultan Chand and Sons, 22nd Edition, 2016.
- 2 Principles and Practice of Insurance, P. Periasamy, Himalaya Publishing House, Mumbai, 2nd Edition, 2009.
- 3 Fundamentals of Insurance, Inderjith singh, Kalyani Publishers, New Delhi, 5th Edition, 2015.
- 4 Principles and Practice of Insurance , Ghanashyan Panda, Kalyani publishers, New Delhi, 3rd Edition 2013.
- 5 Principles and Practice of Insurance, Murthy A, Margham Publications, Chennai, 1st edition 2015.
- 6 Insurance and Risk Management, P.K. Gupta, Himalaya Publishing House, Mumbai, (2010), First Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	2					1			2
CO 2	2	1					2			1
CO 3	2	1		2			1			2
CO 4	2	2		2			1			2
CO 5	2			2			2	2	1	

INDIAN FINANCIAL SYSTEM

Course Code: 22MBABI33

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To deliver an overview of the Financial System in India.
2. To impart knowledge on the regulatory authorities of a financial system.
3. To deliver the knowledge on the financial intermediaries in the Indian financial system.
4. To bring awareness of Indian financial instruments.
5. To deliver the knowledge on International financial tools and recent development.

Module 1: Structure of Indian Financial System (8 Hours)

Financial System: An Introduction Financial System: Meaning, Characteristics, Significance and Components-Evolution of Financial System in India -Structure of Indian Financial System Structure of Indian Financial System- Main functions of these constituents and respective roles- Money Markets Money Markets: Functions, Players and Instruments in Money Market. - Money Market Organisation Structure and Developments.

Module 2: Regulators of Financial System (8 Hours)

Regulations in Financial System Role and need of Regulations in Financial System-RBI, SEBI and IRDA -Financial Markets Financial Markets: Functions and Organisation- Primary Market Primary Market: Activities, Intermediaries and Functions - Secondary Market Secondary Market: Functions, Instruments and Mechanism, - Stock Exchanges in India Stock Exchanges in India- Objectives, Functions and significance of stock Exchanges, Working of Stock Exchange in India.

Module 3: Financial Intermediaries (8 Hours)

Role of Financial Intermediaries in the capital market. - Credit Control -Development Banks Development Banks in India: Types, functions, growth, structure & working of Development Banks. Unit-Non-Banking Financial Companies Importance, Scope, Characteristics, Functions, Types, Regulations, MBFCs. Regional Rural Banks Objectives, Features, RBI Assistance, Evaluation, Major RRBs-Insurance Organisations Importance, Rationale, Types, Major Players, Important Regulations

Module 4: Financial Instruments/Assets (8 Hours)

Financial Instruments Shares, Mutual Funds, Portfolio management services, Debentures, Bonds, Derivatives, Money Market Instruments, Hedging Instruments and Others.- Derivatives Introduction to Options and Futures, Explanation of Market Terminologies, Pay-off Structure, Basic Trading Strategies, Weekly Options. Membership Requirements, Clearing and Settlement Procedure, Risk Management.

Module 5: Recent Developments In Financial Sector In India (8 Hours)

Indian Financial Sector Reforms: A Corporate Perspective Impact on Financial Sector Guidelines and Reforms on Companies, Stock Exchanges, etc ,Current Developments in the Indian Financial System/Financial Sector developments and Latest Financial Instruments.

Total Hours: 40 Hours

Practical Components:

1. Study the working of any two financial instruments.
2. Study the working of stock exchanges.

Course outcomes: Students will be able to

1. Understand the overview of the Indian Financial System.
2. Appreciate the role of regulatory authorities that formulates a financial system.
3. Comprehend the role of financial intermediaries in the Indian financial system.
4. Analyse various financial instruments in India.
5. Understand the recent trends in the Indian Financial system.

References

1. Financial Services and System, Sasidharan, Tata Mcgraw Hill, New Delhi, Latest edition.
2. Indian Financial System, Varshney P.N. & Mittal D.K, Sultan Chand & Sons, New Delhi, 2002
3. Finance- A Management Guide, I M Pandey, Cengage Learning India Pvt. Ltd Sixth Edition 2006.
4. Financial Management, M Y Khan & P K Jain, Tata Mcgraw Hill, New Delhi, Seventh Edition 2017
5. Financial Management, I M Pandey, Pearson, Twelfth Edition, 2021.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	2					2	2	2	1
CO 2		2		2			1	1	1	1
CO 3	2	1		1			1			1
CO 4	2	1		1		1	1	1	1	1
CO 5	1	2		2		1	1	1	2	

MICRO FINANCE

Course Code: 22MBABI34

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To give an insight about micro finance sector.
2. To explain the roles of self-help groups and different models of micro finance operations.
3. To enable students to understand micro credit.
4. To enable students to understand and analyze issues of prepayment, default-payment and risk mitigation.
5. To give an insight on the role of Government and financial institutions in micro finance.

Module 1: Introduction To Micro Finance (8 Hours)

Micro Finance – meaning, need for microfinance, beneficiaries of microfinance, Impact and social Indicators, products and services offered by microfinance institutions: micro savings, micro insurance, micro grants, skill & employability trainings, pros and cons of micro finance .An effective Microfinance program: from the perspective of beneficiaries and from the perspective of the micro fiancé institution. Trends in microfinance operations.

Module 2: Role Of Self Help Group (8 Hours)

Different models of micro finance operations: Joint Liability Group, Grameen Model, Bank Linkage Model, Individual / Self.

Self Help Group: Purpose, Stages in Group formation: Formation, Storming, Norming, Performing, Adjourning, Group functions & group activities. Functioning of SHG in the gram-reen model; Functioning of JLG and bank-linkage,

Module 3: Micro Credit (8 Hours)

Micro Credit – meaning, providers of micro credit – unorganized and organized sector, choosing efficient micro credit provider, client discipline, institutional discipline, risk associated with micro - credit. Micro Credit operations: Appraisal of beneficiary, Different credit cycles, Lending Process, Delivery mechanism, Collection process, Reporting & MIS, Technology enabled services.

Module 4: Operational Efficiency and Mitigating Risk (8 Hours)

Operational Efficiency: Outreach, Rate of Collection, Issues of pre-payment & default- payment, Portfolio at Risk. Mitigation of risk: Challenges due to environmental hazards & crop failure, re-financing, rescheduling loans and other strategies.

Module 5: Government Initiatives & Role of Financial Institutions (8 Hours)

Government poverty alleviation programs, steps towards social inclusion & financial inclusion, RBI norms on priority lending of commercial banks. Development Banks & Donors: NABARD, SIDBI, Commercial banks, SFC, funding Agencies, Different forms of Micro Finance Institutions: NBFCs, NGO, Co-operative & Commercial banks, Development banks, Donors.

Total Hours: 40 Hours

Practical Components:

1. Visit a MFI/ Bank to study the procedure of microfinance operations.

Course outcomes: Students will be able to

1. Understand the concept of micro finance.
2. Possess better understanding of roles of self-help groups.
3. Understand the credit delivery methodology and analyze the risk associated with microcredit.
4. Critically evaluate issues of operational efficiency and risk.
5. Identify the role of financial institutions and government initiatives regarding microfinance

References

- 1 Micro Finance, OC Rana & Hemraj, Himalaya Publishing House, First edition, 2016
- 2 The Economics of Microfinance, Beatriz Armendariz and Jonathan Morduch, Prentice Hall of India Pvt. Ltd, 2005.
- 3 Practical Microfinance, Malcolm Harper, Vistaar Publication, 2003.
- 4 The Market at the Bottom of the Pyramid, C.K. Prahalad, Wharton School, Publishing, 2006.
- 5 Rural economy of India, A.N .Agarwal and Kundana Lal, Vikas Publishing House ltd, 1990
- 6 Microfinance in Access to Government, Jorritt De Jong et al, Edited 2008.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	1	1		1	1			1		2
CO 2	2							1		2
CO 3	2	2		1		2	1	1		2
CO 4	1	3		1		1	2	1	1	2
CO 5	1			2		1	1	1		

INSURANCE PRODUCTS

Course Code: 22MBABI35

L: T: P: S

Credits: 3

Exam Marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To give an insight about general insurance industry
2. To deliver the knowledge on the products of general insurance
3. To give an overview of health and travel insurance
4. To give an overview of motor insurance
6. To provide an understanding of liability, burglary and theft Insurance

Module 1: Introduction to General Insurance (8 Hours)

Introduction to General Insurance - intermediaries- insurance contract- classification of general Insurance companies- Development of Insurance in India- role of insurers- underwriters- General insurance products in India fire- marine-motor and - General companies in India- Meaning of Reinsurance- IRDAI- role and responsibilities of IRDAI in protecting the consumers.

Module 2: General Insurance Products in India (8 Hours)

Introduction – Types of general Insurance – Health Insurance- Property Insurance – Fire Insurance – Marine Insurance – Motor Insurance – Liability Insurance – Personal Lines (Health, Accident, Travel, Residential premises etc) – IRDA's Latest Norms for E-Insurance Policies & E- Insurance Account

Module 3: Life Insurance, Mediclaim & Accidental Insurance- Travel Insurance (8 Hours)

Introduction to Life & Health Insurance- Coverage under Health Insurance - Features of Health Insurance - Types of Health Insurance Policies-health insurance- critical illness, exclusions, pre-existing diseases renewal and policy lapse. Overseas policy and travel insurance policy- how to buy travel insurance- points to be considered for buying travel insurance- Companies dealing with health insurance and travel insurance products and Government sponsored health Insurance schemes in India. Special products for senior citizens and micro insurance products & Procedures of claim settlement.

Module 4: Motor Insurance (8 Hours)

Introduction to Motor Vehicle Insurance - Classification of Motor Vehicles- Classification of Parties - Mandatory Motor Vehicle Insurance - Principle of No Fault - Certificate of Insurance- Comprehensive Insurance - Exclusions from Motor Vehicle Insurance Policy - Forms of Motor Vehicle Insurance Policy Claims processing- Motor insurance Act-2019- Companies dealing with motor insurance-Innovations in motor insurance.

Module 5: Liability, Burglary And Theft Insurance (8 Hours)

Meaning of Liability Insurance- types of liability Insurance-Difference between Burglary and Theft - Burglary and Theft Insurance - Losses under Burglary and Theft- . Exclusions from the Policy- Extent of Indemnity - Procedure of Claim- Format of Theft and Burglary Insurance Policy – Emerging liability and risks like Title insurance, Product and service liability professional indemnity insurance.

Total Hours: 40 Hours

Practical Components:

1. Study the procedure of getting motor insurance.
2. Study the procedure of claim for theft and burglary insurance.

Course outcomes: Students will be able to

1. Understand the framework of General Insurance companies
2. Comprehend various general insurance products
3. Assess medi-claim and accidental insurance policies
4. Assess motor insurance policies
5. Prepare a claim statement for theft and burglary insurance.

References

1. Insurance Principles and Practice, Mishra M.N, Sultan Chand and Sons, Twenty Second Edition, 2016.
2. Principles and Practice of Insurance, P. Periasamy, Himalaya Publishing House, Mumbai, Second Edition. 2009.
3. Fundamentals of Insurance, Inderjith Singh, Kalyani publishers, New Delhi, Fifth Edition, 2015.
4. Risk Management and Insurance, William C. Arthur, New York : McGraw-Hill Latest.
5. Insurance and Risk Management, P.K. Gupta, Himalaya Publishing House, Mumbai, First Edition. 2010
6. Principles and Practice of Insurance, Ghanashyan Panda, Kalyani publishers, New Delhi, Third Edition, 2013.

References

1. Insurance Principles and Practice, Mishra M.N, Sultan Chand and Sons, Twenty Second edition, 2016.
2. Principles and Practice of Insurance, P. Periasamy, Himalaya Publishing House, Mumbai, Second edition. 2009
3. Fundamentals of Insurance , Inderjith Singh, Kalyani publishers, New Delhi, Fifth edition, 2015
4. Risk Management and Insurance, William C. Arthur, New York : McGraw-Hill Latest edition
5. Insurance and Risk Management, P.K. Gupta, Himalaya Publishing House, Mumbai, First edition, 2010.
6. Principles and Practice of Insurance, Ghanashyan Panda, Kalyani publishers, New Delhi, Third Edition, 2013

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	1		2			1	1		1
CO 2	2	1		2			1	1		1
CO 3	1	1		1			2			2
CO 4	1	1		1			2			2
CO 5	1	1		1			2			2

FOURTH SEMESTER

PROJECT WORK

Course Code : 22MBA41	L: T: P: S	Credits: 08
Exam marks : CIE: 150 SEE: 150	0:0:0:40	Total Marks: 300

GUIDELINES FOR 10 WEEK PROJECT WORK

Objective

To provide exposure to the student community to the operations of the company / industry chosen, in the field of their electives. Students study any issue regarding of the company / industry chosen in the area of one's specializations.

General Guidelines:

1. The project work shall be for a period of 10 weeks immediately after completion of 3rd Semester.
2. The project work shall be compulsory for all the students. They are allowed to undertake Project work anywhere in India.
3. The student shall seek the guidance of the internal guide on a continuous basis.
4. No two students shall work on the same problem in the same organization.
5. No two students of same specialization shall work in the same organization.
6. The students are required to submit synopsis to the guide with minimum of 2 pages as per the format duly signed by the respective guides and HOD, before the commencement of the project.
7. All the material that relates to the Project work, including completed questionnaires should be shown to the guide and be kept by the students until the results are declared. Students are advised not to throw the material away once their Project work is submitted, as they might be asked to present it as part of the Viva -voce before their Project work results are declared.
8. Project report should have 60 -100 pages.
9. In order to avoid plagiarism, the students are required to produce a certificate of anti-plagiarism from the authority recommended by the Guide. Similarity index of 25% is allowed.
10. The Project work has to be duly signed by the guide and certified by the Head of the Department.
11. A soft copy of the Project Work has to be submitted in the form of a CD to the Department of MBA before final viva-voce examinations.
12. Any other rules released by the VTU/ College periodically, to be adhered strictly.

Format of the Report

On completion of the project work, students shall prepare a report with the following format.

1. The Project report shall be prepared using MS Word with New Times Roman, 12 font size.
2. The reports shall be printed in the A4 size 1 inch margin on three sides and 1.5 inch to the left side, for the purpose of binding.
3. The report shall be hard bound; facing sheet shall be Royal Blue colour indicating the title, university seat number, guides' names, name of the college with logo, month & year of submission. (Spiral binding is not permitted).

CONTENTS

Internal pages

1. A certificate by the organisation where the student has taken up the project has to be enclosed.
2. A certificate by the guide, HOD and Head of the institution indicating the bonafidity of the student and Project Work has to be enclosed.
3. An undertaking/ Declaration by the student to the effect that the work is independently carried out by him/her
4. Acknowledgements
5. Table of contents
6. List of tables and graphs
7. Executive Summary

CHAPTERIZATION OF THE PROJECT WORK

Chapter 1: Introduction

- Industry Profile
- Company Profile

Chapter 2: Theoretical background of the study – About the topic chosen

Chapter 3: Review of Literature and Research Design

- Review of Literature and Gaps (20)
- Need for the study
- Statement of the Problem
- Scope of the Study
- Objectives of the Study
- Hypotheses (if any)
- Sampling
- Tools for Data Collection
- Limitations of the Study

Chapter 4: Data Analysis

- Part A -Profile of the Respondents
- Part B – Questionnaire / Materials related to the topic to be analysed , interpreted
- Part C- Hypothesis , if any

Chapter 5: Summary of Findings, Suggestions and Conclusions

- Summary of Findings
- Suggestions to the Organization / industry
- Conclusion

Bibliography

Annexure relevant to the project, such as figures, graphs, photographs, balance sheet etc.,

Bibliography (System of Referencing)

All references in literature review must be reflected here, apart from the general references. References should be indicated in the following format:

● Books

Abraham, K. (2001) *The Dynamics of Economic Reforms (Economic Liberalization and Political Transformation)*, New Delhi: McGraw Publishers.

● Edited Volume

Aharoni, Y. (2009) “On Measuring the Success of Privatisation”, in Ramamurthi, R. and Vernon, R. (eds) *Privatisation and Control of State Owned Enterprises*. Washington, D.C.: World Bank.

- **Journals**

Boardman, D. and Vining, S. (1989) "Ownership in Competitive Environments: A Comparison of the Performance of Mixed, Private and SOEs", Journal of Law and Economics, April, Vol. 1, No,32, pp.16-9.

- **Reports and Gazettes**

Asian Development Bank (2008) India: Statistical Abstract 2008, April, 2008, Manila, ADB.

- **Newspapers and Magazines**

Ahluwalia, M. (2003) 'Some of the criticism directed at the IMF is not valid', an exclusive interview, D+C [Development & Cooperation], September, vol.30.

- **Websites**

Ministry of Finance (2008) "Privatisation", Viewed on 06/11/2003 in the MoF Website, <http://www.mof.in/~epa/Privatise/index.html>.

INTERNATIONAL BUSINESS MANAGEMENT

Course Code : 22MBA42

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. To enable the students, learn the basics of international business operations.
2. To expose the students to the impact of the international economic environment on business.
3. To bring in awareness to the students about the world organizations involved in international business.
4. To make the student understand the global operations process through agreements.
5. To impart knowledge about the issues and challenges in international business.

Module 1: International Business

(8 Hours)

Importance, Difference between domestic and international business, Nature and Scope of International business, Globalization - Drivers of Globalization, Localization, Importance, Modes of entry into International Business, Multinational Corporations-Advantages and disadvantages.

Module 2: International Business Environment

(8 Hours)

Political and legal factors, Economic factors, Socio-Cultural aspects, Religious and ethical systems, language, education, Technological factors, Implications of PEST factors. Theories of Global trade and Investment: Mercantilism, Theory of absolute advantage, Theory of comparative advantage.

Module 3: International Institutions

(8 Hours)

WTO, IMF, World Bank: History and Functions, Indian Financial Institutions
FDI- World and Indian Scenario, Horizontal and vertical FDI, Benefits of FDI, Issues in foreign investments.

Module 4: International Agreements

(8 Hours)

Regional Economic Integration-Types, Benefits and challenges, Regional Economic Integration Groups- SAARC, G-20, BRICS, ASEAN, IND-AUSECTA, SAFTA

Module 5: Issues & Challenges In International Business

(8 Hours)

Foreign Exchange Market, Functions, Nature of foreign exchange market, Trading mechanism, Exchange rate determination, Balance of trade, Stability of exchange rate, Currency convertibility, Technology transfer, Conflict management, Reconciliation, Adjudication and Arbitration issues

Total Hours: 40 Hours

Practical components:

1. Select two multinational companies and study their growth during the study period.
2. Study exchange rate for a period of one month.

Course Outcomes: Students will be able to

1. Apprehend the fundamentals of international business.
2. Acknowledge the international environment with the help of theories and strategies to run international business effectively.
3. Analyze the international institutions and be prudent about investments.

4. Assess the beneficial aspects involved in agreements in international business
5. Gain insight into the issues and challenges of international business

Reference books

1. International Business, Francis Cherunilam, Prentice Hall of India, 5e,2018.
2. International Business – Competing in the global marketplace, Charles, Hill McGraw-Hill, 2019.
3. International Business, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, PrashantSalwan, Prentice Hall of India, 15 e.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2			2				2	2	1
CO 2	1	2		2			1		2	
CO 3	2	2		2				2	1	2
CO 4	2	2		2				2	2	
CO 5		2		2			1		1	

BUSINESS DEVELOPMENT AND MANAGEMENT

Course Code: 22MBA43
Exam Marks: 100 Marks

L: T: P: S
3: 0: 0: 0

Credits: 3
Exam Duration: 3 Hours

Course Objectives:

1. To enable the students to understand perspective of Business development.
2. To expose the students to the business process management.
3. To enable the students to understand the process of new startup venture creation.
4. To expose the students to various startup funding opportunities.
5. To impart knowledge about the startup failures and the sustainability.

Module 1: Introduction to Business Development (8 Hours)

Business development: Understanding business development-1. Defining business development A. The evolutionary pattern of business development B. The pitfalls of business development C. The diversity of current business development practices D. Succeeding with business development E. From business development to business development management (BDM)

Module 2: Business Process Management (8 Hours)

Business Process management-Build basic knowledge, Recognise business Processes- Project Management and Product management. A-Project Management: Phase 1-Prefeasibility, Phase 2- Evaluating the Idea – Feasibility, Phase 3 – Developing the Business Plan, Phase 4 - Implementing Business Plan.

Module 3: Business Management (10 Hours)

A-Project Management: Phase 5 –Necessary components for Business Management Process– Strategic planning, Marketing management, Financial management, Human resource management, Operations management B- Product management.

Module 4: Negotiation (7 Hours)

Effective Negotiation and Persuasion-Distributive, Integrative Negotiations, Dispute Resolution, Team Negotiations.

Module 5: Relationship Management and Business Development (7 Hours)

Relationship Management and business development - Role of sales and commercial agents in building and managing relationships, Techniques for identifying potential clients, stakeholders, business partners. Proactive networking and relationship building approaches

Total No of Hours: 40

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

1. Develop a good perspective of Business development basics.
2. Analyze the need and components of business process management.
3. Formulate necessary components for business management process.
4. Assess successful ways of negotiation.
5. Evaluate role of relationship management in business development.

SPECIALIZATION: MARKETING MANAGEMENT

SALES AND RETAIL MANAGEMENT

Course Code : 22MBAMM41	L: T: P: S	Credits: 3
Exam marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To bring an understanding of the sales management.
2. To make students understand the insights of selling skills and strategies.
3. To provide knowledge about management of sales territory & sales quota.
4. To make students develop a basic understanding of retail management.
5. To make aware of retailing strategies for setting up retail organization.

Module 1: Introduction to Sales Management (8 Hours)

Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, Elementary study of sales organizations, Qualities and responsibilities of sales manager. Types of sales organizations.

Module 2: Selling Skills and Selling Strategies (8 Hours)

Selling and business Styles, Selling skills, Situations, Selling process, Sales presentation, Handling customer objections, Follow-up action.

Module 3: Management of Sales Territory & Sales Quota (8 Hours)

Sales territory: Meaning, Size, Designing, Sales quota, Procedure for sales quota, Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force

Module 4: Retail Management (8 Hours)

Introduction, Meaning, Characteristics, Emergence of organizations of retailing, Types of Retailers (Retail Formats), Multichannel Retailing, Customer Buying Behaviour, Historical Perspective, Role of retailing, Trends in retailing, FDI in Retail, Problems of Indian Retailing, Current Scenario.

Module 5: Retailing Strategy for Setting Up Retail Organization (8 Hours)

Retail Market Strategy, Financial Strategy, Site and Locations, Size and space allocation, Location strategy, Factors affecting the location of Retail, Retail location, Research and Techniques, Objectives of good Store design, Human Resource Management, Information Systems and supply chain management and Logistics.

Total Hours: 40 Hours

Practical components:

1. Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what it takes to succeed in this profession.
2. Students need to be exposed to one day work in any big retail outlets of respective places.

Course outcomes: Students will be able to

1. Demonstrate understanding of sales concepts.
2. Apply proper selling skills and strategies.
3. Analyze and learn management of sales territory and quota.
4. Elucidate the different dimensions of retail management.
5. Able to setup Retail organization.

INTEGRATED MARKETING COMMUNICATIONS AND SALES PROMOTION

Course Code : 22MBAMM42

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To make student aware of the role of IMC in marketing
2. To make student aware of basics of advertising.
3. To provide knowledge about sales promotion.
4. To impart the role of social media marketing.
5. To provide an overview of different types of advertising in the digital age.

Module 1: Integrated Marketing Communications (IMC) (6 Hours)

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model, Communication process, Steps involved in developing IMC programme, Effectiveness of Marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.

Module 2: Advertising (8 Hours)

Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation, Goal setting – DAGMAR approach, Various budgeting Methods used.

Module 3: Sales Promotion (10 Hours)

Scope and role of sale promotion, Definition, Objectives of sales promotion, Sales promotion techniques, Trade oriented and consumer oriented. Sales promotion- Requirement identification, Designing of sales promotion campaign, Involvement of salesmen and dealers , Outsourcing sales promotion national and international promotion strategies, Integrated promotion, Coordination within the various promotion techniques, Online sales promotions.

Module 4: Social Media Marketing (8 Hours)

Defining social media marketing, Difference between traditional and the new age marketing, Use of social media for word of mouth communication. Social media marketing strategy: Building social media strategy; Tools for social media strategy (Corporate blogs, twitter, facebook, LinkedIn etc.); Using multimedia for grabbing attention in a crowded marketplace (Using multimedia)

Module 5: International Advertising, Internet Advertising, Industrial Advertising (8 Hours)

Global environment in advertising, Decision areas in international advertising, Internet Advertisement-Meaning, Components, Advantages and Limitations, Types of Internet advertising. Industrial advertisement, B 2 B Communication, Special issues in Industrial selling.

Total Hours: 40 Hours

Practical components:

1. Analyse any two companies' IMC , advertising and sales promotions

Course Outcomes: Students will be able to

1. Gain insights into IMC planning.
2. Select suitable advertising agencies and prepare budgets for effective advertising.
3. Plan and develop the promotion campaign.
4. Use social media marketing effectively.
5. Understand international, industrial and internet advertising.

DIGITAL AND SOCIAL MEDIA MARKETING

Course Code : 22MBAMM43

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To make students understand the concepts related to digital marketing
2. To make students learn the use of display advertising
3. To acquaint the students with the knowledge of search engine optimization.
4. To make students aware of social media marketing
5. To make students understand how mobile marketing works

Module 1: Introduction to Digital Marketing (8 Hours)

Introduction to Digital Marketing, Concept of Digital Marketing, Origin, traditional versus Digital Marketing, Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customizing Messages, Digital Landscape, Digital advertising Market in India, Skills required in Digital Marketing, Digital Marketing Plan.

Module 2: Display Advertisement (8 Hours)

Display Advertising: Concept of Display Advertising, Types of display ads, Buying models, Display plan Targeting, Contextual targeting, Placement targeting, Remarketing, Interest categories, Geographic and language tagging, Demographics, Mobile and other targeting methods, Programmatic digital advertising, YouTube Advertising.

Module 3: Search Engine Optimization (8 Hours)

Search Engine Advertising- Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Search Engine Optimization: How search engines work, concept of search engine optimization (SEO), On Page Optimization, Off Page Optimization, Social media out Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only

Module 4: Social Media Marketing (8 Hours)

Social Media Marketing: Building a successful Strategy, Facebook Marketing: Facebook for business & Facebook insights; LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics; Twitter Marketing: Building Content Strategy, Twitter usage, Twitter Analytics Instagram and Snapchat: Objectives of Instagram, Hashtags, Digital Public Relations.

Module 5: Mobile Marketing (8 Hours)

Mobile Marketing, Mobile Usage, Mobile Advertising, Mobile Advertising Models, Advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features, Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification, Tracking mobile campaigns.

Total Hours: 40 Hours

Practical components:

1. To analyse the effects of Social media and mobile marketing of various organizations.

Course outcomes: Students will be able to:

1. Gain insights to digital marketing concepts.
2. Apply the technology in display advertisement.
3. Illustrate the use of search engine optimisation
4. Develop social media strategies to solve business problems.
5. Apply Mobile Marketing in business.

References

1. Digital Marketing, Seema Gupta, McGraw Hill Education, 2017.
2. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan, Kartajaya, Iwan Setiawan, Wiley, 2017.
3. Fundamentals of Digital Marketing, Puneet Bhatia, Pearson, Second Edition.
4. Digital Marketing, Swaminathan T N, Karthik Kumar, Cengage Learning India Pvt. Ltd 2019.
5. Social Media Marketing, Tracy L Tuten, Michael R Solomon, SAGE, Second Edition.
6. Digital Marketing, Ian Dodson, Wiley, 2016.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2									2
CO 2	2	2							2	
CO 3	2	3				3			2	
CO 4		3				3				3
CO 5		3			3	3			3	

SPECIALISATION: FINANCIAL MANAGEMENT

INDIRECT TAXATION

Course Code : 22MBAFM41	L: T: P: S	Credits: 3
Exam marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives

1. To provide knowledge of the principles of Indirect Taxation
2. To provide knowledge of Goods and Services (GST)
3. To make students understand the process of Assessment proceedings
4. To make students understand the process of GST Audit.
5. To make students understand the concepts of customs duty.

Module 1: Indirect Taxes (8 Hours)

Introduction, History and Objectives of Taxation – Tax System in India- Direct & Indirect Taxes – Meaning and Types – Powers of Union and State to levy taxes. Constitutional Amendments leading to introduction of GST and their importance.

Module 2: Goods and Service Tax (8 Hours)

Overview and Concepts -Background for implementing GST- The need for GST- objectives of GST- Business impact- Taxes covered by GST- Definitions - Benefits of GST-SGST- CGST and IGST- Scope and Coverage, Scope of supply- Levy of tax- Rate Structure- Taxable Events. Types of Supplies Composite and Mixed Supplies –Composition Levy.

Module 3: GS Taxation (8 Hours)

Assessment proceedings Return- Refunds- Input Tax Credit- Reverse charge Mechanism, Transitional Provisions composition under GST- Administrative structure of GST-Officers as per CGST Act- Officers as per SGST Act-Jurisdiction- Appointment Powers. Relevance of Cross Empowerments.

Module 4: GST Audit (8 Hours)

Assessment and Audit under GST- Demands and Recovery- Appeals and revision- Advance ruling Offences and Penalties. National Anti-Profiteering Authority – GST Practitioners eligibility and Practice and Career avenues.

Module 5- Customs Duty (8 Hours)

The custom duty- Levy and collection of customs duty- Organisations of custom departments- Officers of customs- powers- Appellate Machinery- Infringement of the Law- Offences and Penalties- Exemptions from duty customs duty draw back- duties free Zones. Export incentive schemes

Total Hours: 40 Hours

Practical components:

1. Students to submit a report on GST filing procedure in an organization.

FINANCIAL DERIVATIVES

Course Code: 22MBAFM42

L: T: P: S

Credits: 3

Exam Marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To make students acquire knowledge about derivatives.
2. To make students understand the specifications of forward & future contracts
3. To give exposure towards understanding option pricing models and trading strategies.
4. To provide an understanding of the functioning of the commodity market and credit derivatives market.
5. To expose students to applications of different types of credit derivatives in hedging risk and analyze it.

Module 1: Derivatives

(6 Hours)

History, meaning, features, types, economic benefits of derivatives, factors contributing to the growth of derivatives, functions of derivative markets, exchange traded versus OTC derivatives, Players in derivatives markets, Indian Derivatives Market.

Module 2: Forwards and Futures

(9 Hours)

Meaning, features and types of futures/forwards, Futures vs. Forwards-Mechanics of buying and selling futures/forwards Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process.

Module 3: Options

(12 Hours)

Meaning, features and types of option contracts - Options vs. futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options, option trading strategies. Option pricing- factors affecting option pricing-valuation of option contracts using Black Scholes model and Binomial Model, Put-call parity theory, Option Greeks, Exotic options

Module 4: Commodity Derivatives

(5 Hours)

Meaning, Importance, Commodity derivative exchanges (with commodities traded) in India, Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded.

Module 5: Credit Derivatives & Value at Risk (VAR)

(8 Hours)

Credit Derivatives, Total Return Swap (TRS), Credit Default Swap (CDS), types of CDS-Assets Backed Securities (ABS), Collateralized Debt Obligation (CDO), Sub-Prime Crisis-2007, Credit spread options, Probability of default, Forward Rate Agreement (FRA), types of interest rates, zero rate, forward Rate - Value-at-Risk- meaning, VaR Models, stress testing and back testing.

Total Hours: 40 Hours

Practical Components:

1. Students to visit a financial institution dealing in derivatives and study the products offered by them.
2. Study the different types of option and future contracts traded on NSE
3. Students should individually select various futures or options and watch the behaviour of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

4. Visit commodity exchange (MCX, NCDEX) portal and study its trading and settlement process

Course Outcomes: Students will be able to

1. Gain conceptual knowledge of derivatives.
2. Demonstrate the understanding of working for the forward and future market.
3. Determine the value of options using different option pricing models and trading strategies.
4. Understand the operations of the commodity market and different types of commodities traded
5. Critically evaluate various financial derivatives.

References

1. Options Futures & Other Derivatives, John C. Hull, Prentice Hall, 9/e, 2014.
2. Options & Futures, N D Vohra and B R Bagri, Tata McGraw Hill, 2/e, 2003.
3. Derivatives - Valuation & Risk Management, Dubofsky & Miller, Oxford University Press, 2003.
4. Financial derivatives – Text & Cases, Prakash B Yaragol, Vikas Publishing House Pvt. Ltd, 1/e, 2019.
5. Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010.
6. Derivatives, Principles and Practice, Sundaram & Das, McGraw Hill, 2013.
7. Derivatives & Risk Management Basics, Don M Chance, Robert Brooks, Cengage Learning India Pvt Ltd, 2011.
8. Options and Futures- An Indian Perspective, D. C. Patwari, Anshul Bhargava, Jaico Publishing House, 3/e, 2001.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2								2	2
CO 2		3			2	3	3			3
CO 3		3			2		3		3	3
CO 4	2	3			2	3			3	3
CO 5		3			2		3	3	3	3

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: 22MBAFM43

L: T: P: S

Credits: 3

Exam Marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To provide an understanding of the international economic and financial environment
2. To gain knowledge on the functioning of the forex market.
3. To familiarize with the instruments of foreign exchange market.
4. To provide an understanding of foreign exchange exposure measurement and management.
5. To provide an understanding of designing and valuation of interest rate and currency swaps.

Module 1: International Financial Environment (8 Hours)

International financial Environment, importance, rewards & risk of international finance, goals of MNC, international business methods, exposure to international risk, international monetary system, multilateral financial institution, government influence on exchange rate, country risk analysis. 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).balance of payments (bop), fundamentals of BOP, accounting components of BOP, equilibrium & disequilibrium. (Problems on BOP)

Module 2: Foreign Exchange Market (8 Hours)

Foreign Exchange Market -function and structure of the forex markets, foreign exchange market participants, types of transactions and settlement dates, exchange rate quotations, determination of exchange rates in spot markets. Exchange rates determinations in forward markets. Exchange rate behaviour-cross rates - Bid – Ask spread, arbitrage profit in foreign exchange markets using cross rates. (Theory& problems)

Module 3: International Financial Markets And Instruments (8 Hours)

International Financial Markets and Instruments: International bond & equity market. GDR, ADR, international financial instruments: foreign bonds & Eurobonds, global bonds. Floating rate notes, zero coupon bonds, international money markets, international banking services–correspondent bank, representative offices, and foreign branches. Forward rate agreements.(Only theory).

Module 4: Forecasting Foreign Exchange Rate (10 Hours)

Forecasting foreign exchange rate: Measuring exchange rate movements - Exchange rate equilibrium – Factors effecting foreign exchange rate - Theories of exchange rates: interest rate parity, purchasing power parity & international fisher effects. Foreign exchange exposure: Types, Management of Exposure - Transaction exposure - Translation exposure - Economic exposure. (Problems on Transaction & Translation exposure).

Module 5: Foreign Exchange Risk Management (8 Hours)

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap - Cross currency Swaps-hedging through currency of invoicing- Hedging through mixed currency invoicing – Hedging through selection of supplying country. (Problems on both two-way and three-way swaps).

Total Hours: 40 Hours

Practical Component:

1. Students need to study the balance of payment statistics of India for the last five years and present the same in the class.
2. Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.

Course Outcomes: The students will be able to

1. Demonstrate the awareness of the international economic and financial environment.
2. Comprehend the functioning of foreign exchange market and meticulously use it for investment decision making.
3. Utilize the knowledge of international financial markets and its instruments in constructing a portfolio.
4. Evaluate the firm's exposure to risk in the international environment and various theories associated with it.
5. Interpret the working of currency & interest rate swaps.

References

1. International Financial Management, Madhu Vij, Excel, 2nd Revised, 2002.
2. International Financial Management, Jeff Madura, Cengage Learning, 10th Edition, 2012.
3. International Financial Management, Apte P. G, Tata McGraw Hill, 7th edition, 2014.
4. Financing International Trade: Banking Theories and Applications, Gargi Sanati, Sage Publication, 1st Edition, 2017.
5. International Finance Management, Eun & Resnick, Tata McGraw Hill, 8th edition, 2018.
6. International Financial Management, Jain, Peyard and Yadav, McMillan 2015.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2								2	
CO 2		2							3	
CO 3		2	1		2	2	3	1	1	3
CO 4		3			2	3			2	3
CO 5		2			2			1	2	3

SPECIALIZATION: HUMAN RESOURCES MANAGEMENT

ORGANIZATIONAL LEADERSHIP DEVELOPMENT

Course Code: 22MBAHR41	L: T: P: S	Credits: 3
Exam Marks: 100 Marks	3:0:0:0	Exam Duration: 3 Hours

Course Objectives:

1. To make students understand the basics of leadership
2. To bring awareness about leadership theories.
3. To provide knowledge about leadership styles and motivation.
4. To make students aware of teamwork and leadership skills in an organization.
5. To make students knowledgeable about leadership development and succession planning.

Module 1: Leadership (4 Hours)

Definition, Importance of leadership, Principles of leadership, Qualities of a good leader, Leadership attitudes, Ethics.

Module 2: Leadership Theories for Managers (8 Hours)

Importance of Leadership theories, Contingency theory of leadership, Transformational theory of leadership, Transactional leadership theory, Great man leadership theory, Behavioural leadership theory Application in workplace.

Module 3: Leadership Styles And Motivation (9 Hours)

Leadership Styles: Introduction, Leadership styles, impact on others, Leadership grid
Motivation- Need, types Leadership and motivation-benefits
Organizational Leadership: Types-Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity.

Module 4: Teams In Organizations (9 Hours)

Teams in organization, Types of teams, Decision making in teams, Leadership skills for effective team meetings: Self-managed teams, the changing role of leadership in self-managed teams.

Critical individual skills in times of change: Enhanced Focus, Self-compassion, Relationship Building, Alignment, and Strategic Planning. Leadership skills for startups.

Module5: Leadership Development and Succession Planning (10 Hours)

Leadership development: Introduction, benefits to the organization, leadership training, four e's of leadership development, Succession Planning : Introduction, Need, Steps to succession, benefits. Cases in Succession Planning

Total Hours: 40 Hours

Practical Component:

1. Study leadership styles of any two company leaders- Assess for success.

Course Outcomes: Students will be able to

1. Comprehend concepts relating to leadership.
2. Gain an overview of leadership theories.
3. Comprehend and correlate organizational leadership styles and motivation.
4. Demonstrate their acumen in applying their knowledge of leadership in teams
5. Illustrate leadership development and succession in real world situation.

References:

1. Effective Leadership, Lussier/ Achus, Thomson South Western, Latest Edition.
2. Leadership-Enhancing the Lessons of experience , Hughes, Ginnet, Curphy, Tata McGraw Hill, Latest Edition.
3. Leadership-Research findings, Practice, and skills, Andrew J Dubrin, Biztantra, Latest Edition.
4. Leadership in Organizations, Gary Yukl, Pearson Education, Latest Edition.
5. The Leadership Experience, Richard L Daft, Cengage Learning, Latest Edition.
6. Dynamics of leadership, Craig Watson, Jaico Publication, Latest Edition.
7. The art of leadership, George Manning and Kent, McGraw Hill Education, Latest Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2								2	
CO 2			2	3					3	
CO 3			2	2	2					2
CO 4		2	3	2						2
CO 5						3	2	2		

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: 22MBAHR 42

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. To introduce key concepts of International HRM.
2. To bring awareness relating expatriation, repatriation and impact of culture in IHRM.
3. To make students understand International Workforce planning, staffing and to relate training
4. To make students know the importance of performance management at international levels
5. To bring awareness about the recent trends in IHRM.

Module 1: Introduction to IHRM

(8 Hours)

Introduction to IHRM: Definition, Difference between IHRM and Domestic HRM, Globalization –Drivers, modes of entry into foreign land and impact on human resources. Global integration and localization: The logic of global integration, differentiation becoming locally responsive: understanding diversity, responding to diversity, the challenges of localization

Module 2: Culture in International HRM

(8 Hours)

Culture: Role of culture in International HRM Expatriation: Meaning, role of an expatriate, factors affecting expatriation, female expatriation Repatriation: Meaning, re-entry and career issues.

Module 3: International Workforce Planning and Staffing

(8 Hours)

Different approaches to multinational staffing decisions. International Recruitment function; head-hunters, cross-national advertising, e-Recruitment, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection. Training for International Assignments: Current scenario in international training, types of expatriate training, Career Development repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Module 4: Performance Management

(8 Hours)

Performance Management: Performance Management in MNCs, Constraints in goal attainment, performance management cycle, issues and challenges in international performance management.

International Compensation: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions-ILO, Key issues in International Industrial Relations, Trade Unions and MNEs

Module 5: HRM Practices In Different Countries and Recent Trends

(8 Hours)

HRM practices in different countries- USA, Japan, Middle East, European countries, China, India. Role of IT in IHRM - Health and safety, Crisis Management, Virtual organizations- Managing HR in virtual organization.

Total hours: 40 Hours

Practical Components:

1. Study of the actual world as an example for globalization and its impact on IHRs.

Course outcomes: Students will be able to:

1. Comprehend the fundamentals of working of IHRM.
2. Analyze the impact of culture on expatriation and repatriation.
3. Analyze the impact of proper workforce planning and staffing and the need for training.
4. Gain knowledge on performance management at international level
5. Recognize the recent trends in IHRM- impact of HRM practices in different countries and role of IT in IHRM

References

1. International Human Resource Management, Peter J. Dowling, Marion Festing, Allen D. Engle, Cengage Learning India Private Limited, Latest Edition.
2. International Human Resource Management, Ashwathappa, Sadhna Dash, McGraw Hill Education, Latest Edition.
3. International Human Resource Management, Monir H. Tayeb, Oxford University Press Latest Edition.
4. International Human Resource Management, Nilanjan Sengupta, Excel Books India, Latest Edition.
5. International Human Resource Management: Policies and Practices for Multinational Enterprises, Den Dennis R. Briscoe, Randall S. Schuler, Ibraiz Tarique Routledge, Latest Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2								2	
CO 2		2			2	3			2	
CO 3		2		2					2	
CO 4		3							2	
CO 5					3		2	2	3	

HUMAN RESOURCE ANALYTICS

Course Code: 22MBAHR43

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To make the student aware of the role of analytics in HR.
2. To introduce students to the different types of analytics
3. To help students develop an understanding of the HRA Frameworks.
4. To bring awareness of the significance of Data driven HR.
5. To enable students to assess HR programs through Scorecard.

Module 1: Basics of Analytics

(8 Hours)

Introduction to analytics, Evolution, Role of Analytics in business, Analytic value chain. HR Analytics: Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, typical application of HR analytics.

Module 2: Types of Analytics

(8 Hours)

Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Descriptive Analysis, Prescriptive Analysis.

Module 3: HRA Frameworks

(8 Hours)

HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: LAMP framework; HCM: 21 Framework and Talent ship Framework.

Module 4: Data Driven HRA

(8 Hours)

Typical data sources, typical questions faced (survey), Typical data issues, Obtaining data, Cleaning data, Supplementing data. HR Metrics – Defining metrics, Demographics, Difficulties in obtaining data, ethics of measurement and evaluation.

Module 5: HR Scorecards

(8 Hours)

Meaning, Creating HR Scorecard, developing an HR measurement system, guidelines for implementing a HR Scorecard. Workforce Scorecards - Meaning, benefits and how they are different from HR Analytics.

Practical Components:

1. Identify the important HR metrics used in manufacturing companies.

Course Outcomes: Students will be able to:

1. Understand how analytics function adds value to business.
2. Apprehend the types of analytics that can be applied.
3. Apply HRA framework for better organisation performance.
4. Demonstrate the uses of data driven HRA.
5. Apply HR and workforce scorecards for balance.

References:

1. Analytics: The What, Why and How, Create Space, Smith, Independent Publishing Platform, Latest Edition
2. Winning on HR Analytics: Leveraging Data for Competitive Advantage , Ramesh Soundarajan, Kuldeep Publications Pvt., Latest Edition.
3. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration, James Cecil, Press Analytics, Latest Edition.
4. HR Analytics: Understanding Theories and Applications , Kumar Bhattacharyya, Publications Pvt, Latest Edition.
5. HR Scorecard: Linking People, Strategy, and Performance, Becker, Mark A. Huselid, David Ulrich, Harvard Business Press, Latest Edition.
6. Human Capital Analytics, Pease Boyce Byerly, Jac, Wiley & Sons, Latest Edition.
7. Practice of Business Statistics: Using Data for Decisions McCabe, Duckworth, and Alwan New York: W.H. Freeman, Latest Edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	1								2	
CO 2	2		1	2						1
CO 3		2		2			2		2	
CO 4		2				2				2
CO 5		2					3		2	

**SPECIALIZATION: LOGISTICS AND SUPPLY CHAIN MANAGEMENT
MANUFACTURING TRENDS AND SUPPLY CHAIN MANAGEMENT**

Course Code : 22MBALS41	L: T: P: S	Credits: 3
Exam marks : 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To familiarize the students with additive manufacturing.
2. To orient students to the models of supply chain.
3. To comprehend the concept of digital supply networks.
4. To explore ethical and sustainable supply chain management practices.
5. To explore qualitative & quantitative measures of supply chain metrics.

Module 1: Additive Manufacturing (8 Hours)

Introduction: Additive Manufacturing vs. Subtractive Manufacturing; comparison between the two approaches, Metals for Additive Manufacturing; Advantages & Disadvantages of Additive Manufacturing.

Module 2: Models of Supply Chain (8 Hours)

Comparison of Traditional Supply Chain model with AM Supply Chain model; Implications to Logistics Management; Economies of Upscale, Decisions on Sourcing: Make or Buy, Outsourcing.

Module 3: Digital Supply Networks (8 Hours)

Introduction to Digital Supply Network; Mass Production to Mass Customization; Mass Customization to Mass Personalization, Beyond Mass Personalization, Transparent Supply Networks, Dynamic Logistics, Analytics, Technologies that enable Customer Responsiveness; Use of Block chain.

Module 4: Ethical and Sustainable SCM (8 Hours)

Meaning, Purpose and advantages of ethical SCM; Ethics – Business, personal, legal, social ethics; reverse logistics, closed loop supply chain; geographical Indication. Sustainability: zero waste, use of renewable energy, Environmentally Conscious Supply Chain Management.

Module 5: Supply Chain Performance Metrics: (8 Hours)

Introduction to supply chain performance metrics, Qualitative measures: customer satisfaction & product quality; Quantitative measures: order-to-delivery lead time, time spent placing an order, percent of late deliveries, percent of rejected material, supply chain response time, flexibility, number of shortages per year; Inventory turnover, Economic Lot Sizing, EOQ, Supply Chain Operations Reference (SCOR) model.

Total Hours: 40 Hours

Practical Components:

1. Identify the companies that adopt additive manufacturing.
2. Identify the companies that adopt block chain for their supply chain.

Course Outcomes: Students will be able to:

1. Explain the importance of additive manufacturing
2. Compare the difference in traditional and additive supply chain models.
3. Suggest the appropriate supply chain networks
4. Adopt ethical and sustainable supply chains
5. Evaluate the performance of a supply chain network

References

1. Multiple Criteria Decision Making in Supply Chain Management, A. Ravi Ravindran, CRC Press, Taylor & Francis Group, 2016.
2. Essentials of Supply Chain Management, Hokey Min, Pearson Education, June 2015.
3. Supply Chain Management- Strategy, Planning and Operation, Sunil Chopra & Peter Meindl, PHI, 2019.
4. The Future of Manufacturing Business: Role of Digital Technologies, NPTEL –IIT Madras MoE, GoI, 2021
6. Logistics - An Introduction to Supply Chain Management, Donald Waters, Palgrave Macmillan 2003.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	1	1						1	1	
CO 2	2	2		1		2	1	2	1	
CO 3		2		2		2	1	2	1	
CO 4		1				2			1	
CO 5	1	2		2			2	2	1	

ENTERPRISE RESOURCE PLANNING

Course Code : 22MBALS42

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To provide an understanding of the basic concepts of inventory.
2. To provide the knowledge of ERP concepts.
3. To make students understand Business Process Reengineering.
4. To orient students towards role of ERP in SCM.
5. To provide knowledge about ERP implementation.

Module 1: Inventory Control

(8 Hours)

Inventory Fundamentals: Aggregate Inventory Management, Item Inventory Management, Inventory and Flow of Material. Supply and Demand Patterns, Functions of Inventories.

Order Quantities: Economic Order Quantity (EOQ), Variations of EOQ Model, Quantity Discounts and Price break analysis, Period Order Quantity (POQ).

Physical Inventory and Warehouse Management: Warehousing Management, Physical Control and Security, Inventory Record and Accuracy.

Module 2: Introduction to ERP

(8 Hours)

Overview of ERP,MRP,MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP Market.ERP& Competitive advantage, Basic Constituents of ERP.

Module 3: Business Process Re-Engineering

(8 Hours)

BPR Process, Clean Slate Reengineering, Technology Enabled Re-engineering, Myths regarding BPR. **Business Intelligence Systems**-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP).

Module 4: ERP in SCM

(8 Hours)

Introduction to ERP in SCM, Role of ERP in SCM, Benefits if integrating ERP with Supply chain management, disadvantages of ERP in Logistics and SCM. ERP Systems – SAP, Oracle ERP, SAGE, Microsoft dynamics 365, Kinetic.

Module 5: ERP Implementation and Maintenance

(8 Hours)

Implementation Strategy Options, Features of Successful ERP Implementation, ERP Implementation Life Cycle, challenges of ERP implementation, Role of SDLC(System development life cycle), Object Oriented Architecture, Consultants, Vendors and Employees. User Training, Maintaining ERP and IS.

Total Hours: 40 Hours

Practical Components:

1. Students shall try to solve problems on any open source software package and demonstrate knowledge of hands on experience.

Course Outcomes: Students will be able to

1. Identify the fundamental concepts of inventory control systems.
2. Comprehend the basic concepts of ERP.
3. Utilize BPR for SCM.
4. Identify role of ERP in SCM.
5. Identify and solve issues in ERP implementation.

References

1. Introduction to Materials Management, Steve Chapman & Tony Arnold, Pearson, 8/e, 2017.
2. Concepts in Enterprise Resource Planning , Bret Wagner, Ellen Monk, Cengage Learning, 4/e, 2013
3. Materials Management: Procedures, Text and Cases, A K Dutta, PHI, 2/e, 2008

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1		2							2	
CO 2	1					2			2	2
CO 3		2		2			3		1	
CO 4	1	2			1				1	
CO 5			2	1			3		2	

INTERNATIONAL LOGISTICS MANAGEMENT

Course Code : 22MBALS43

L: T: P: S

Credits: 3

Exam marks : 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To explain the movement of cargo across the globe
2. To explore various issues involved in ocean mode of transportation.
3. To expose students to the functions of air cargo management
4. To expose students to multimodal and intermodal transportation.
5. To expose students towards the export and import procedures of logistics.

Module 1: Freight Forwarding

(9 Hours)

Meaning and Role of transportation in integrated logistics process, Basic principles of international transportation, Concept of Containerization, Parties involved in international transportation, Modes of International Transportation- Criteria for Selection of different modes of transportation, Freight costing and pricing, INCOTERMS 2020

Module 2: Seaway Freight

(8 Hours)

Features, Advantages and Disadvantages of using sea mode, Classification of ships, Shipping Methods, S wage in Ship, Major Sea-routes around the world, Parties involved in sea mode of transportation, , Sea Freight- Types of Sea Freight, Calculation of Freight; Maritime Risks, Marine Insurance.

Module 3: Air Freight

(7 Hours)

Features, Advantages and Constraints of Air transportation, Types of Carriers, Air Cargo Chain Operators, Legal Aspect of Carriage of Goods by Air; Freight Structure and organizational set up- ULD Concept, Air Freight Classification, Air Cargo Tariff Structure - factors Affecting Air Freight Rates, Air Freight Consolidation, Role of IATA and TIACA in Air Cargo Industry, Air Insurance

Module 4: Land Mode Freight

(8 Hours)

International transportation by Rail and Road, International Road & Road Network, Advantages and Constraints of International Road & Rail Transport, Pipeline as a Mode of Transportation, Freight Insurance.

Module 5: EXIM Procedure and Documentation

(8 Hours)

Recent EXIM policy of India, Export & Import procedures in India, Transport Documents, Mate Receipt, Bill of Lading – features and types, Air-way bill, Lorry Receipt, Rail Receipt; Packaging and Labelling for Exports & Imports, Functions of Packaging & Labelling.

Total Hours: 40 Hours

Practical Components:

1. List out the different INCO terms
2. Identify the important World trade routes.
3. List out different documents required for exports.

**SPECIALIZATION: BANKING AND INSURANCE
STRATEGIC CREDIT MANAGEMENT IN BANKS**

Course Code: 22MBABI41	L: T: P: S	Credits: 3
Exam marks: 100 Marks	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives

1. To impart knowledge on the overview of credit policy and loan characteristics.
2. To provide knowledge of the credit management strategies of banks.
3. To make students understand the process involved in loans and advances.
4. To provide the knowledge on different types of bank borrowers
5. To provide knowledge of management of non-performing assets of various banks.

Module 1: Credit Policy and Loan Characteristics (8 Hours)

Introduction to Credit policy & loan characteristics, Importance, Objectives and Formulation of Loan policy, Credit Exposure and RBI norms, Different types of Loan and Advances, Fund based and Non-Fund based facilities.

Module 2: Credit Management in Banks (8 Hours)

Credit management in banks-Screening of applications-Appraisal of credit-Sanction limit-Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms. CIBIL & Credit rating.

Module 3: Loans and Advances Against Pledge (8 Hours)

Loans and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities-Fixed deposit receipts –Book debts- Supply bills- Real estate's – Advance against collateral securities.

Module 4: Credit Analysis (8 Hours)

Introduction, Credit Analysis of consumer loans - Sole Proprietary concern, Partnership firms, Limited companies, Local Bodies and Statutory Bodies/Corporations. Customer profitability analysis and loan pricing- Fixed Vs floating rates

Module 5: Management of Non-Performing Assets (8 Hours)

Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel Norms – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs – Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Wilful defaulters, SARFAESI Act 2002, Asset Reconstruction Companies-CIBIL, NPA norms by RBI.

Total Hours: 40 Hours

Practical Components:

1. Visit a bank to know the loan issue process and prepare a report.
2. Understand the CRISIL and CIBIL difference.

Course outcomes: Students will be able to

1. Have an exposure on the overview of credit policy and loan characteristics.
2. Comprehend credit management strategies of banks.
3. Analyse the process, systems and procedures of sanctioning credit by various banks.
4. Assess different types of bank borrowers.
5. Have an insight about the strategies used by banks for managing non-performing assets

References:

1. Strategic Credit management in Banks, G. S. Popli and S. K. Puri, PHI, 2013.
2. Credit Management, Cecil J. Bond, McGraw Hill., USA, Latest edition.
3. Credit Planning and Management, Krishna Gupta, Arihant Publishers, Jaipur, Latest edition.
4. Credit Appraisal, Risk Analysis and Decision making, Dr. D. D. Mukherjee, Snow White Publications, Latest edition.
5. Credit Risk Management, Butterworth Heinemann, Oxford, UK, Latest edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2	1				1	1	1		2
CO 2	2	1		1		1	1	1		2
CO 3	2	2		2		1	1	1		2
CO 4		1				2	1	1	1	2
CO 5	1	2		2		1	1	1	1	2

MERCHANT BANKING

Course Code: 22MBABI42

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To provide an insight into the structure and regulations of merchant banking industry.
2. To expose the students to lease, hire purchase and instalment system.
3. To provide exposure to fund based financial services
4. To provide exposure to non-fund based financial services
5. To provide an insight into the Issue management

Module 1: Introduction to Merchant Banking (8 Hours)

Merchant Banking: Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - overview of current Indian Merchant Banking scene - structure of Merchant Banking industry - primary Markets in India and Abroad -professional Ethics and code of conduct - current Development.

Module 2: Lease, Hire Purchase (8 Hours)

Financial Services: Meaning and Definition, Role of Financial Services in a financial system. Leasing: Meaning and features. Introduction to equipment leasing: Types of Leases, Evolution of Indian Leasing Industry. Hire purchase: concept and characteristics of Hire purchase. Difference between hire purchase and leasing.

Module 3: Fund Based Financial Services (7 Hours)

Fund based services to individuals: Loans- Home, gold, personal, education, vehicle. Loans against—property, insurance policy and provident fund. Fund based services to businesses- Consumer Credit, Factoring, venture capital financing

Module 4: Non-Fund (Fee Based) Financial Services (7 Hours)

Credit card, debit card, smart card, safe deposit lockers, cheque, demand draft, insurance Mutual fund-evolution- features – significance of mutual funds- classification of mutual funds – Business Valuation, financial products issued by other financial institutions

Module 5: Issue Management (10 Hours)

Role of Merchant Banking in Appraisal of projects, Designing Capital Structures and Instruments – Issue Pricing - Preparation of prospectus selection of bankers, Advertising Consultants etc. – Role of Registrars –Underwriting Arrangements. Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers. –Offer for sale – Book- Building – Green Shoe Option –E –IPO Private Placement- Bought out Deals Placement with FIs, MFs, FIIs, etc. off- Shore Issues. – Issue Marketing – Advertising Strategies-NRI Marketing- Post Issue Activities.

Total Hours: 40 Hours

Practical Components:

1. To know the difference between lease, hire purchase and instalment system.
2. To know the procedure of IPO issue.

Course outcomes: Students will be able to:

1. Comprehend the basics of merchant banking
2. Have an exposure to lease and hire purchase concepts
3. Analyse the process of sanctioning Fund based services
4. Analyse the procedure of sanctioning non-fund based services
5. Assess the system of Issue management in banking

References

1. Merchant Banking and Financial Services , S Guruswamy, Vijay Nicole, 4th Edition.
2. Financial Services, M.Y.Khan, Tata McGraw-Hill, 12th Edition, 2012.
3. Financial Services, Nalini Prava, Tripathy, PHI Learning, 2011.
4. Manual of Merchant Banking, J.C.Verma Bharath, Publishing House, New Delhi, First Edition.
5. Finance- A Management Guide, I M Pandey, Cengage Learning, India Pvt. Ltd Sixth Edition 2006.
6. Indian Financial System, Varshney P.N. & Mittal D.K., Sultan Chand & Sons, New Delhi, 2002.
7. Financial Services and System, Sasidharan, Tata McGraw Hill, New Delhi, Latest edition.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	2			2		2	2		2	
CO 2	2						2		2	1
CO 3	2			2		1	2	2	2	1
CO 4	2	2		1		1	2	2	2	1
CO 5	2	2		1		1	2	2	2	1

BANKING AND INSURANCE REGULATIONS

Course Code: 22MBABI43

L: T: P: S

Credits: 3

Exam marks: 100 Marks

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To make aware of legal provisions relating to negotiable instruments.
2. To enhance the knowledge of lending policies and schemes of banks in India
3. To introduce the legal challenges in banking business
4. To make students understand the various banking regulations and BASEL Norms.
5. To deliver the knowledge on regulations of Insurance.

Module 1: Legal Provision Relating To Negotiable Instruments (8 Hours)

Cheque, Demand Draft, bills of exchange, Promissory note, Validity and dishonour of cheque and DD, Right and duties of various parties involved in instruments, Impact and legal action for misuse of negotiable instruments.

Module 2: Bank Lending Policies (8 Hours)

Establishing banks lending policies under changing socio- economic and legal environment, Types & Forms of bank loans & advances, Principles of credit management, credit process, Types of documents used for lending, Modes of creating charge, credit delivery and legal aspects of lending. Lending Schemes: Lending Schemes - Socio Economic and poverty alleviation programmes/ self- employment schemes: DRI, IRDP, SEEDY, SEPUP. Micro financing - Housing finance- Agriculture finance- Loan syndication-Federal financing.

Module 3: Legal Challenges In Banking Business (8 Hours)

Banking fraud- Introduction, Types of Frauds, Issues in online and offline Banking System, Financial Scams, Online Scams, Precautionary Measures to be taken by Banks and Customers, OTP, TTP, Security measures by Banks in India. Money laundering, Electronic banking, global access of banking services. Grievance and Redressal - Banking OMBUDSMAN.

Module 4: Banking Regulations And Basel Norms (8 Hours)

Banking Regulation Act, 1949, Deposit Insurance and Credit Guarantee Corporation Act 1961, Major Reforms in Banking Sector in India.

Introduction to BASEL, History of BASEL, BASEL: I, II and III – Objectives, Framework, Challenges, Pillars and Impact. BASEL Norms – Guidelines by RBI. Recession and Indian Banking Sector.

Module 5: Regulation of Insurance (8 Hours)

Insurance Act 1938- eligibility-Registration and Capital requirement Investment of assets- Approved investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA- IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

Total Hours: 40 Hours

Practical Components:

1. To know the impact of BASEL norms on two different sectors.
2. To write an assignment on two general and two life insurance companies.

Course Outcomes: Students will be able to

1. Get acquainted with legal provisions related to negotiable instruments.
2. Gain knowledge of Lending policies and schemes of banks in India
3. Analyze the legal challenges in banking business.
4. Get acquainted with various banking and BASEL Norms.
5. Apprehend regulations of Insurance industry to take up entrepreneurship as agents or consultants.

References:

1. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul Pearson, 3rd Edition, 2014.
2. Insurance and Risk Management, P.K. Gupta, Himalaya publishing House, 2015.
3. Risk Management and Insurance, Harold D Stephen and W Jean Kwon, Blackwell Publishing co, New York, 2007.
4. Risk Management and Insurance, Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Thomson Sowlla, Western Singapore, 2003.
5. Risk Management, Indian Institute of Banking and Finance, Mac Millan, 2010.
6. Bank Financial Management, Indian Institute of Banking and Finance, Mac Millan, 2014.

Course Outcomes	PROGRAM OUTCOMES (POs)								PSO	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2
CO 1	1	2		2		2	2	1	2	
CO 2	2	1		2			2	1	1	
CO 3	1	2		2			2	1	1	
CO 4	2	1		1			1	1	2	1
CO 5	2	1					2	2	1	