Academic Policies and Procedures

2022-23

DON BOSCO INSTITUTE OF MANAGEMENT

Guwahati, Assam

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1. Don Bosco Institute of Management

The Don Bosco Institute of Management **is a constituent unit of ASSAM** DON BOSCO UNIVERSITY, (ADBU) - the state's first private university. Established with a mission to nurture dreams and shape lives, to awaken latent potential, and stoke the passion for excellence, Don Bosco Institute of Management opens new horizons of opportunity for the young people of the Northeast. The Don Bosco Institute of Management is a pioneering business school in Assam and the entire Northeast Region for graduate studies offering an integrated and diversified MBA program. It provides individuals with requisite qualities and skills, a supportive environment in which they can harness and further strengthen their skills and aptitudes, helping them to reach their personal, professional, and social goals.

2. Assam Don Bosco University (ADBU)

The Don Bosco Educational Society, leveraging its century-old expertise in education in India and abroad, decided to enter the field of higher education in an emphatic manner, particularly in the University system, by setting up the Assam Don Bosco University at Guwahati – the first such project of the Society in India.

Established on 29th March 2008, Assam Don Bosco University aims to mould intellectually competent, morally upright, socially committed and spiritually inspired persons at the service of India and the world of today and tomorrow, by imparting holistic and personalized education.

To achieve this vision, the University strives to ensure excellence in teaching and formation, quality placements for each student and continuous and on-going evaluation of every process in the system. A vibrant campus ministry program, the provision of a basket of 'finishing school' skills and a proactive alumni association augments the quality inherent in the style of functioning of the University.

3. Don Bosco

Saint John Bosco, popularly known as Don Bosco (Italian for Father Bosco), was born at Becchi, in Piedmont, Italy, on August 16, 1815. From a very

young age, he realized that he had been called to work for the poor boys of that era when Europe was under the grip of the Industrial Revolution, and many young people who came to the cities to study or in search of work fell an easy prey to the many social evils of the time. After being ordained a priest of the Catholic Church in 1841, Don Bosco came to the rescue of these poor boys with his novel method of educating youth through total dedication and personal involvement in their lives and problems.

To ensure that his total dedication to their cause shone through his actions, he based his education on the three great principles of Reason, Religion and Loving-Kindness, loving those to whom he dedicated his life as a caring father, and doing everything possible for their welfare. Don Bosco was attuned to the needs of his society. He did not visualize education in isolation from the community within whose parameters it functioned. Vocational guidance, vocational training, job placement and follow-up were as integral to Don Bosco's scheme of things as they are in modern education.

4. Vision & Mission

Nurturing Talent, Inspiring Commitment
Conceived as the epicentre for Integrated Youth Care, Educational Leadership, Management Training, Socio-Cultural Development, and Research, **DBIM**

- Aspires to be a premier institute attaining global recognition for management education, training, research, and consultancy.
- Nurtures excellence and fosters commitment in youth care, education, civil administration, and corporate management.
- Empowers young people in building their skills and capabilities and connects them to enhanced opportunities.
- Equips society's next-generation leaders, competent, dedicated and committed to excellence, equity and peace building and acts as a change agent in building a better and just society.
- Promotes reflection, innovation, and creativity in managerial theory.

- Offers personal and professional growth opportunities for leaders in government, civil administration, industry, and the corporate sector, and collaborates in leading change.
- Networks with regional, national, and international organizations to harness resources and commitment in favour of solidarity, equity, development and peace.

5. Core Values

Inner transformation and growth

DBIM is being managed by the Assam Don Bosco University, belonging to the "Don Bosco Educational Society" which is renowned the world over for its quality service and contribution to education and society. It is natural that our students imbibe the right ethos, values, personal and collective discipline promoted by the Don Bosco Society

Efforts are focused on: -

- Becoming a true leader
- Personal integrity and daring vision
- The will to triumph over adversities with fortitude
- Discipline, hard work, perseverance, and ambition
- Modesty with dignity
- Commitment to society

DBIM strongly believes that leadership skills can be learnt and that successful leaders must take charge of themselves for development and growth to achieve their true potential.

6. Culture

The faculty, the students, and the administration of DBIM will contribute to the building up of an organizational culture marked by esprit de corps, confidence, and mutual respect, concern for others' needs, hard work, social values, personal maturity and integrity. The DBIM's culture will endeavour to create students who will be at ease and confident in dealing with people in all walks of life. The regular students of DBIM will enrich the

collegiate atmosphere with their diverse background and experience. The Institute will welcome top-level executives from the corporate sector, foreign experts, NGOs, villagers, and social activists who may visit the Centre for regular courses, Management Development Program as well as for the various training programs at DBIM.

7. Academic Year

DBIM follows a **semester** system. The Academic Year consists of two terms as detailed in the Academic Calendar that is given to each student at the time of registration. Each term is approximately of five months duration. The MBA program is spread over four terms. The academic year commences with an Induction Program for the newly admitted students. Induction programs are also held for existing students but at a reduced scale. Regular classes for them begin soon after the Induction Program. The Academic Calendar for each program is supplied at the time of registration.

DBIM followed a trimester system till the Academic Year 2018-2019.

8. University Registration & Enrollment

Candidates shall have to register as bona-fide students with the University as per the University regulations within a period specified by the University, by a formal application routed through the Director of DBIM. To do so, a candidate acquiring admission into DBIM will need to furnish the original migration certificate from the University last attended.

9. Institute Registration & Enrolment

9.1 Definition

i) Registration means indication of the student's intention to join the institute and/or to continue his/her studies in the following term/semester.

ii) Enrolment means to register oneself to a course, special study, or dissertation/thesis/research study/project after registration has been done.

iii) Registration/Enrolment should be done by each student by filling in the prescribed format, which contains the list of courses offered in a term/semester.

9.2 Procedure

All students should "**Register**" through the format provided, and indicate Yes/No, if continuing/discontinuing in the following term/semester. All students are advised to clear their outstanding dues to the institute/hostel/others, before registering for the next term, failing which the registration of a defaulting student would be cancelled.

Failure to register would disallow enrolment for courses/credits. The process of enrolment will commence ***1 week*** prior to the end of the previous term and should be completed within **2 weeks** from the commencement of session of the new term/semester.

A student won't be allowed to drop/add a course after expiry of the period of enrolment, i.e., 2 weeks from the start of term, except in very exceptional cases wherein the student would need to support his/her request for adding or dropping of a course with good and valid reasons. The request must be approved and signed by the Advisor, the Coordinator, and the Director. Enough evidence of academic difficulties or relevant non-academic factors must be provided.

9.3 Documents for Registration

Students are required to register in person on the day earmarked for admissions as per the admission call letter and thereafter on the first day of each subsequent Term as indicated in the Academic Calendar. At the time of the first registration as per the admission call letter, original certificates of academic qualifications with photocopies of each are required to be submitted at the DBIM Admission Office. The originals and photocopies will be retained by the DBIM, and the originals will be returned to the students after verification, by the end of September. In case original certificates are not available, provisional certificates will have to be submitted, and the original certificates along with a photocopy are to be filed in the Admissions Office as soon as these are available.

9.4 Last Date for Submission of Certificates

The last date for filing of the original certificates (if not filed on the first day of admission) is 31st October (of the first year of the Program), failing which a student's registration may be cancelled except under extenuating circumstances, with specific approval from the Director of the Institute. The qualifying graduation examination of 3-year duration must be completed before the date of registration at the Institute. A student is not permitted to pursue any other course under any other institute, after registering for the Program at DBIM. In exceptional circumstances, the last date for submission of certificates in support of the qualifying degree can be extended by the Director for an appropriate period.

9.5 Failure to Register

Those who fail to register for each term after joining the program on the specified date as per the calendar will be deemed to have left the Institute unless prior permission for delayed registration is obtained from the Academic Coordinator/Director. If the Academic Coordinator/Director permits, a student can register by paying a late registration fee of Rs.200/- (Rupees two hundred) per day after the due date subject to a maximum allowance of 10 days for late registration. The late registration fee is payable irrespective of the reason or circumstances for the delay in seeking registration.

9.6 Enrolment (for semesters other than the first)

9.6.1 Only those students will be permitted to enrol who have

- Cleared all University, Institute, Department, Hostel and Library dues and fines (if any) of the previous semester.
- Paid all required University, Institute, Department and Hostel fees for the previous/current semesters
- Not been debarred from enrolling on any specific ground like absence from the end semester examination of the previous semester or who has failed to obtain 50% of the credits offered in the previous semester.

10. Curriculum Design

10.1 Courses and Credits

The MBA Program consists of 32 courses including 18 Core (compulsory) and 14 Electives. In addition to the theory courses, all students are required

to undergo a "Summer Internship Program", a final year project under the aegis of "Management in Practice" and a community engagement initiative called “Service Learning”. Except for “Service Learning”, all courses, theory and practical, are of 3 credits each. The “Service Learning” course is of 2 credits. Each credit is usually equivalent to 15 contact hours. The total credit requirements for the award of MBA degree are 104 credits (32 theory courses X 3 credits, 2 practical courses X 3 credits and 1 practical course x 2 credits).

All other courses except for the “Service Learning” are completed normally in one single term spread over a minimum of 45 sessions of 60 minutes duration each and is scheduled at least twice a week OR 22 sessions of 120 minutes duration each, scheduled at least once a week. The “Service Learning” course transcends all the 4 semesters with the 2 credits appearing in the 4th semester marksheets after completion of 200 hours of engagements as laid out in the respective course syllabus.

10.2 Announcement of Electives

Each year in June, after the “Board of Studies” meeting, DBIM will announce the list of electives to be offered in the second year of the program. A student is required to take at least 14 electives of 3 credits each or courses equivalent to at least a total of 42 credits.

10.3 Criteria for admission to Electives

The criteria for admission of students to the different elective courses are determined by the instructors concerned in consultation with their respective Area Faculty and the Director. Ordinarily, the terms of admission to elective courses are decided by the Area Faculty.

10.4 Waiver

A student may be granted waiver in respect of a core course, provided the course faculty and the Director are satisfied that he/she has adequate knowledge of the course. In such an event, he/she stands exempted from attending the classes in that course. To qualify for a waiver, a student must:

a) Make a request, in writing, to the Director through the course faculty for the waiver at the beginning of the Term.

b) Take a written qualifying test to be conducted before commencement of a term and designed by the faculty teaching the course to ascertain the knowledge of the student in the course; and / or submit a written assignment(s) as prescribed by the course faculty.

The grade for the course will be determined based on the performance of the student in the qualifying test and written assignments, which will take the place of internal assessment. However, such a student will not be exempted from the end-term examination conducted by the university.

The aforesaid clause is primarily to facilitate student induction with respect to exchange programs, academic transfers, re-joining the program after a gap and the like.

10.5 Dropping of Elective Courses

To offer an elective course, there should ordinarily be a minimum enrolment of 15% of the batch size, failing which the elective will be dropped. In the event of an elective being dropped as stated above, the students will be given option to register for other electives.

10.6 Projects for Students

At the end of the first year, during the summer, a student is required to undergo "Summer Training" in the field for 8 to 10 weeks. For this purpose, the student must work on a specific project given to him/her by the sponsoring organization. The objective of the summer training is to expose the student to the practical aspects of management and enable him/her to study specific problems in the organization. This unique exposure to the real world of business and industry allows him/her an opportunity to relate the classroom learning to live problems.

Summer project investigates some significant aspect(s) of a managerial problem. It gives students an opportunity to observe a business organization in operation and to sharpen their knowledge and skills by putting them to use. Besides providing an opportunity to enhance their understanding of managerial problems, summer activity also gives students practical experience that will help them to plan their careers.

Summer training for students is arranged through the Career Centre at DBIM. The student would have an executive guide in the industry taking him/her for summer training. Each student will also be assigned one academic guide from DBIM. On completion of the project, a student is required to submit his/her Project Report to the executive guide for evaluation and to the Director, DBIM. Ordinarily, the report may not exceed 60 typed pages. The contents should include definition of the problem, methodology used, data analysis, conclusions, and recommendations. In case the Project work is considered confidential by the organization, the confidential reports from the organization concerned should be submitted directly to the Director.

The **SIP project carries 3 credits** which will appear in the 3rd semester marksheet. No students will be entitled to receive the Degree without completing the summer project satisfactorily.

A student who does not complete the summer Project satisfactorily, and who does not comply with the requirements, will have to do another summer Project before becoming eligible to receive the Degree.

The student would need to present/defend **another** project and its outcomes in the 4th term/semester. This project can either be an internal or an external project. The project would carry **3 no. of credits**, in the form of a credit course – "**Management in Practice**" to be taken in the 4th semester.

Students who receive adverse comments from their company guides, will be liable for disciplinary action. All expenses, if any, associated with the summer internship will be borne in accordance with the rules and regulations of Career Centre at DBIM.

10.6.1 General Instructions on the Summer Internship Program (SIP)

i) The students must inform in writing about their area of interest for internships to the faculty advisor/Placement Coordinator latest by end of February.

ii) The Placement Coordinator will try to assign students to the companies who have shown inclination for engaging summer interns from the institute.

iii) In case the students have planned for their internship in any specific organization through their personal contacts, they must inform the Placement Coordinator well in advance in writing and present a letter of consent from the concerned organization.

iv) After a company issues letters of consent approving students to join as summer interns, he/she cannot opt out of the project without approval from the Placement Coordinator. In case the scope of the project is large, students may undertake a project jointly. Similarly, if the scope of the project is limited, students can undertake multiple projects within the same organization or with multiple organizations.

v) Changes in the choice of organization will always require the consent of the Placement Coordinator. The Placement Coordinator will discuss such matters with the faculty advisor and academic coordinator. Students should note that they must complete the project within 6-10 weeks of commencement of the SIP.

11. Credit Load

- A student in full time attendance is required to take the full set of credits prescribed for that term/semester.

- Normally, the workload of a student should not exceed nine courses of 3 credits in any term, unless special permission is obtained from the student's advisor, MBA coordinator and the Director. In other words, the workload is limited to a maximum of 27 credits in each term.

- A student may be permitted by the Academic Committee to credit extra electives. Grade secured in an extra credit course will be included in computing TGPA and CGPA, and once opted for the course, it cannot be dropped later. Students taking extra course(s) are required to pay a fee, as notified by the Director's Office, at the beginning of the second year of the program.

- A student who wishes to take a reduced credit load in a given term must obtain approval from his/her advisor, MBA coordinator and the Director, supporting his/her request with genuine reasons.

12. Auditing

A student who is academically qualified to take a course for Credit may also attend classes of a course as an AUDIT STUDENT with the approval of the course instructor. An audit student cannot be given grades or credit for the course concerned; he/she is not required to take examinations, but would need to participate in class discussions, projects, assignments etc., at the discretion of the course instructor.

Auditing students should attend at least 80% of the course classes and participate in all its activities. An audit course is listed in the final transcript as a non-credit course. The instructor needs to certify the satisfactory completion of all class requirements. A certificate by the course instructor will be awarded to a student who has completed all requirements of an audit course.

13. Conduct of Classes

13.1 Class Schedule

A class schedule is prepared by the institute each term. A course instructor may agree to change a class time provided that no other classes are affected by the change. The institute office must be informed of any change in the class schedule.

Students must enrol for courses according to the class schedule. If problems arise because of a conflict in the schedule, adjustments may be possible. However, this is always difficult to arrange, and should be avoided unless a student's area of specialization is seriously affected.

It may so happen that the number of electives offered/opted in a term may be much more than the number of sessions that can be scheduled per week. This may require the centre to consider the convenience of faculty and the interests of students while scheduling the sessions. Thus, a few electives may clash with one another because of concurrent schedule, i.e., in the same slot. Such an eventuality is likely to cause problems, particularly where a student opts for both/all the electives so scheduled in the same slot. Should a situation of this kind arise, students affected by such slotting will be directed to opt for any one elective scheduled for a class slot.

However, the institute will do its best to slot mutually exclusive electives together to avoid clashes as far as possible.

13.2 Lecture Length and Schedule Arrangements

The following practices on lectures should be observed:

- A lecture session would be of one hour with a maximum of two lecture hours per day for a course.
- Course lecture usually do not exceed six hours a week.
- In case a lecture is scheduled for 2 hours at a stretch, the instructor should break it into sessions of 1 hour each with a 10 min. break between each session.

14. Attendance

14.1 To be permitted to appear for the end-semester examination of a course, a student is required to have a minimum attendance of 75% for that course.

14.2 Deficiency in attendance up to 10% may be condoned by the Principal/Director in the case of leave taken for medical and other grievous reasons, which are supported by valid medical certificates and other requisite documents.

14.3 Some students, due to exceptional situations like their own serious sickness and hospitalization or death of members of inner family circle (father, mother, siblings), may have attendance below 65%. Such students may be given bonus attendance percentage for a course based on his/her attendance for that course during the remaining days of the current semester, as given in the following table:

Attendance during the remaining days of the current semester	Bonus percentage available in the current semester
95% or more	5
90% or more but less than 95%	4
85% or more but less than 90%	3

80% or more but less than 85%	2
75% or more but less than 80%	1

They shall be permitted to appear for the end-semester examination of the course if on the strength of this bonus attendance percentage, they obtain 65% attendance for that course.

14.4 First year students (Semesters 1 & 2) who are not allowed to write exams (X graded) for more than 50% of credits due to lack of attendance in class will have to repeat the entire semester.

If the sum of the credits of the courses for which a second-year student (Semesters 3 & 4) is unable to appear at the end semester examination exceeds 50% of the total credits allotted for the semester, he/she shall not be permitted to appear for the entire end-semester examinations.

14.5 The College/Institute may decide to set aside a certain portion of the internal assessment marks for attendance. The number of marks and modalities of their allotment shall be made known to the students at the beginning of each semester. Morning assembly attendance will contribute directly towards the internal assessment marks.

15. Leave of Absence

15.1 Any absence from classes should be with prior sanctioned leave. The application for leave shall be submitted to the Administrative Office on prescribed forms, through proper channels, stating fully the reasons for the leave requested along with supporting documents.

15.2 In case of emergency such as sickness, bereavement, or any other unavoidable reason for which prior application could not be made, the parent or guardian must inform the office of the director promptly.

15.3 If the period of absence is likely to exceed 10 days, a prior application for grant of leave shall have to be submitted through the Director to the Academic Coordinator with supporting documents in each case

which will be forwarded to the University Registrar (Academic Affairs); the decision to grant leave shall be taken by the Registrar on recommendation of the Director.

15.4 The Registrar (Academic Affairs) may, on receipt of an application, also decide whether the student be asked to withdraw from the program for that semester because of long absence.

15.5 If a student is absent for more than 10 days consecutively without sanctioned leave, he/she shall be issued a warning. If the absence continues for 10 more days without written and documented information, his/her name shall be struck off the rolls. If this happens in the first semester, the student shall have to discontinue the program. In other semesters, he/she shall have to re-register for the semester.

15.6 It shall be the responsibility of the student to intimate the concerned teachers regarding his/her absence before availing the leave.

15.7 Reporting after Institutional Breaks

It is mandatory for all MBA students to report on the opening day of classes after any institutional break, whatever be the duration.

Any student failing to abide by the aforesaid regulation will have to pay a fine of Rs. 1000 per day of additional absence beyond the break period. Students will be allowed to attend classes only after they have paid the fine.

Advance leave applications will be approved only after the parents and/or guardians' communication with the Director regarding the specific case of their wards.

In cases of emergency, the fine amount will have to be deposited before attending classes. However, the money may be returned after due verification of the emergency case.

The decision of the Director in all the above matters is final and binding.

16. Make-up Classes

16.1 Faculty members are required to meet all classes, which they are handling on the day, time and place indicated in the class schedule. Any deviations must be justified and receive the prior approval of the MBA Academic Coordinator.

16.2 In case of unforeseen circumstances such as official travel, institute function, natural calamities, bandhs/strikes, public holidays, etc. (examples and not an inclusive list of reasons), the instructor may suspend the class; but the same should be made-up with another session at a conveniently placed time (Saturdays included) and date in consultation with the students.

16.3 Make-up classes should be avoided as much as possible except in emergency and must be scheduled at a time that is possible for all students in the class.

16.4 Rescheduling should be done to avoid excessive numbers of class hours on a given day or week. The Academic Coordinator is responsible for monitoring this.

17. Examinations & Evaluations

17.1 Methods of Assessment

17.1.1 The course instructor is responsible for assessing the individual performance of students in the internal assessment segments in his/her course. Instructors should announce in the first week of the course the methods of assessment to be employed and should circulate a course outline. Assessment may be based on any one or on a combination of methods that must include a final examination at the end of the semester. The possible forms of assessment include but are not limited to

a) Assignments
b) Projects
c) Quizzes
d) Class Tests
e) Mid-term exams

f) Oral Exams
g) Take-home exams
h) Course Synopsis Defence

There will be a minimum of three components. The weight of any component will not exceed 30%. The total weight for end term examinations should be invariably kept at 60%.

17.1.2 Faculty Decision is Final: The decision of the faculty regarding marks or any segment of evaluation will be final. A student who needs clarification of one's grades may discuss with the faculty concerned within a week of receiving the interim/internal marks.

17.1.3 Feedback from Faculty: Faculty will give feedback to students periodically on their performance through written comments on answer sheets or through individual meetings.

17.1.4 Missing Examination: If a student misses an end semester examination, he/she will be awarded "F" grade for such course(s).

17.1.5 Deadlines for Submission: Students are required to adhere strictly to the deadlines prescribed for the submission of all written assignments, projects, and reports. Late submission is liable to result in a reduction in the marks as below:

Delay	Reduction	Example
1 week or less	10%	From 74.2% to 64.2%

If a written assignment is overdue for more than 1 week, the faculty may refuse to accept the assignment and award an "F" grade to the student concerned for that segment of evaluation.

17.2 End-Semester Examinations

17.2.1 End-semester examinations will be conducted by the University. The examinations will be held at the Kharghuli campus of the Assam Don Bosco University.

17.2.2 The university will not reschedule examinations unless and until the situation demanding such an action is unavoidable.

18. Re-evaluation/Clarification

18.1 If a student feels that the grade awarded to him/her in a course is not correct, he/she may apply to the University for Re-examination of his/her answer script.

18.2 Re-examination of scripts may be of two different categories – scrutiny and re-evaluation.

18.2.1 **Scrutiny:** The activities under this category shall ordinarily be confined to checking:

a) correctness of the total marks awarded and its conversion into appropriate letter grades
b) whether any part/whole of a question has been left unevaluated inadvertently
c) correctness of transcription of marks on the tabulation sheet and the grade card issued in respect of the course under scrutiny

18.2.2 **Re-evaluation**: Re-evaluation of the answer script by independent experts in the concerned subject(s).

18.3 Application for re-examination

a) A student may apply for scrutiny or re-evaluation for one or more courses of the just-concluded end-semester examination within seven calendar days from the date of publication of its results in the prescribed application form for this purpose.
b) He/she shall pay the prescribed fee to the University as notified.
c) A student applying for scrutiny/re-evaluation shall expressly state on the application form whether the application made is for scrutiny or for re-evaluation. In each case, the student may also request to see his/her answer script.
d) All applications for scrutiny/re-evaluation must be routed through the Director of the institute.

18.4 If, in the process of re-evaluation, the grade obtained in a course gets changed, the better of the two grades shall be assigned to the course.

The new grade shall be recorded, and a new grade sheet shall be issued to the student.

19. Grading System

Three types of courses are offered in the MBA program

- **Graded courses:** For most of the courses, students will be assessed and given grades.
- **Pass/No-Pass courses:** There are some courses for which the students are expected to obtain a 'P' grade to be eligible for the degree.
- **Audit Courses:** A third category of courses are audit courses. These are optional. However, students who opt for these courses must have the required attendance to obtain a 'P' grade in the course.

Marks (x) obtained (%)	Grade	Description	Grade Points
$90 \leq x \leq 100$	O	Outstanding	10
$80 \leq x < 90$	E	Excellent	9
$70 \leq x < 80$	A+	Very Good	8
$60 \leq x < 70$	A	Good	7
$50 \leq x < 60$	B	Average	6
$40 \leq x < 50$	C	Below Average	5
$x < 40$	F	Failed	0

Based on the performance of a student, each student is awarded a final grade in each graded course at the end of the semester and the grade is converted into a grade point. The grade assigned to a student in each course which he/she takes for credit is based on a letter system classified into grades from F to O. The letters which are used have the following significance and grade points for the calculation of grade point average (GPA).

Use of grades, including 'F' grade, is for academic performance only as per the Manual of Academic Policies and Principles. 'F' grade can also be used for a proven malpractice in assignment/examination. Grade reduction is permissible as per the Manual for established misconduct.

There are academic and non-academic requirements for the MBA program where a student will be awarded the 'P' and 'NP' grades. All non-credit

courses (such as industrial training, field visits and Extra Academic Activities) belong to this category. No grade points are associated with these grades and these courses are not considered in the calculation of CGPA. However, the award of the degree is subject to obtaining a 'P' grade in all such courses.

In the case of an audit course, the letters "AU" shall be written alongside the course name in the grade sheet. A student is not required to register again for passing a failed audit course.

20. Semester Grade Point Average

The index of a student's performance during the term is the Semester Grade Point Average or TGPA. It is the weighted average of the total grade points secured by a student in a term. The index of the student's performance in all the terms completed is the Cumulative Grade Point Average or CGPA. It is the weighted average of the TGPAs of all the terms completed.

20.1 From the grades obtained by the student in a course of a semester, the TGPA will be calculated using the following formula:

$$TGPA = \frac{\sum_i^n GP_i \times NC_i}{\sum_i^n NC_i}$$

Where, GP_I = Grade points earned in the i^{th} course
NC_i = Number of credits for the i^{th} course and
n = the number of courses in the semester

20.2 The Cumulative Grade Point Average (CGPA): From the TGPAs obtained by a student in the completed semesters, the CGPA will be calculated using the following formula:

$$CGPA = \frac{\sum_i^n TGPA_i \times NSC_i}{\sum_i^n NSC_i}$$

Where, $TGPA_I$ = Semester Grade Points Average earned in the i^{th} semester
NSC_i = Number of credits for the i^{th} semester and
n = the number of semesters completed

20.3 Both TGPA and CGPA will be rounded off to the second place of decimal and recorded as such

20.4 The CGPA may be converted into an approximate percentage equivalent using the following formula: **CGPA x 10**

21. Qualifying Standards

21.1 Minimum CGPA

The minimum qualifying CGPA to be achieved by a student for continuing in the program/promotion to second year/qualifying for award of the degree is as follows:

YEAR	1ST YEAR	2ND YEAR
Minimum CGPA at the end of the year	5.0	5.0

Students not securing the requisite minimum CGPA at the end of 2nd year will not be eligible for the award of the degree of Master of Business Administration and hence, will need to repeat the entire second year leaving out the courses for which he/she has attained grades of 7.0 or more.

21.2 Repeat Examination

If a student accumulates "**F**" grades for less than 50% of the courses offered in that semester, he/she will be required to appear for a repeat examination for the concerned courses. The repeat examinations for the 1st and 2nd semester will be held along with the regular examinations for that semester in the corresponding year. Repeat examinations for the 3rd and 4th semesters will be held once after the declaration of the 4th semester results. In case a student fails to clear the backlog papers for the 3rd and/or 4th semester in this one attempt, he/she will have to appear for the repeat examinations for these papers along with the regular examinations.

The fees for the make-up examination will be charged as per university regulations.

21.3 Loss of an Academic Year

First year students (Semesters 1 & 2) will be promoted to the next semester irrespective of the number of back papers (even when they exceed 50% of

the credits of the semester. However, those who fail in all exams will have to repeat the entire semester.

If a second year (Semesters 3 & 4) student accumulates "**F**" grades in 50% or more of the courses offered in a semester, he/she will not be allowed to register in the next semester. This will automatically result in the loss of an academic year as the student gets an opportunity to clear the backlog subjects only during the repeat examinations held along with the regular examinations in the corresponding year.

21.4 Other Conditions

Other conditions for qualification of a candidate for success in the program are as follows:

a) Any student who disqualifies as per Article 21.3 above once shall not be eligible to earn any commendation or Medal for Merit irrespective of the CGPA earned.

b) **Study Limit:** The normal duration of the Post Graduate programme in Business Administration shall be 4 semesters (2 years).

a) However, students who do not fulfil some of the requirements in their first attempt and must repeat them in subsequent semesters may be permitted up to 4 more semesters (2 years) to complete all the requirements of the degree.

b) Under exceptional circumstances and depending on the merit of each case, a period of two more semesters (1 year) may be allowed for the completion of the programme.

c) Any student failing to complete the MBA program successfully within the maximum duration stipulated above shall not be entitled to award of the relevant Degree and instead shall have to leave the program with a certificate of participation only.

d) A student may face dismissal if fees remain unpaid at the end of two or more consecutive terms.

21.5 Improvement Examination

21.5.1 After the completion of the entire programme of study, a student may be allowed the provision of improvement examinations. These are to be availed of only once each in the 1st (July - Dec) and 2nd (Jan - May) semester exams that follow immediately the completion of the programme, and within the maximum number of years permissible for the programme.

21.5.2 A student who has taken migration from the University shall not be eligible to appear for the Improvement Examinations.

21.5.3 A student may not choose more than the number of courses specified in the table below for improvement examinations.

Number of Courses for Improvement Examinations		
1st semester (July – Nov)	**2nd semester (Jan – May)**	**Total**
4 (2 each from 1st and 3rd term)	4 (2 each from 2nd and 4th Term)	8

In case of scheduling conflicts, students will appear for one examination according to the regular schedule and appear for the second examination immediately following the first exam. Improvement examinations will be conducted in a separate examination hall.

21.5.4 After the improvement examination, the better of the two grades obtained (the old and the new) shall be considered for the calculation of TGPA and CGPA.

21.5.5 If the student improves his/her grades through the improvement examination, new grade sheets and comprehensive transcripts shall be issued to the student.

22. Language of Instruction

English is the sole medium of instruction at Don Bosco Institute of Management.

23. Credit Transfer

Courses completed at another graduate school or institution may be credited towards partial completion of the credit requirements of the DBIM MBA program in accordance with:

- The stipulations of the specific Memorandum of Understanding/Agreement; or
- When not specified in any agreement, up to a maximum of nine **(9)** credits of elective courses can be transferred.
  Credit transfers will be time bound. Only courses completed within the last two years will be considered for transfer. Beyond two years, a case-by-case decision will be made.

24. Teaching and Learning Methodology

Teaching methodology in the Program consists of lecture inputs, exercises, cases, role plays, presentations, project-work, term papers, etc. Each Instructor uses a suitable mix of methodology to suit the requirements of the course. Students in a course are likewise evaluated in various components, viz. quiz, mid-term examination, end-term examination, cases, role plays, and other assignments. On the commencement of the course, the Course Outline will be given to the students, specifying the contents of the course, the methodology and the norms for evaluation. The students may, however, check with the instructor if these details are not specified.

Besides the above methods, Field based Learning will form an integral part of teaching. Opportunities will be provided to the students for Field based Learning in every term to address course specific learning needs.

The student is advised to preserve the course outlines, which may be required for reference during his/her further studies. The centre may not be able to compile the course outlines for such purposes at a distant future date.

25. Policy on Plagiarism

25.1 Definition: Plagiarism is the passing off the thoughts or works of another as one's own. Plagiarism involves giving the impression that a person has thought, written, or produced something that has, in fact, been borrowed from another. This can be done in two ways, either by copying exactly what the writer has said or by summarizing or paraphrasing the ideas as your own. Copying the words or ideas of another without acknowledging in a piece of written work, amounts to an attempt to claim them as one's own. Where plagiarism is detected in a piece of submitted work it may be considered as academic misconduct. However, appropriate quotations duly acknowledged may enhance a student's written work.

25.2 Responsibility: Each faculty member shall develop guidelines for the presentation of assignments, reports, and theses, incorporating information on the matter of plagiarism for the courses he/she is teaching in addition to the general guidelines provided in the Manual of Policies for Students. These are to be communicated to the students at the beginning of each course.

25.3 Allegations of Plagiarism: Plagiarism may result from poor technique or more serious causes such as copying the work of another person, submitting the work of another person, or closely paraphrasing a piece of work without due acknowledgment. The circumstances relating to an allegation of plagiarism shall be assessed to determine which of the following should apply:

1) Minor matters of plagiarism may be dealt with by a faculty member.
2) More serious matters including multiple allegations may be referred to the Student Disciplinary Committee at the Director's discretion.

25.4 Penalty: Each case shall be treated on its merits. Minor first infringements may be corrected by counselling or by the imposition of a penalty, as appropriate. Depending on the gravity of the matter, the penalty imposed may include a warning, resubmission, loss of

marks, failure on a task or in a subject, or a charge of misconduct to be dealt with by the Student Disciplinary Committee.

Where a penalty is imposed, a file note of the matter shall be placed on the student's central file and a copy of the file note provided to the student. Before imposing a penalty for plagiarism, the student's file should be checked to determine whether the offence is a first or a subsequent one. For a subsequent offence, the penalty shall be more severe.

26. Discipline

26.1 Conduct

The centre attaches utmost importance to personal integrity, honesty and discipline. A sense of responsibility and a high degree of maturity is expected of all students inside and outside the campus, as befits future managers. The centre strives to achieve this standard in every phase of campus life. Each student of the centre shall consciously strive to excel in his/her personal as well as academic conduct. A proven case of violation of the aforesaid behavioural norms can expose the student to deprivation of a place in the merit list, award of medal and other such penalties.

26.2 Misconduct

The following are considered serious breaches of discipline and will attract the penalty of immediate expulsion from the Institute:

a) Indulging in or aiding/abetting acts of violence, riotous or disorderly behaviour, moral turpitude, directed at a fellow-student or a faculty or any other employee of the Institute/hostel mess, etc., in the institute or outside the institute.
b) Fraud, dishonesty, misappropriation of Institute funds or funds of Students Organizations, misuse of Rail/Air concessions, and complicity in other financial irregularities in connection with studentship of the Institute.
c) Involvement in serious academic malpractice, including plagiarism as per Article No. 25 of the Manual of Policies.

d) Reporting of fictitious data in an empirical study as and when detected and established.
e) Indulging in the violation of community and organizational norms, practices and values during field-based learning and Summer Placement leading to physical and psychological harm to individuals and groups in the community and organization.

26.3 Disciplinary Procedure

a) For minor acts of indiscipline, the Faculty/Instructor/Evaluator shall be the sole disciplinary authority acting on his/her own judgment. A Faculty can award penalty mentioned at 26.4 (a) and 26.4(b) listed below.
b) For major acts of indiscipline, the Director shall be the disciplinary authority, acting on his/her own judgment and/or in consultation with the Faculty Council at his/her discretion. The Director can award one or more penalties listed at 26.4 below.
c) All major allegations brought to the notice of the Director shall be ordinarily referred to the "Student Disciplinary Committee" and the Director shall act based on the report of the Committee. However, in cases of exigencies with time constraints and in cases of extreme gravity, the Director may award a penalty deemed appropriate in consultation with the Faculty and Authority concerned.
d) Before imposition of any penalty, the explanation of the student concerned and his/her record of past misconduct, similar or otherwise shall be taken into consideration. Repeat of any misconduct and number of incidents of misconduct shall add to the gravity of the offence and invite higher penalty.

26.4 Penalty

One or more of the penalties listed below can be awarded to a student for breach of discipline amounting to misconduct.

a) Warning
b) Reduction of marks/ grade points/ grade in a component of a Course.
c) Reduction of marks/grade points/grade for the whole Course.
d) Fine up to Rs. 2,000/-.
e) Repeating a course of the first/second year along with the next batch.
f) Suspension of studentship for a year.

g) Expulsion from the Institute.
h) Cancellation or withdrawal of any Academic honours – Certificate of Merit, Diploma, Medallion, Scholarship, etc.

26.5 Appeal

In matters of enough gravity, a student may appeal, within one week of punishment, to the Director for review. The Director's decision on review shall be final.

26.6 Grievance Resolution

a) Any student, having a grievance, may submit a written application to the Director setting out all the circumstances and/or details therein clearly. The grievance application should be signed by the student concerned.
b) Anonymous applications/petitions/letters will not be entertained or attended to under any circumstances.
c) If a student, having obtained grade "C" or grade "F" in any course, feels that he/she has been unfairly discriminated against in evaluation/grading or has become a victim of subjectivity or internal inequity, he/she can make a representation to the Director within seven days after receiving the grade. No grievance shall lie if the student has obtained any grade above "C".
d) The representation should set out all the circumstances and grounds and should be accompanied by all the relevant documents in support of the allegation. If the Director is satisfied that the representation is not frivolous or vexatious, and that there is a prima facie case, he/she may constitute a committee in consultation with the area concerned and get the papers re-examined.
e) In all such cases, however, the onus of proving such discrimination, subjectivity or internal inequity lies squarely on the student concerned. If, at any time during investigation, it is found that the allegations are mala fide or wild or without substance, the student concerned will expose himself/herself to the risk of extreme punishment of expulsion from the centre as provided herein.

26.7 Misconduct in Residence

Misconduct related to residential rules will be dealt by the Hostel Superintendent /Director as per the Hostel Administration Rules of DBIM.

26.8 Use of Uniforms and Identity Cards

Students will report for classes in their uniforms on all working days except on Saturdays. While the institution provides uniforms, it does not provide shoes, socks, and belts as part of the uniform. Students are expected to wear black shoes, black belts, and white socks. Casual dressing on Saturdays should not be outlandish and must adhere to the demands of a good professional environment conducive for learning and growth.

Students are required to display their identity cards when in campus and whenever they travel to some place representing the institute. Loss of identity cards must be reported immediately to the administrative officer.

27. Mid-Course Feedback and Communication of Grades

27.1 Time for release of grades on Components: Faculty will communicate, to the students, the grades of quizzes and short-tests and other assignments normally within 10 (ten) days after the administration of the quiz or test or submission of assignment. In any case, mid-term feedback comprising at least 35%-40% of the components will be given to the students at least 10 (ten) days before the commencement of the end-term.

27.2 Announcement of Final grades: The University will, however, announce the final grades as and when received.

27.3 Communication of Grades for sponsoring organizations: The grades of sponsored candidates, if any, may be communicated to the sponsoring organizations at the request of the student and/or of the sponsoring organization. As a rule, the grades of a student will not be communicated to any other person or organization without the consent of the student concerned.

28. Degree and Transcripts

28.1 Award of Degree: At the end of the second year of the Program, "Master of Business Administration" will be awarded to those students, who have fulfilled all the conditions and requirements for the award, and who have been approved by the Faculty Council and the University for the degree.

28.2 Convocation: The degrees are conferred at the University's Annual Convocation. All students who qualify for the degree are expected to attend the Convocation.

28.3 The award of degree and final transcripts: The award of degree and the final transcripts shall be withheld for non-payment of dues and non-settlement of accounts with the DBIM or any establishment functioning under the DBIM. Hence, the students are advised to settle their accounts on time.

28.4 Duplicate Transcript/Degree: In case of loss of original Degree/Transcript, a duplicate copy can be obtained on submission of a court affidavit and on payment of fees as applicable at the time of application. The application is to be addressed to the Registrar, Assam Don Bosco University.

28.5 Extra Copies: Extra copies of transcripts can be obtained on application for the same addressed to the University and on payment of fees as applicable.

29. Fees

29.1 Payment of fees: The fees of DBIM are usually announced in the Annual Bulletin or Admissions Call letters. However, the fee structure is liable for changes as and when necessary, through appropriate notification. Fees for each term must be paid by the due date specified in the Academic Calendar. A late payment fee of Rs.100/- per day is charged in case of a payment made after the due date subject to a total maximum of Rs.1,000/-.

29.2 Mode of payment: All fees are to be paid in cash or by bank draft in favour of "Don Bosco Institute of Management" payable at Guwahati, Assam. Local cheques may be accepted.

29.3 Fee for Extra Electives: A student doing extra credit-electives over and above the prescribed 10 electives (30 credits), will be required to pay a fee as notified by the Director's Office at the beginning of the elective year. A late payment fine will be chargeable in case of payment made after the due date.

29.4 Penalty for Default in Payment of Fees: A student will not be allowed to register for the term if s/he has not paid the fees for the previous term and/or the up-to-date mess dues.

29.5 No certificate if dues not cleared: No certificate of any kind or degree will be issued to a student who has not cleared his/her dues. A No Dues Certificate (NDC) form can be obtained from the Accounts Office and the clearance is to be obtained in written endorsement thereupon, from Library, Mess, Hostel and Accounts. The duly completed NDC is to be submitted to the Director's Office, before the student leaves the Campus after the completion of the MBA program.

29.6 Refund of Caution Deposit

a) Caution deposit will be released only after clearance of all dues, viz. tuition fees, extra credit course fees if any, hostel fees, mess/canteen dues, library dues, any other dues, and fines, if any, and receipt of completed NDC as per the same procedure prescribed at 26.5 above.
b) Irrespective of the reasons for withdrawal of the student from the DBIM's rolls before completion of the program, voluntary or otherwise, no other fees deposited with the centre except the caution deposit are refundable.

29.7 Revision of Fees: The fees/charges stipulated in this clause may be revised by the centre without notice.

29.8 Clearance certificate: Clearance certificate form of the student for fees/dues can be obtained from Accounts office of the DBIM.

30. Cultural Diversity

Future Managers would be required to operate globally and, more than ever before, they will need to know how to work with and lead highly diverse groups of people, because it is people who make business succeed. A society becomes a better place when diverse moral, intellectual, ideological, and cultural beliefs can flourish. Students of DBIM come from a wide range of educational, cultural, and work backgrounds. The interaction between students on campus is an enriching experience which encourages team-based learning.

31. Camaraderie and Team Spirit

A sense of camaraderie is inculcated in the students through birthday celebrations, picnics and outdoor leadership and adventure camps. Besides, opportunities are provided for volunteer students to join adventure and cultural activities.

32. Social Commitment

As part of our commitment to the society, students are encouraged to participate in the social welfare by visiting nearby villages and in doing social work like tree plantation, educating the village folk in hygiene and cleanliness as well as helping in village road constructions and eco-preservation.

33. Enforcement

The Manual of Academic Policies and Procedures for students comes into effect from the date of registration at DBIM. The rules or policies prescribed in the Manual are applicable to all students in the program, without prejudice to any actions or decisions already taken in the previous academic year and without prejudice to any special rules framed or to be framed regarding hostel, placement, library, computer centre, etc.

Every student must secure a copy of the Manual of Policies and carefully go through the prescribed rules and policies. Onus of ignorance will be on the student and will not be a ground for any consideration.

34. General

The Administration of DBIM reserves the right to change requirements for admissions or graduation, content of courses, fees charged, scholarships, awards and regulations affecting students, or make any other suitable modification, should they be deemed necessary in the interest of the students, the centre, or the profession.

35. Regulation on Hostel Accommodation

All 1st year MBA students who opt for hostel accommodation, will have to pay their monthly rental till the month of July the following year. A student can opt for a hostel seat anytime, subject to availability. However, once the request is approved and a seat allotted, he/she will have to pay the monthly rental till July irrespective of the fact that he/she vacates his/her hostel seat during that period.

All 2nd year MBA students who opt for hostel accommodation, will have to pay their monthly rental till the month of May the following year. A student can opt for a hostel seat anytime, subject to availability. However, once the request is approved and a seat allotted, he/she will have to pay the monthly rental till May irrespective of the fact that he/she vacates his/her hostel seat during that period.

When a student starts availing the hostel accommodation, he/she will start paying the monthly rental from the month he/she starts till the timelines specified above (July/May, whichever is applicable). Violation of the above regulation will result in punitive action by the hostel authorities.

36. Campus Placement Policy

36.1 Eligibility and Registration

i) All students who expect to graduate from the Institute by the end of the academic year and are seeking employment may register for campus placements with the Placement Coordinator. Placement registration is for one academic year only.

ii) Registration is not compulsory. Students not interested in placements will not register for placements. Only registered students can participate in the campus recruitment process.

iii) Students willing to appear in the campus recruitment process for a company will express their willingness in writing. A student who fails to appear in the recruitment process of a company after a written commitment will be dropped from the campus placement process for that academic year.

iv) The role of the Training and Placement cell / Career Centre is that of a facilitator and councillor for placement related activities. The existence of this cell does not guarantee a job.

Note of caution

Students with CGPA less than 6 may find it difficult to get placed through campus.

36.2 Pre-Placement Talks

i) Notices regarding the PPT will be displayed on the notice board of the Institute. Students should be at the venue 15 minutes before the scheduled start. Students interested in a company must attend its PPT without fail.

ii) Details regarding salary break-up, job profile, place of work, bond details etc. must be clarified with the company representatives during the PPT.

iii) A student who has applied for a company may withdraw from that company's placement drive after the PPT but with the necessary consent from the Placement In-charge.

36.3 Placement Process (Tests/Group Discussions/Interviews)

i) It is the responsibility of the student to check emails /announcements/notices/ updated information/shortlisted names etc. Students are expected to be on time for tests/group discussions/interviews as per the announcements by the placement cell. Late comers may not be allowed to appear for the selection process.

ii) College uniform is mandatory for students during campus drives even if the process takes place at venues outside the Institute.

iii) **A student on his/her own accord cannot opt out in the middle of the selection process. Any student doing so will be logged off the placement efforts for that academic year.**

iv) Students should maintain discipline and an ethical code of conduct in every action they take during the placement process. Any student found violating the discipline set by the company or defaming the institute will be disallowed from the placement efforts for the remainder of the placement period.

v) Students must keep their Institution issued Identity Card with them always during a campus drive and produce the same when demanded by the visiting team or their representatives.

vi) Canvassing with company personnel will lead to automatic disqualification of the student on disciplinary grounds. The academic coordinator, faculty advisor and Placement Coordinator is there to assists students with any difficulty or problem they may face.

vii) The students should not negotiate on the package/salary from the company unless mentioned in the job posting. All the negotiations regarding the packages and profiles are done by the Placement cell.

36.4 Job Offers

i) A copy of the offer letter must be submitted to the Placement Coordinator.

ii) Once a student is selected in a placement drive and intimated by the Placement Coordinator, his/her name will be logged off the placement efforts and he/she is not eligible to appear in further placement activities unless approved by the Placement Coordinator. The Placement Coordinator will consult the academic coordinator and faculty advisor of the student before arriving at a decision.

iii) **Multiple Offers**:

a) A student can appear in the placement process for multiple companies until the student bags the first job offers. This student will be logged off placement efforts irrespective of him/her accepting the offer. Exceptions to this rule can be made only by the Placement Coordinator in consultation with the academic coordinator if a situation so demands.

b) If a student receives more than one offer owing to delays in the announcements of results by the companies, the student can accept the job offer as per his/her choice. This will apply even in those cases where multiple offers are received in a single day.

Note: The placement policy undergoes periodic revisions and may be changed depending on the market scene and job situation. Over and above the cited regulations, the Placement Office will use its discretion to take appropriate decisions and these decisions will be binding upon the students registered with the placement cell.

37. Course Structure

COURSE WORK: General Structure

Semester	New Code	Course Name	Credits
I	MTFA0003	Financial Accounting	3
	MTOB0004	Organizational Behaviour	3
	MTMC0005	Managerial Communication	3
	MTME0075	Managerial Economics	3
	MTCA0007	Computer Applications in Management	3
	MTQM0008	Quantitative Methods	3
	MTMM0076	Marketing Management	3
	MTEC0077	Business Ethics and CSR	3
	MTPM0009	Principles of Management	3
Total Credits 27			
II	MTBS0011	Business Statistics	3
	MTCF0012	Corporate Finance	3
	MTOM0014	Operations Management	3
	MTEE0021	Economic Environment of Business	3
	MTMR0023	Market Research	3
	MTED0025	Entrepreneurship Development	3
	MTHM0078	Human Resource Management	3
	MTPM0044	Project Management	3
	MTLB0079	Legal Environment of Business	3
Total Credits 27			

COURSE WORK (Elective Offerings)

Marketing Management			
Semester	**New Code**	**Course Name**	**Credits**
III	MTSD0030	Sales and Distribution Management	3
	MTIM0031	Internet Marketing	3
	MTMC0060	Marketing Communications	3
	MTSM0032	Services Marketing	3
	MTIN0080	International Marketing	3
IV	MTCB0045	Consumer Behaviour	3
	MTRM0046	Retail Management	3
	MTHM0068	Tourism and Hospitality Management	3
	MTPB0070	Product and Brand Management	3
	MTBF0069	Banking and Other Financial Services	3
Financial Management			
Semester	**New Code**	**Course Name**	**Credits**
III	MTAV0033	Asset Valuation	3
	MTPT0034	Portfolio Management	3
	MTFP0061	Personal Finance and Planning	3
	MTCT0035	Corporate Tax Planning	3
	MTPF0081	Project Appraisal and Finance	3
IV	MTFD0048	Fixed Income Securities and Derivatives	3
	MTMF0062	Microfinance	3
	MTBF0069	Banking and Other Financial Services	3
	MTMT0063	Multinational Financial Management	3
	MTMA0082	Mergers, Acquisitions and Corporate Restructuring	3
Human Resource Management			
Semester	**New Code**	**Course Name**	**Credits**
III	MTAP0036	Applied Psychology in Personnel Administration	3
	MTCM0064	Compensation Management	3
	MTTD0050	Training and Development	3
	MTTL0038	Transformational Leadership	3
	MTDL0083	Team Dynamics and Leadership	3
IV	MTOS0052	Organizational Staffing and HR Analytics	3
	MTPM0037	Performance Management	3
	MTOC0051	Organizational Change and Development	3

	MTSH0065	Strategic Human Resource Management	3
	MTCM0084	Cross Cultural Management	3
Operations and General Management			
Semester	**New Code**	**Course Name**	**Credits**
III	MTSM0027	Strategic Management	3
	MTAF0053	Agribusiness Management and Finance	3
IV	MTSE0057	Managing in a Service Economy	3
	MTSP0067	Software Project Management	3
Internship/ Field work			
Semester	**New Code**	**Course Name**	**Credits**
III	MTSI0085	Summer Internship Project	3
IV	MTMP0058	Management in Practice	3
IV	**MTSL0086**	**Service Learning**	**2**

38. Detailed Syllabus

SEMESTER 1

MTFA0003: FINANCIAL ACCOUNTING
(Credits: Theory -03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define meaning, objectives and principles of financial accounting and cost accounting along with various terms associated with them. (Remembering)
2. Identify, classify, and interpret financial transactions under different accounting heads and summarize balances from ledger to trial balance. Classify the direct cost and overheads and show the same in a cost sheet. (Understanding)
3. Solve accounting equations. Identify the various approaches for estimating depreciation. Apply the concepts of accounting to determine revenue, expenses, assets, and liabilities of a business concern. (Applying)

4. Compare and contrast capital receipts/ expenditure with revenue receipts/ expenditure. Dissect the financial performance of a business enterprise over a time. (Analysing)
5. Estimate financial ratios from final statements and judge the financial performance with related enterprises for decision making. (Evaluating)
6. Compile income statement and balance sheet from financial transactions. (Creating)

Syllabus

Module 1 (7.5 Lectures)

Overview of Financial Accounting: Meaning of Accounting, Objectives/ Functions of Accounting Information, Accounting principles, Accounting Conventions & Policies, Indian Accounting Standards and IFRS.

The Accounting Process: Identification & Documentation & recording of Business Transactions, Classification of Business Transactions in Ledgers, Subsidiary books.

Module 2 (24 Lectures)

The Trial Balance: Meaning of Trial Balance, Objectives in drawing up a trial balance, construction of trial balance, errors disclosed by Trial balance, errors not disclosed by Trial balance, locating errors

Income Statement Preparation & Analysis: Preparation of Income statement & Balance Sheet as per guidelines provided in Indian Accounting Standards.

Module 3 (4.5 Lectures)

Important Common issues in Accounting Records: Depreciation Accounting, Accounting for Inventories, Capital & revenue, Cash & Accrual Basis of Accounting.

Cash flow Statement: Concept & construction as per Indian Accounting Standards.

Module 4 (4.5 Lectures)

Financial ratios & Financial Statement Analysis – Profitability ratio, financial ratio, turnover ratio.

Module 5 (4.5 Lectures)

Management Uses of Accounting Information - Cost management- a strategic perspective; Basic Terms; Costs and Cost Classifications, Cost Sheet.

Suggested Readings

1. Accounting – Text and Cases, 13e, Anthony, Hawkins and Merchant, 2017, Tata McGraw Hill
2. Introduction to Financial Accounting, 11e, Horngren, 2017, Pearson
3. Advanced Accounting Volume II, 2010, Chandra Bose, PHI
4. Advanced Accounting, Volume II, 2014, R.L. Gupta & M.Radhaswamy, S Chand & Sons
5. Accounting Standards (India), ICAI
6. Introduction to Accountancy, 2014, T.S. Grewal & S.C. Gupta, S Chand & Sons
7. Financial Accounting, 7e, 2014, Ashok Banerjee, Excel Books
8. Modern Cost and Management Accounting, 1e, 2013 M Hanif, Tata McGraw Hill

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	M	**L**	**L**	**L**	M
CO2	M	**L**			M
CO3	H	H			
CO4		M	H	L	
CO5			L	H	
CO6		H		L	

MTOB0004 - ORGANIZATIONAL BEHAVIOUR

(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Recall how organizational change and culture affect working relationships within organizations. (Remembering)
2. Explain and assess the basic design elements of organizational structure and evaluate their impact on employees. (Understanding)
3. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings. (Applying)
4. Analyse individual and group behaviour and understand the implications of organizational behaviour on the process of management. (Analysing)
5. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations. (Evaluating)
6. Discuss relevant contemporary theories, concepts and models in order to analyse organisational environments, cases and issues. (Creating)

Syllabus:

Module 1 (18 Lectures)

Managing Organizational Behaviour: OB-Past & Present, Emerging issues in OB, Diversity in India, OB-A Framework, Common Mistakes Committed by Managers

Personality: Is Personality Real? The Person-Situation Controversy, Psychological Contract, Consensus between Ability & Aptitude, how do Personalities Differ, Culture & Personality, Personality Traits & Dimensions, Psychological Types and Cognitive Types

Perception: Importance to study, Perceptual Process, Perceptual Organization, Interpretation, Attribution Process, Perceiving Others: Organizational Applications, Comparing Perception with Others

Attitudes & Values: Attitude- An Introduction, Behavioural Intention Model, Work Attitudes, Beliefs, Trust, Values, Relationship Between Attitudes and Values

Module 2 (9 Lectures)

Work Motivation: Basic Motivational Process, Need-Performance Cycle, General Model– its Challenges, Content Models, Process Model, Applications of Motivations, Types of Rewards & Their Implications

Work Stress: General Adaptation Syndrome, Nature of Stress, Experiencing Stress, Types of Stress, Causes, Personality & Stress, Life Stresses, Organizational & Environmental Factors, Consequences of Stress, Managing Stress

Module 3 (4.5 lectures)

Learning & Reinforcement: Importance, Barriers to Learning, Approaches to Learning, Cognitive Learning, Programmed Learning, sense making, Skills and Styles in Learning, Hemispheres of Learning, Reinforcement Contingencies – Positive & Negative

Module 4 (4.5 lectures)

Decision Making & Problem Solving: Phases in Decision Making Process, Types of Managerial Decisions, Decision Making – Process Models, Under Different States of Nature, Individual, Group, Team Decision Making, Challenges, Overcoming Barriers, Ethical Decision-Making Principles

Module 5 (9 lectures)

Organizational Structure & Design: Important functions of organizational design, organizational Structure – elements Mintzberg's description, basic organizational design Structures.
Nature of Planned Organizational Change: Importance of change, Organizational change- some determining factors, planned/ unplanned internal & external change, Lewis 3- step change model.

Suggested Readings:

1. Organizational Behaviour: Text and Cases; 3e, Kavita Singh, 2015, Pearson Education
2. Organization Behaviour, 18e, Robbins, Judge & Sanghi, 2018, Pearson Prentice Hall
3. Organizational Behaviour, an evidence-based approach; 12e, Fred Luthans, 2010, Mc Graw Hill Education
4. Organizational Behaviour, 5e, L.M Prasad; 2015, Sultan Chand & Sons

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	L				H
CO 2	L	L			H
CO 3		H	M	M	
CO 4	M	L		M	M
CO 5	L		M	H	M
CO 6	M		M	H	H

MTMC0005: MANAGERIAL COMMUNICATION
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define business communication and list the different forms of communication (Remembering)
2. Describe, explain, and illustrate various aspects of business communication (Understanding)
3. Develop and apply the spirit, skills, and legal aspects of business communication (Applying)
4. Analyse the barriers and distinguish among the various types of communications (Analysing)
5. Assess conflicts in team and the different types of reports (Evaluating)

6. Design effective business presentations including job applications (Creating)

Syllabus

Module 1 (9 lectures)

Understanding Business Communication, Objectives of Communication, Communication Process, Barriers to Communication, Overcoming the Barriers, Effective Communication

Module 2 (11 lectures)

Forms of Communication, Mastering Listening and Nonverbal Communication Skills, Communicating in Teams, Communicating Cross-culturally

Module 3 (7 lectures)

Oral & Written Communication, Conversation Skills, The Three Step Writing Process- Planning, Writing and Completing the Business Messages, Written Business Communication, Basic legal aspects of business communication.

Module 4 (9 lectures)

Writing Messages for Electronic Media, Writing Business Letters, Circulars, Notice and Memos, Writing Reports and Proposals, Writing Positive and Negative Messages, Designing Visual Communication

Module 5 (9 lectures)

Presentation Skills, Creating and Delivering Oral and Online Presentations, Enhancing Presentations with Slides and Other Visuals, Negotiation Skills, Business Etiquette, Job Application and CVs, Personal Interviews, and Group Discussions, Academic Report Writing

Suggested Readings

1. Business communication today, 8e, Bovée, C., & Thill, J., 2019, Pearson
2. Business communication, 2e, Bisen, V., & Priya., 2019, New Age International Ltd.
3. Business communication, 2e, Gopal, N., 2018, New Age International.
4. Contemporary business communication, 3e, Ober, S., 2014, Boston: Houghton Mifflin Co.
5. Business Communication, 3e, Sehgal, M.K & Khetarpal Vandana, 2014, Excel Books
6. Business Writing Today: A Practical Guide, 2e, Natalie Canavor, 2015, SAGE Publications

7. Business Communication: Connecting at Work, 1e, Hory Sankar Mukerjee, 2013, OUP India

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	L	M	L	H	
CO 2	H	H		L	M
CO 3	M			M	
CO 4		H	H	M	H
CO 5			M		
CO 6					H

MTME0075: MANAGERIAL ECONOMICS
(Credits: Theory -03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Recall and define the basic concepts related to microeconomics, national income, and balance of payments. (Remembering)
2. Explain the decision-making process of individual consumer while maximizing satisfaction level using marginal utility and indifference curve approach. Explain the factors that causes variability in input output relationship under short and long run production. Illustrate the components of national income and balance of payments. (Understanding)
3. Identify and compare different products based on price elasticity and different firms based on market structures. Estimate the national income of a country using income, expenditure, and value addition approach. (Applying)
4. Analyse the principles of economic profit, market structures, cost and revenue for decision making of business firms. (Analysing)
5. Evaluate the economic cost and revenue structures of various industries and determine the optimum level of production and sales. (Evaluating)
6. Construct a Balance of Payments statement in terms of Current Account, Capital Account and Official Reserves Account and estimate its impact on external trade deficit. (Creating)

Syllabus
Module 1 (9 Lectures)

Introduction: Nature, Scope, and Significance of Managerial Economics: Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility.

Module 2 (9 Lectures)

Demand Analysis: Indifference Curve Analysis of Demand, Demand Function, Determinants of Demand, Elasticity of Demand, Significance and uses of the elasticity, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making.

Module 3 (4.5 Lectures)

Production Analysis: Production Function, Short Run and Long Run Production Analysis, Isoquants, Law of variable proportions, Returns to scale, Optimal Combination of Inputs.

Module 4 (9 Lectures)

Cost and Revenue Analysis: Accounting Costs and Economic costs. Theory of Cost in Short and Long Runs, Cost Curves, Cost Relationships, Revenue curves of a firm, Break Even Analysis.

Module 5 (4.5 Lectures)

Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Price and Non-Price Competition

Module 6 (4.5 Lectures)

National Income: Concepts of Gross National Income and Product. Approaches to estimating GNP.

Module 7 (4.5 Lectures)

International trade and Balance of Payments: Balance of Trade. Balance of Payments in a double entry book-keeping sense. Current Account and Capital Account in BoP. Tariff and nontariff barriers - their purpose and implications.

Suggested Readings

1. Microeconomics: Principles and Policy, 12e, William J. Baumol, Alan S. Blinder, 2011, Cengage Learning publication
2. Managerial Economics, 2e, Damodaran Suma**,** 2010, Oxford

3. Microeconomic Theory and Applications, 13e, Browning Edgar K., and Zupan A. Mark, 2020, Wiley
4. Managerial Economics, 8e, Dwivedi D.N., 2015, Vikas Publication
5. Gould, John P., and Edward P. Lazear, Microeconomic Theory, 6e, 1996, All India Traveller Bookseller, New Delhi
6. Mote V, Paul S and Gupta G, 3e, Managerial Economics, 2004, Tata McGraw Hill
7. Principles of Microeconomics, 22e, Ahuja.H. L, 2019, S. Chand Publishing

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO1	M	L	L	L	L	M	M
CO2	M	H	M			M	M
CO3	L	M			L	M	M
CO4			L	H	H		
CO5			M	H	H		
CO6						L	H

MTCA0007: COMPUTER APPLICATIONS IN MANAGEMENT
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define different information systems used in organizations. (Remembering)
2. Compare and contrast different types of information systems that are chosen by different organizations given their specific requirements. (Understanding)
3. Make use of different theoretical models to choose IT solutions for solving business problems. (Applying)
4. Analyse various security and ethics related issues that arise due to the increased use of IT in organizations. (Analysing)
5. Evaluate the need for and importance of different IT solutions give different business cases/scenarios. (Evaluating)
6. Create simple IT systems using basic software like spreadsheets. (Creating)

Syllabus
Module 1 (15 lectures)

Organization, Management, and the Networked Enterprise - Information Systems in Global Business Today, Global E-Business: How Businesses Use Information Systems, Information Systems, Organizations, and Strategy, Ethical and Social Issues in Information Systems

Module 2 (10.5 lectures)

Key System Applications for the Digital Age - Achieving Operational Excellence and Customer Intimacy: Enterprise Applications, E-Commerce: Digital Markets, Digital Goods, Managing Knowledge and Collaboration, Enhancing Decision Making

Module 3 (15 lectures)

Building and Managing Systems - Building Information Systems, Managing Projects, Managing Global Systems

Module 4 (4.5 lectures)

Information Technology Infrastructure - IT Infrastructure and Emerging Technologies, Foundations of Business Intelligence: Databases and Information Management, Telecommunications, the Internet, and Wireless Technology, and Securing Information Systems.

Suggested Readings

1. Management Information Systems, 11e, Ken Laudon, 2017, Pearson
2. Management Information Systems, 4e, O'Brien, 2014, McGraw Hill
3. Management Information Systems – A Digital Firm Perspective, 4e, Jawadekar, 2014, McGraw Hill
4. Using MIS, 3e, Kroenke, David M, 2014, Prentice Hall
5. Information Technology for Management, Turban, McLean, and Wetherbe, 2015, Wiley
6. Principles of Information Systems, 4e, Stair and Reynolds**,** 2016, Course Technology
7. Any book on Microsoft Excel and Access

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	L	M	L	H
CO 2	H	H		L
CO 3	M			M
CO 4	M	H	H	M
CO 5	H		M	
CO 6	L		H	

MTQM0008: QUANTITATIVE METHODS
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define the basic quantitative techniques used across functional areas in a business. (Remembering)
2. Understand how to interpret and solve business-related problems. (Understanding)
3. Apply the most widely used quantitative techniques in decision making. (Applying)
4. Analyse data sets. (Analysing)
5. Evaluate simple statistic like the measures of central tendencies. (Evaluating)
6. Create simple graphical representations of data sets for problem solving. (Creating)

Syllabus

Module 1 (9 lectures)

Basic numerical aptitude - Averages; Percentage and Ratio & Proportion

Module 2 (10.5 lectures)

Equations and line segments - Linear equations, Quadratic equations, Equation of Straight Line, Line Segment, Section Ratio and Gradient of a Line.

Module 3 (9 lectures)

Commercial Mathematics - Profit & Loss, Computation of Interest, Annuities, Mensuration.

Module 4 (9 lectures)

Advanced Mathematical Applications - Set Theory and its application, Permutation and Combination, Matrix Algebra.

Module 5 (7.5 lectures)

Introduction to Data Analysis - Organising, grouping, classifying, tabulation and graphical representation of numerical data, Introduction to Measures of Central Tendency and Measures of Dispersion.

Suggested Readings

1. Trivedi and Trivedi, Business Mathematics, Pearson
2. Anderson, Sweeney, Williams, Quantitative Methods for Business, Cengage Learning
3. R.S. Agarwal, Quantitative Aptitude, S Chand Books
4. R.S. Agarwal, Arithmetic, S Chand Books
5. Banks' Probationary Officers Examination, Upkar's
6. Edgar Thorpe, Course in Mental Ability and Quantitative Aptitude, Tata McGraw Hill
7. S.N. Jha, Quantitative Aptitude, Ramesh Publishing House-Delhi

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	L	L	L	L
CO 2	H	H	H	H	H
CO 3	H	H	M	M	M
CO 4			M	M	H
CO 5					M
CO 6					M

MTMM0076: MARKETING MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Define Marketing Management, related terms and core concepts. (Remembering)
2. Understand and explain the fundamental marketing concepts, theories and principles in the area of marketing (Understanding)
3. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of marketing in a competitive and dynamic space. (Applying)
4. Analyze the marketing environment and strategies of organizations utilizing different marketing concepts and tools under different environmental conditions. (Analyzing)
5. Evaluate marketing strategies and tools used by marketers under different market conditions and competitor activities. (Evaluating)
6. Create solutions for marketing issues and problems (Creating)

Syllabus

Module 1: Introduction to Marketing Management (5 Lectures)

Introduction to basic concepts of Marketing Management, Marketing Challenges, Marketing Environment, Marketing in today's World – Internet Marketing (Use of social media and Mobile APP). Changing Indian Market, Market Trends and Consumer Preferences, Marketing Plan and its constituents, Consumer, and its different types.

Module 2: Core Marketing Concepts and Dealing with Competition (16 Lectures)

Understanding concepts of Value, Consumer and Consumer Behavior, Selected modes of Consumer Behavior and Buying process, Introduction to Marketing Research and its main constituents, Market Segmentation, Targeting and Positioning, Types of Positioning and various aspects of it, Strategic Planning, Market Analysis and Strategic Business Unit.

Understanding Market Structures, Identifying and Analyzing competitors, Competitive Strategies of Market Leaders, Market Challengers, Followers and Nichers, Blue and Red Ocean.

Module 3: Product Decisions (7 Lectures)

Part A: Development of New Product – definition of new product, new product development options, new product development process, new product failure

Part B: Product Levels, Product Classifications, Goods and Service Differentiation, Product Value hierarchy, Product Mix, Product Line analysis, Product Life Cycle, Product Adoption, Branding and its elements, Packaging

Module 4: Pricing Decisions (7 Lectures)

Price and Quality paradigm, Price setting procedure, Adapting the price – Promotional Pricing, Discount Pricing, Differentiation Pricing, Geographical Pricing, Product Mix Pricing, etc. Price Changes – initiation and response.

Module 5: Distribution Channel Decisions (4 Lectures)

Introduction to Distribution Channel and its members, Functions and Levels of distribution channels, Channel design steps, Selecting and evaluating channel members, Channel conflicts, Introduction to Retailing, Retailing benefits, Retail store choice decisions, Channel logistics – objectives and major decisions.

Module 6: Promotion Decisions (6 Lectures)

Communication process, Steps in developing effective communication, Communication Mix and Characteristics, Introduction to Advertising, Developing an effective advertising program.

Suggested Readings

1. Marketing Management, 15th Ed., Philip Kotler & Keven Lane Keller, Pearson,
2. Marketing Management – A South Asian Perspective, 13th Ed., Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
3. Managing Marketing: An Applied Approach, 1st Ed., Noel Capon, Siddharth Shekhar Singh, Wiley
4. Marketing Management: Global Perspective, Indian Context, 5th Ed., Ramaswamy, V.S. & Namakumari, S., McGraw Hill Education (India) Pvt. Ltd.
5. Marketing Management, 4th Ed., Ranjan Saxena, Tata McGraw Hill Education.
6. Marketing Management: Text and Cases Indian Context, 2nd Ed., Tapan K. Panda, Excel Books
7. Marketing, 3rd Ed., Paul Baines and Chris Fill, Oxford University Press
8. Marketing Management: A Decision-making Approach, 1st Ed., Pingali Venugopal, Sage Publications

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H	H				
CO 2	M	H		L	L	L
CO 3		H	M	M	M	M
CO 4		M	M	M	M	M
CO 5			M	L	L	L
CO 6		H	L	L	L	L

MTEC0077: BUSINESS ETHICS AND CSR

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Relate ethical principles in business and define CSR, ownership, and control (Remembering)

2. Explain the role of ethics and identify the issues of corporate management. (Understanding)
3. Apply the ethical theories in practical work environment. (Applying)
4. Analyse the principles of CSR in an organisation (Analysing)
5. Summarize the importance of stakeholders & ways to deal with them. (Evaluating)
6. Develop a set of ethical work principles (Creating)

Syllabus

Module 1: (16 lectures)

Ethics & Business: An overview- introduction, business ethics & its issues, Arguments for & against Business Ethics, Moral responsibility & Blame

Ethical Dilemmas: Sources & their resolutions, ethical business dilemmas, importance of ethics in business, creating ethical environment in Business, establishing ethical standards**.**

Ethical Decision making in business: Need & role of ethics in framing business decisions, challenges in ethical decision making, process of making ethical decisions, Trusteeship theory of industrial relations.

Professional ethics: Introduction, ethical problems faced by managers, new skills required by managers, managing ethical conduct in modern times.

Ethics in the marketplace Introduction, perfect competition, monopoly competition, oligopolistic competition

Module 2: (15.5 lectures)

Marketing ethics: Role of marketing, ethics in context of Indian economy, normative marketing ethics, ethics beyond 4 P's

Ethical issues in HRM: Genesis, scope, different aspect, functional areas, emerging challenges of HRM, changing role of HR professional, ethical issues.

Financial Management & ethical issues: Ethical issues in financial management accounting, bank frauds, insurance sector frauds, ethical issues in nationalized banks.

Ethics in Production and Operation Management: Issues and Challenges

Module 3: (7 lectures)

Corporate Governance: Introduction, features, principles, issues, board, structure, model, its role in workplace, obligation to society, investors, employees & customer, corporate governance in India

Module 4: (6.5 lectures)

Corporate Social Responsibility:

Meaning and Definition of Corporate Social Responsibility (CSR); History and Evolution of CSR; Carroll's Pyramid of CSR; Concept of Triple Bottom Line; Effects of organisational activity; Principles of CSR- Sustainability, Accountability, Transparency, CSR in not-for-profit organisations.

Suggested Readings:

1. Business Ethics – Concepts and Cases, 2e, Manuel G. Velasquez, 2011, Pearson Education
2. Business Ethics and Corporate Governance, 3e, S. Prabhakaran, 2014, Excel Books
3. Ethical Management: Text and Cases in Business Ethics and Corporate Governance, 3e, Satish Modh, 2014, McMillan India Ltd.
4. Business Ethics: Ethical Decision Making and Cases, 1e, O. C. Ferrell, John Fraedrich, Linda Ferrell, 2008, Cengage Learning
5. Corporate social responsibility in India, 2e, Agarwal, S., 2018, Sage.
6. Perspectives on corporate social responsibility, 2e, Crowther, D., & Rayman-Bacchus, L., 2018, Bookman
7. Business ethics and corporate governance, 8e, Ghosh, B., 2017, Tata McGraw Hill.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	L	L	M	H
CO 2	L			L
CO 3	M		H	M
CO 4	M	H	H	M
CO 5	H	M		
CO 6		H		M

MTPM0009: PRINCIPLES OF MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define Management and scope of management. Recall the evolution of management concepts and contributions by management thinkers. (Remembering)
2. Define the management functions, skills and roles of managers. (Remembering)

3. Explain the steps and various aspects of planning, organizing, staffing, and controlling process. (Applying)
4. Experiment with different types of plans. Identify and make use of critical aspects of organizing, staffing, and controlling and utilize it for different situations. Make use of Control tools and techniques to suggest suitable control system. (Analysing)
5. Compare the different forms of business. (Analysing)
6. Interpret the market and determine its specific characteristics that will impact business. (Evaluating)
7. Formulate a plan for achieving specific business objective (Creating)
8. Create a business plan (Creating)

Syllabus

Module 1 (9 lectures)

Introduction to Management and Organization - Definition of Management; Management Skills; Management Roles; Management; Recent Development in Management; Functions of Management; Managers and Environment; Management Challenges; Forms of Business – Sole Proprietorship, Partnership & Company.

Module 2 (7.5 lectures)

Foundations of Planning - Nature and Purpose of Planning; Hierarchy of Plans; Process of Planning; Business Objectives; Management by Objectives (MBO); Strategic Planning; Environment Analysis; SWOT Analysis; Decision Making – Certainty and Uncertainty Models; Cases

Module 3 (7.5 lectures)

Organizing - Organization Theory; Design of Organizational Structure; Formal and Informal Organizations; Span of Management; Centralization and Decentralization; Types of Organization Structures; Line and Staff Relationships; Authority & Power; Delegation of Power; Cases

Module 4 (7.5 lectures)

Direction - Part A: Direction – Principles of Direction and the Human Factor associated; Hierarchy of Needs; Motivation Theories; Motivation Techniques

Direction - Part B: Leadership Theories, Leadership Models

Direction - Part C: Communication, Process of Communication; Barriers of Communication; Organizational communication; Cases.

Module 5 (6 lectures)

Staffing - Fundamentals of Staffing; Human Resource Planning; Job Analysis; Recruitment and Selection Process; Performance Appraisal – Criteria, Methods, and Feedback; Training and Development – Needs & Methods; Cases

Module 6 (4.5 lectures)

Coordination and Controlling - Control System Importance; Control Process; Types of Control; Control Technique – Break Even Analysis, Budget as Control, PERT/ CPM; Cases.

Module 7 (3 lectures)

Management in India - Market Structure; Characteristics of Indian Market; Few Major Industry & Business Players of India; Start-up Culture and Internet Business in India.

Suggested Readings

1. Principles of Management, 2e, Koontz and O'Donnel, 2015, McGraw Hill.
2. Principles and Practice of Management, 3e, L. M. Prasad, 2013, Sultan Chand & Sons.
3. Principles of Management, 2e, Tripathi, 2012, McGraw Hill.
4. Principles of Management, 4e, Meenakshi Gupta, 2015, PHI.
5. Essentials of Management, 3e, Massie, Joseph L., 2010, Prentice Hall
6. Cases in Management: Indian and International Perspectives, 1e, Jham, 2012, Wiley
7. Practice of Management, 2e, Peter Drucker, 1999, Allied Publisher

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO 1	H	L	L	L	L	L	
CO 2	H						
CO 3		H	H	H	H	H	
CO 4		H	H	H	H	H	
CO 5	H		M				M
CO 6	L	L	L	L	L	L	L
CO 7	M	H	M	M	M	M	
CO 8	L	M	M	L	M	M	H

SEMESTER 2

MTBS0011: BUSINESS STATISTICS

(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define and recall the basic concepts of statistics and fundamentals of business statistics. (Remembering)
2. Compare and contrast different types of sampling and sample testing techniques. (Understanding)
3. Build a practical understanding of various statistics concepts. (Applying)
4. Examine the basic concepts of probability and perform theoretical probability distributions. (Analysing)
5. Evaluate the correctness of statistical samples. (Evaluating)
6. Develop managerial decisions by applying the concepts of business statistics. (Creating)

Syllabus

Module 1 (8 lectures)

Descriptive Statistics - Measures of Central Tendency, Measures of Dispersion, Skewness and Kurtosis

Module 2 (9 lectures)

Probability theory – Classical theory, Relative frequency theory, Probability Addition and Multiplication rules, Bayes theorem, Probability Distributions.

Module 3 (6 lectures)

Sampling & Sampling distribution – Types of sampling, Concept of mean of the sampling distribution, standard error, central limit theorem.

Module 4 (9 lectures)

Testing of Hypothesis for Single Populations – testing of means: one tailed, two tailed test, Z test, t test, **T**esting of proportions: one tailed, two tailed tests.

Module 5 (6 lectures)

Analysis of Variance: One-way ANOVA. **Theory on Randomized Block Design and Two-way ANOVA**.

Module 6 (4 lectures)

Correlation and Regression Analysis – Coefficient of correlation, coefficient of determination, test of correlation, slope, intercept, simple linear regression equation, multiple **linear** regression.

Module 7 (3 lectures)

Non-Parametric Methods: Chi Square Test, Rank correlation, Mann Whitney U test, Kruskal Wallis test, Kolmogorov Smirnov test.

Suggested Readings

1. Statistics for Management, 8e, Levin and Rubin, 2018, Pearson
2. Business Statistics for Contemporary Decision Making, 4e, Ken Black, 2017, Wiley
3. Business Statistics, 8e, GC Beri, 2019, McGraw Hill
4. Business Statistics (Barron's Business Review Series), Douglas, 2019, Barron's Educational Series
5. Essentials of Statistics for Business and Economics, 5e, Anderson, Sweeney, 2017, South-Western College
6. Quantitative Analysis for Management and Student, 8e, Barry Render, Ralph M. Stair, Michael E. Hanna, 2018, Prentice Hall
7. Essentials of Business Statistics, 6e, Angela McGrane, Joanne Smailes, 2019, Pearson

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO 1	L	L	L	L	L	L	L
CO 2	H	H	H	H	H	H	H
CO 3	M	M	M	M	M	M	M
CO 4	L	L	M	M	L	L	L
CO 5	H		M		M	L	
CO 6	L		H				

MTCF0012: CORPORATE FINANCE

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define the basic concepts of corporate finance. (Remembering)
2. Compare and contrast different types of investment criterion like NPV, IRR etc. (Understanding)
3. Build a practical understanding of financial ratios. (Applying)
4. Examine financial statement to determine financial health of an

organization. (Analysing)

5. Evaluate different investment proposals based on financial ratios and cash flows. (Evaluating)
6. Develop managerial decisions by applying the concepts learnt in corporate finance. (Creating)

Syllabus

Module 1 (4 lectures)

Introduction and Overview of the course - Finance: The Big Picture, Investments, Corporate Finance and Financial Institutions, Course Overview

Introduction to Corporate Finance - Corporate Finance Decisions, Capital Budgeting, Capital Structure, Dividend Policy, Working Capital Management, Corporate Form, Corporate Goals, Agency Problem

Module 2 (9 lectures)

Financial Statements and Cash Flow - Balance Sheet, Income Statement, Taxes and Corporate Finance, Cash Flow Statements

Module 3 (7 lectures)

Financial Analyses and Long-Term Planning - Financial Statement Analysis (Ratio Analysis), Long Term Financial Planning

Module 4 (20 lectures)

Time Value of Money - Compounding and Discounting of Cash Flows, Annuities and Perpetuities

Capital Budgeting - Investment Criteria, Net Present Value (NPV), Payback Period, Average Accounting Return, Internal Rate of Return (IRR), Profitability Index

Cash Flows for Capital Budgeting - Incremental Cash Flows, Inflation and Capital Budgeting, Unequal Lives

Module 5 (5 lectures)

Introductions to Investments - Role of Financial Markets, The Investment Process, Globalization and Financial Markets

Financial Securities – Short and Long-Term Debt Securities, Equity Securities: Common and Preferred Stocks, Derivative Securities: Options, Forwards, and Futures

Financial Markets – Primary Markets and Investment Banking, Secondary Markets: Exchanges and OTC, Margin Trading, Short Sales

Suggested Readings

1. Corporate Finance, 8e, Ross, Westerfield, and Jaffe, 2010, McGraw Hill
2. Corporate Finance: Theory and Practice, 5e, Damodaran, 2014, Wiley
3. Project Finance: Asset Based Financial Engineering, 1e, Finerty, 2013, Wiley
4. Advanced Corporate Finance, Krishnamurti and Vishwanath, 2012, PHI
5. Investments, 9e, Bodie, Kane, and Marcus, 2010, McGraw Hill
6. Berk, DeMarzo and Thampy, Financial Management, Pearson
7. IM Pandey, Financial Management, Vikas Publishing House

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	L	L	L	L	L
CO 2	H	H	H	H	H
CO 3	M	M	M	M	M
CO 4	L	L	M	M	L
CO 5	H	M		M	
CO 6	L	M		H	

MTOM0014: OPERATIONS MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Define Operations Management, related terms, and core concepts. (Remembering)
2. Understand and explain the fundamental operations management concepts, theories, and principles in operations & production (Understanding)
3. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of operations management in a competitive and dynamic space. (Applying)
4. Analyze the operations landscape of organization and strategies of organizations utilizing different operations concepts and tools under different resource constraints (Analyzing)
5. Evaluate operations strategies and tools used by organizations under different resource conditions, market conditions and competitor activities. (Evaluating)
6. Create solutions for operations problems (Creating)

Syllabus

Module 1: Understanding Operations (10.5 Lectures)

Introduction; Transformation process; Operations Decisions; OM Functions; Critical Operations Decisions – Design and Control Issues; Manufacturing and Service Operations; Operations Strategy; Understanding Competitive Priorities

Module 2: Designing Operations (15 Lectures)

Part A: Process and Capacity Analysis – Process Planning Premises; Analysis processes; Defining Capacity; Measuring Capacity; Capacity Planning Framework; Decision Tree for Capacity Planning

Part B: Manufacturing & Service Processes – Determinants (Volume, Variety, Flow); Type of Processes and Operations Systems; Process Product Matrix; Layout Planning; Types of Layouts; Design of Service System

Part C: Project Management – Phases of Project Management; Tools and Techniques; Addressing Time and Resource Constraints.

Module 3: Operations Planning (15 Lectures)

Part A – Facilities Location – Factors affecting location decisions; Location planning methods

Part B – Inventory Planning – Types of inventories; Inventory control for Deterministic demand items; Inventory control systems

Part C – Forecasting; Model of forecasting; Transportation decision & methods; Aggregate sales and Operations planning; Resource Planning.

Module 4: Evaluation and Control (4.5 Lectures)

Statistical process control; Control Charts; Quality – Definition; Quality Management tools; Lean Management; JIT Manufacturing; TQM; Six Sigma Approach and Methodology.

Suggested Readings

1. Operations Management Along the Supply Chain, 6th Ed., Robert S. Russell & Bernard W. Taylor, Wiley India
2. Operations Management – Theory and Practice, 3rd Ed., B. Mahadevan, Pearson Education India
3. Operations Management – Processes and Value Chains, 8th Ed., Lee J. Krajewski, Larry Ritzman, and Manoj Malhotra, Operations Management – Process and Value Chain, Pearson Education India
4. Operations management for Competitive Advantage, 11th Ed., Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano, and Nitin K Agarwal, Tata McGraw Hill Education

5. Production and Operations Management, 1st Ed., Ajay K. Garg, Tata McGraw Hill.
6. Production and Operation Management, 3rd Ed., S. N. Chary. Tata McGraw Hill
7. Production and Operations Management, 3rd Ed., Kanishka Bedi, Oxford University Press

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	
CO 2	M	H	M	L
CO 3		H	H	
CO 4	L	M	H	M
CO 5		H	H	L
CO 6	L	H	H	L

MTEE0021: ECONOMIC ENVIRONMENT OF BUSINESS
(Credits: Theory -03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define and recall terms related to business environment variables, economic policy, corporate governance, and financial market. (Remembering)
2. Compare economic systems as capitalism and socialism along with their variants and show its impact on inclusive economic growth. Explain the role of international economic agencies such as IMF and World Bank and multilateral trade organizations in a globalised world. (Understanding)
3. Select and apply suitable instruments of economic policies under monetary policy, fiscal policy, industrial policy, and foreign trade policy in evolving economic situations. (Applying)
4. Estimate and analyse market capitalization and movement of stock market indices. Categorize various types of mutual funds and compare them with direct investment through dematerialised shares. (Analysing)
5. Compare and evaluate the suitability of capital market instruments with money market instruments for raising both long term and short-term fund for a business enterprise. Propose a method of raising equity for companies under different situation. (Evaluating)

6. Develop a method of raising equity for business enterprises according to the quantum of fund to be raised. (Creating)

Syllabus

Module 1 (4 Lectures)

Business and its Environment: Internal and External Environment, Economic and Non- Economic Environment. Different Environmental factors.

Corporate Governance and Corporate Social Responsibility: Industry and Natural Environment

Module 2 (4.5 Lectures)

Economic Systems and Anatomy of the Indian Economy. Capitalism, Socialism, Mixed Economy

Module 3 (13 Lectures)

Government and Business Role of Gov.: Market System, Fiscal and Monetary Policy, Industrial Policy, Foreign Trade Policy. Budget and Taxation.

Economic Planning in India: Features and Objectives, Planning Commission, NITI Aayog, Review of Five-Year Plans

Module 4 (7.5 Lectures)

International Economic and business Environment, International Economic Linkage: GATT, WTO, Role of International Organization: IMF and World Bank

Module 5 (9 Lectures)

Capital Market: Constituents (Primary Market, Secondary Market and Debt Market), Role, Importance, Evolution in India.

Money Market: Money market vs. Capital Market, Structure, Instruments of and money market.

Module 6 (7 Lectures)

Stock Market: Functions and Growth, Stock Exchanges, Intermediaries, Major Indices, Depositories and Depository Participants.

Mutual Fund: Concept, Mechanism, Role, Comparison with other asset classes.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO1	H		M		L	L
CO2		H		H		
CO3	L		H	L		L
CO4		L			H	H
CO5		L			H	H
CO6			M		H	

MTMR0023 – MARKETING RESEARCH
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes:
At the end of this course students will be able to:

1. Define the scope and managerial importance of market research and its role in the development of marketing strategy (Remembering)
2. Explain the stages in the market research process (Understanding)
3. Develop research questions and objectives that can be addressed in a research design (Applying)
4. Develop a market research design; including - Identifying appropriate research approaches (from qualitative, survey, observation, and experimental research techniques), Preparing measurement instruments (including surveys and focus group outlines), Designing a sampling approach and sampling frame. (Applying)
5. Explain the data collection process and the basic terms related to types of probability and non-probability sampling designs. (Evaluating)
6. Formulate the estimation and testing of hypothesis for Bivariate and Multivariate analysis. (Creating)
7. Choose contemporary statistical packages to calculate and report descriptive statistics from quantitative data (Creating)
8. Develop a report that critically analyses market research data and provides a recommendation. (Creating)

Syllabus:
Module 1 (6 lectures)

The Marketing Research Process, Marketing Research and Marketing Decision Making, Scope and Limitations of Marketing Research, Marketing Decision Support System, Marketing Information System, Basic and Applied Research, Ethics in Marketing Research

Module 2 (6 lectures)

Elements in Research design, Formulating the Research Design, Theoretical Framework and Hypothesis Development, Choice of Research Design, Exploratory and Descriptive Research Designs, Causal Research Design, Qualitative and Quantitative Research, Surveys, Secondary and Primary data sources, Projective Technique, Case Study, Focus Groups, Observation.

Module 3 (9 lectures)

Primary Scales of Measurement, Comparative Scales, Non-Comparative Scales, Attitude Measurement and Scaling, Reliability and Validity in Research, Scale Development, Questionnaire & Form Design.

Module 4 (9 lectures)

The concept of sampling, Sampling Design Process, Types of Sample Designs, Non-Probability and Probability Sampling, Sample Size Decisions.

Module 5 (12 lectures)

Hypothesis Development and Testing, Type I & Type II Errors, Data Coding and Tabulation, Cross Tabulation, Parametric and Non-Parametric Tests, Correlation and Regression, Analysis of Variance, Chi- Square, Multivariate analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis, Data analysis using SPSS, Interpretation and Report Writing.

Module 6 (3 lectures)

Report Writing, Characteristics of a well-written report, Oral and Written Reports, Contents of a Research Report, Use of Visual aids and Graphic devices

Suggested Readings:

1. Marketing Research, 6e, G C Beri, 2020, Tata McGraw-Hill Publishing
2. Marketing Research, 7e, Naresh K. Malhotra, 2019, Pearson Education India
3. Marketing Research, 8e, Alvin C. Burns, 2017, Pearson Education India
4. Marketing Research, 7e, Dash & Malhotra, 2015, Pearson Education India

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H	M				
CO 2	H	M	L			M
CO 3	L	H	H			
CO 4			H	L		
CO 5				M	H	
CO 6				M	H	M
CO 7				M	H	
CO 8					M	H

MTED0025: ENTREPRENEURSHIP DEVELOPMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Define Entrepreneurship, related terms, and core concepts. (Remembering)
2. Understand and explain the fundamental entrepreneurship concepts, theories, and principles in the area of creativity, innovation, and business development (Understanding)
3. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of entrepreneurship in a competitive and dynamic space. (Applying)
4. Analyze the business and general environment – identification of opportunities and threats and strategies of organizations utilizing different entrepreneurship development concepts and tools under different environmental conditions. (Analyzing)
5. Evaluate strategies of new organizations (entrepreneurial organizations) and tools used by them for evaluating market conditions. (Evaluating)
6. Create new, creative and innovative business plan. (Creating)

Syllabus

Module 1: Entrepreneur and Entrepreneurship (6 Lectures)

Meaning of Entrepreneur; Evolution of the concept; Functions of an Entrepreneur; Types of Entrepreneurs; Intrapreneur – an emerging class; Concept of Entrepreneurship – Evolution of Entrepreneurship; Development of Entrepreneurship; The Entrepreneurship Culture; Stages in Entrepreneurial process; Creativity, Invention and Innovation.

Module 2: Business Planning Process (18 Lectures)

Meaning of Business Plan; Business plan process; Advantages of Business Planning; Marketing plan; Production/ operations plan; Organizational Plan; Financial plan; Final project report with feasibility study; Preparing a model project report for starting a new venture; evaluating a business plan

Module 3: Institutions supporting entrepreneurs (7 Lectures)

Entrepreneurship Development Programme (EDP), Small scale Industry Financing; A brief overview of financial institutions in India, Central level, and State Level institutions, SIDBI, NABARD, IDBI, SIDO, NEDFi, EDI, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industry policy of Government of India, NEIIPP.

Module 4: Start-ups and Managing Growth (6 Lectures)

Start-ups: using external parties to help grow a business, franchising, advantages, and limitations; Investing in a franchise, Joint Ventures, Acquisitions and Mergers.

Module 5: International Entrepreneurship Opportunities (8 Lectures)

The nature of International Entrepreneurship; Importance of International business to the firm; International versus Domestic entrepreneurship; Stages of economic development; Entry strategies into international business; Exporting; Direct Foreign Investment; Barriers to International Trade; World Bank objectives and services

Suggested Readings

1. Entrepreneurship Development, 8th Ed., S.S. Khanka, S.Chand and Co. Ltd.
2. Entrepreneurial Development, 1st Ed., Vasant Desai, Himalaya Pub. House.
3. Dynamics of Entrepreneurial Development and Management, 1st Ed., Vasant Desai, Himalaya Pub. House
4. Entrepreneurship, 1st Ed., Robert D. Hisrich & Michael P. Peters, McGraw Hill Education
5. Entrepreneurship Development and Small Business Enterprises, 1st Ed., Poornima M. Charantimath, Pearson Education India
6. Entrepreneurship, 8th Ed., Robert D. Hisrich, M. J. Manimala, Michael P. Peters, D.A. Shepherd, McGraw Hill
7. Entrepreneurship Development, 1st Ed., S. Anil Kumar, S.C. Poornima, Mini K. Abraham, K. Jayashree, New Age international Publishers.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	L	L		L
CO 2	L	H	H	L	
CO 3		M	H	L	
CO 4		H	M	L	
CO 5		M	H	L	L
CO 6		M	H	L	

MTHM0078: HUMAN RESOURCE MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define the basic theories, concepts, concepts, terms, and principles in the field of HRM (Remembering)
2. Outline the implications of increasing globalization for the management of human resources, with reference to HRM in multinational corporations (Understanding)
3. Illustrate the process of job analysis and discuss its importance as a foundation for human resource management practice (Understanding)
4. Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace (Applying)
5. Explain how legislation impacts human resource management practice (Evaluating)
6. Identify the different of techniques used in human resource selection and recruitment. (Applying)
7. Analyse the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training. (Analysing)
8. Demonstrate cultural awareness by summarizing global human resource perspectives and policy. (Understanding)
9. Research and design compensation plans and benefit programs appropriate for various types of organizations. (Creating)

Syllabus

Module 1 (6 lectures)

The need for Human Resource Management: Human Resource Management (HRM) in Perspective: HRM - The Field and its Environment, The Evolving Role

of HRM and Growing Professionalism within the HR function, The Link between Business Strategy and Strategic HRM (SHRM), Legal issues in HRM

Module 2 (9 lectures)

Matching HR needs and People: Job Analysis, Job Design and Job Evaluation, Recruitment and Selection Techniques, Human Resource Planning, Employee Forecasting Techniques.

Module 3 (12 lectures)

Developing People: Introduction to Employee Training, Employee Training Needs Analysis, Methods of Employee Training, Training Design and Evaluation, Introduction to Performance Management, Performance Appraisal Techniques, Appraisal Feedback, Employee Career Management, Career Succession Planning.

Module 4 (9 lectures)

Compensation & Reward Management: Compensation Philosophy and its objectives, Pay and Incentive systems, Designing Pay structures and establishing pay rates, Competency Based pay, Types of Individual and group incentive plans, employee Benefits and services, legal issues in compensation.

Module 5 (6 lectures)

Developing a Healthy Environment & Effective Employee Relations: Occupational Health & Safety Legislation, Labour relation & Collective Bargaining, Employment laws in India and abroad Union representation & Collective bargaining, Disciplinary and Grievance Redressal Procedures.

Module 6 (3 lectures)

Managing Global Human Resources: Emerging Trends and Changing Face of HR, International Dimensions of HRM, Challenges in International HRM, Global staffing policies, Implementing a Global HR system, International Assignments & Incentives.

Suggested Readings

1. Human Resource Management, 9e, Gary Dessler, 2014, Pearson Education.
2. Managing Human Resources, 2e, Wayne F. Cascio, 2010, Tata McGraw Hill.
3. Human Resources Management, 1e, Wendell L. French, 1998, Houghton Mifflin Harcourt
4. The HR Scorecard: Linking People, Strategy, and Performance, 1e, Brian E. Becker, 1999, Harvard Business Review Press
5. Keeping Good People, 2e, Roger E. Herman, 1995, OakHill Press

6. Lean Human Resources: Redesigning HR Processes for a Culture of Continuous Improvement, 1e, Cheryl M. Jekiel, 1994, CRC Press
7. Human Resource Development, 3e, Jennifer Joy-Matthews, 2000, Kogan Page

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H					
CO 2						H
CO 3		H				
CO 4	M	L	L	L	L	
CO 5	H					
CO 6		H				
CO 7			H	H		
CO 8	L	M				M
CO 9				H		

MTPM0044: PROJECT MANAGEMENT
(Credits: Theory – 03)
Theory: 45 Lectures

Course Outcomes
At the end of this course students will be able to:

1. Define Project Management, related terms and core concepts. (Remembering)
2. Understand and explain the fundamental project concepts, theories and principles in the area of project management. (Understanding)
3. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of projects in a competitive and dynamic space. (Applying)
4. Analyze the environment and strategies of project organizations utilizing different concepts and tools under different environmental conditions, resource availability and constraints. (Analyzing)
5. Evaluate strategies and tools used by project organizations under different resource conditions and constraints. (Evaluating)
6. Create solutions for handling project constraints – time, finance and other resources. (Creating)

Syllabus
Module 1: Introduction to Project Management and Project Organization Structure (6 Lectures)

Defining Project; Programme and Portfolio; Project vs. Routine operations; Need for undertaking projects; Project life cycle; Importance of Project Management and the Project Manager; Concept of project integration Management.

Project management structures, choosing the right structure, organizational culture, implications and influence of culture on project management

Module 2: Defining the project and Estimating Project Time & Cost (6 Lectures)

Project scope, Project priorities, Work Breakdown Structure, Organization Breakdown structure, WBS-OBS integration, Project Communication.

Estimation process, Types of estimates, Project time, Project cost, types of costs, method of estimation

Module 3: Project Planning and Scheduling Resources and Costs (11 Lectures)

Project network, Developing AON networks, CPM, Identifying and Analyzing Critical Path

Scheduling problem, Project Constraints, Resource allocation methods, Benefits of Scheduling,

Module 4: Reducing Project Duration and Managing Project Risks (12 Lectures)

Options for Accelerating project completion, Laddering, Using Time Lags, Crashing a project, multi-project scheduling and resource allocation

Risk management steps, Responding to risks, Contingency Planning, CPM/ PERT

Module 5: Project Progress and Performance, Project Feasibility and Project Financing (10 Lectures)

Project monitoring system, Progress reporting, Project control process, Monitoring Time performance, Baseline Gantt Charts, Control charts, Monitoring cost performance, Earned Value, Variance Analysis, Project monitoring indices.

Project Operating cash flows, Project viability evaluation, financial and non-financial project selection criteria, Concepts of NPV, BCR, IRR, PBP, ARR, and Sources of project finance.

Suggested Readings

1. Clifford, F. Gray, Erik W. Larson and Gautam V. Desai, Project Management – The Managerial Process, McGraw Hill, India

2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing Implementation and Review, Tata McGraw Hill, India.

3. Kerzner Harold, Handbook of Project Management, CBS Publisher, New Delhi
4. Jeffrey, K. Pinto, Project Management, Pearson Education
5. K. Nagarajan, Project Management, New Age International Pvt. Ltd.
6. Indian Journal of Technology, Informatics Publishing Limited
7. Transaction on Engineering Management, IEEE Journal

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	M	M		
CO 2		M	M	H	
CO 3			M	M	H
CO 4		M			
CO 5				L	H
CO 6				L	H

MTLB0079: LEGAL ENVIRONMENT OF BUSINESS

(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define current laws, rules, and regulations related to the settlement of business disputes. (Remembering)
2. Demonstrate an understanding of the legal aspects of the laws affecting businesses. (Understanding)
3. Apply basic legal knowledge to business transactions. (Applying)
4. Analyse business scenarios using basic understanding of the applicable acts. (Analysing)
5. Evaluate implications of business transactions using basic legal concepts. (Evaluating)
6. Develop managerial decisions by applying the concepts learnt in the course. (Creating)

Syllabus

Module 1 (6 lectures)

Overview of the legal environment of business, Role of Indian Constitution on business and industrial relations. Evolution of Industrial relations in India.

General principles of contracts – Offer and Acceptance- The Contract Act 1872- Essentials of contract - Performance, termination breach and remedies –

Special Contracts – Creation of Agency -Kinds of Agents- Rights, duties & liabilities of agent – Termination of Agency– Bailment & Pledge – Features - Rights and duties of parties – Indemnity & Guarantee – Features – Types – Rights & duties of parties- Discharge.

The Sale of Goods Act 1930 - Sale vs Agreement to sell- Goods, price, time - Conditions and warranties – Doctrine of Caveat Emptor- Unpaid seller.

Module 2 (7 lectures)

Company – Characteristics -The Companies Act 2013 – Incorporation - Kinds of companies –Memorandum of Association, Articles of Association, Prospectus – Directors – Appointment- Powers, duties & liabilities – Meetings – Types of meetings – Winding up – Corporate Social Responsibility.

Essentials of partnership – The Partnership Act 1932- Kinds – Rights, liabilities, and authority of a partner - Registration – Dissolution; Limited Liability Partnership Act 2008 – Features, Characteristics, Benefits.

Module 3 (10 lectures)

The Consumer Protection Act 1986 - Objectives – Consumer Forums and their jurisdiction - Power and functions.

Intellectual Property Right- TRIPS – An overview of IPR Legislations in India – The Copyright Act 1957, The Trademark Act 1999, and The Patent Act 1970.

E Commerce - Information Technology Act 2008 - Importance - Objectives - E Governance, Cyber Crimes; Competition Act 2002 – Objective - Features - CCI - Benefits; Legal aspects of advertising- Scenario in India - Regulatory Authorities.

The Goods & Services Tax 2017 - Importance -Objectives - Features- Important Definitions - Registration - Composition Scheme - Input Tax Credit - Refund of GST.

Module 4 (5 lectures)

Collective Representation and Collective Bargaining - Concept, Importance, Principles, Negotiation.
Trade Unions Act of 1926 – Registration – Recognition.

The Payment of Wages Act 1936- Definition of wages - Mode of Payment - Authorized deduction from wages; Minimum Wages Act 1948 - Objectives - Different concept of wages - Fixing of minimum rates of wages.

Module 5 (10 lectures)

The Factories Act 1948 - Objectives - Manufacturing Process - Factory - Occupier - Liability of Owner - Licensing and Registration of Factories - Health, Safety & Welfare measures.

Workmen's Compensation Act 1923 - Objectives - Partial & Total Disablement - Liability for Compensation - Doctrine of Notional Extension; The Employees State Insurance Act 1948 - Objectives - Application - Contribution - Benefits – Advantages.

The Employees' PF & MP Act,1952 - Objectives - Application - Schemes - Funding of schemes – Collection of Contributions; Payment of Bonus Act 1965 - Concept - Application & Eligibility - Computation of Gross Profits, Available Surplus & Allocable Surplus- Payment of Bonus - Set on & Set off; Payment of Gratuity Act 1972 - Concept - Application - Continuous Service - Payment of Gratuity - Calculation of Gratuity - Forfeiture of Gratuity.

Module 6 (7 lectures)

The Industrial Disputes Act 1947 - Concept - Objectives - Dispute Settlement Machinery- Conciliation, Adjudication & Arbitration.

Sexual Harassment of Women at Workplace Act 2013 – What constitutes Sexual Harassment – Workplace - Hostile & Quid Pro Quo Harassment - Effects - Roles of Employer, Employee and Colleague - Complaint - ICC & LCC – Remedies.

Suggested Readings

1. Business and Corporate Laws, 2e, C L Bansal, 2012, Excel Books
2. Mercantile Law, 4e, S S Gulshan, 2017, Excel Books
3. Contemporary Business and Online Commerce Law, 8e, Henry Cheeseman, 2018, Pearson
4. Employment Law for Business Students, 8e, Janice Nairns, 2018, Pearson
5. Business Law: The Ethical, Global, and E-Commerce Environment, 10e, Jane P. Mallor, A. James Barnes, L. Thomas Bowers, Arlen W Langvardt, 2019, McGraw Hill
6. Business Law Today, 4e, Roger LeRoy Miller, Gaylord A. Jentz, 2016, South-Western College/West
7. Bare Acts, Government of India website

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6

CO 1	L	L		L	L	L
CO 2	H	H	H	H	H	H
CO 3	H	H	H	M	M	H
CO 4	H	H	H	M	L	H
CO 5			H	H		L
CO 6			L	M	M	

SEMESTER 3

MARKETING MANAGEMENT ELECTIVE COURSES

MTSD0030: SALES AND DISTRIBUTION MANAGEMENT
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Outline the skills required for effective sales personnel under different buying situations. Show a flow chart of sales process. (Understanding)
2. Determine estimated sales and the size of the sales force through quantitative and qualitative methods. (Evaluating)
3. Design a sales territory. (Creating)
4. Outline the steps in Salesforce selection, sales quota, and sales budget. Classify the methods of sales training. (Understanding)
5. Distinguish financial with non – financial components of Salesforce compensation. Categorise the types of compensation mix. (Analysing)
6. Estimate sales target using combination quota determination method. (Evaluating)
7. Compare the different members of a distribution channel according to their functions. Explain the different types of channel formats including new forms of distribution channels. (Understanding)
8. Examine the role of channel members in reducing the discrepancy caused by large scale production. Dissect the sources of channel power and causes of channel conflict. (Analysing)
9. Develop a distribution channel for a business organization. (Creating)

Syllabus
Module 1 (4.5 lectures)

Introduction, Personal Selling: Role and Skills of Modern Sales Managers, Type of Sales, Managers/Sales Management Positions, Sales Objectives,

Linking Sales and Distribution Management, Buying Decision Process, Buying Situations/Types of Purchases, Effective Communication, The Sales Process, Transactional and Relationship Selling

Module 2 (7.5 lectures)

Sales Related Marketing Policies: Strategic Planning, Role of Marketing and Sales, Marketing and Personal Selling Strategies, Integrated Marketing Communication, Sales Strategy, Developing Sales Forecast, Forecasting Approaches

Module 3 (4.5 lectures)

The Sales Organization: Defining Sales Territory, Sales Quotas, Concepts of Sales Organization, Basic Types of Structures, Size of Sales Force, Staffing the Sales force

Module 4 (3 lectures)

Sales force recruitment, training, and retention: Sales force Selection, Selection Tools, The value of sales training, Training assessment, Training Evaluation

Module 5 (4.5 lectures)

Sales force motivation, compensation, and control: Motivating the Sales force, compensating the Sales force, Leading the sales force, Sales force expenses, Sales force audit.

Module 6 (6 lectures)

Sales budgeting and setting targets

Module 7 (7.5 lectures)

The distribution game, role of distribution, channel function and flow – Need for distribution channels, distribution channel strategy, patterns of distribution, marketing channels, possible channel formats, Channel Levels, Service Channels

Module 8 (7.5 lectures)

Channel Design and Management: Channel design and planning process, selecting channel partners, channel design implementation, use of channel power, managing conflict, principles of channel management, channel policies

Suggested Readings

1. Sales and Distribution Management Text and Cases, 2e, Havaldar & Cavale,

2014, Tata McGraw Hill
2. Sales Management, 3e, Tanner, Honeycutt & Erffmeyer, 2015, Pearson
3. Marketing Management, 13e, Kotler, Keller, Koshy & Jha, 2012, Pearson
4. Sales & Distribution Management, 1e, Dr. S.L. Gupta, 2014, Excel Books
5. Sales Management: Concept and Cases, 3e, Cron, 2015, Wiley
6. Managing Sales Force, 2e, Spiro, 2010, Tata McGraw Hill
7. Sales Management, 2e, R.K. Srivastava, Ernest Cyril de Run, Kim Shyan Fam, 2012, Excel Books
8. Contemporary Logistics, 4e, Murphy & Wood, 2013, PHI

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 1	H	L	L	L	L	L	M	M
CO 2		H	H					
CO 3			H					
CO 4			H	H	H			
CO 5					H			
CO 6			H			H		
CO 7							H	
CO 8								H
CO 9							M	M

MTIM0031: INTERNET MARKETING

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Define Internet Marketing, related terms, and core concepts. (Remembering)
2. Understand and explain the fundamental internet marketing concepts, theories, and principles. (Understanding)
3. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of marketing in a competitive and dynamic space of internet. (Applying)
4. Analyze the environment and strategies of organizations utilizing different concepts and tools of Internet marketing. (Analyzing)
5. Evaluate strategies and tools used by organizations for utilizing and implementing Internet Marketing (Evaluating)

6. Create Internet Marketing plans. Design solutions for internet marketing issues and problems. (Creating)

Syllabus

Module 1: Introduction to Internet Marketing and Internet Marketing Models Creation (10 Lectures)

Evolution of Internet Marketing; Internet Marketing – An introduction; Underlying Technology and Frameworks; Internet marketing framework
Factors impacting Internet Marketplace; Value Chain Digitization; Internet Marketing Business Models

Module 2: Consumers of Internet Marketing and Internet Marketing Assessment (10 Lectures)

Consumer behavior on the internet; Evolution of Consumer behavior model; Managing consumer demand; Integrated Marketing Communication (IMC); Impact of Digital Channels on IMC.
Elements of Internet marketing assessment phase; Internet marketing internal assessment; Internet marketing objectives planning

Module 3: Internet Marketing Strategy Definition and Internet Marketing Communication & Channel Mix (10 Lectures)

Internet marketing strategy groundwork; Defining the Internet marketing mix; Internet marketing strategy roadmap
Internet marketing planning development; Designing the Communication mix; Introduction to Internet Marketing channels.

Module 4: Internet Marketing Operations Set-up and Marketing Campaign Management (10 Lectures)

Understanding Internet Marketing Conversions, Basics of Web Development & Management, User experience, Usability and Service quality elements.
Basic elements of Internet Campaign Management; Implementing Intent based campaigns (Search Execution); Implement Brand based campaigns (Display Execution); Campaign execution for Emerging marketing models, Campaign analytics and Marketing ROI.

Module 5: Internet Marketing Execution Elements; Landscape and Emerging Areas (5 Lectures)

Managing Internet Marketing Revenue; Managing service delivery and payment; Managing internet marketing implementation challenges

Internet marketing – global landscape, Internet marketing – Indian view, Internet marketing – emerging trends and concepts, Career in Internet marketing.

Suggested Readings

1. Digital Marketing - Strategy, Implementation and Practice, 7th Ed. David Chaffey & Fiona E. Chadwick, Pearson
2. Internet Marketing – Strategy, Implementation and Practice, 4th Ed., Dave Chaffey, F. E. Chadwick, Richard Meyer, Kevin Johnston, Prentice Hall
3. Digital Marketing, 1st Ed., Vandana Ahuja, Oxford University Press
4. Fundamentals of Digital Marketing, 1st Ed., Bhatia, E-book
5. Digital Marketing Strategy, 2nd Ed. Simon Kingsnorth, Kogan Page Publishers
6. Internet Marketing: Integrating online and offline strategies, 3rd Ed., Mary Lou Roberts, Debra Zahay, Cengage Learning
7. Internet Marketing: Start to Finish, 2nd Ed., Catherine Juon, Dunrie Greiling, Catherine Buerkle, Que Publishing

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	M	L		
CO 2		H			L
CO 3		M		L	
CO 4			M		M
CO 5				M	
CO 6		M	L	L	L

MTMC0060: MARKETING COMMUNICATIONS

(Credits: Theory – 03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define marketing communication tools and show how multiple tools are blended to achieve synergy in communication delivery. Recall the terms such as reach, frequency etc., related to media selection. (Remembering)
2. Explain the objectives of integrated marketing communication along with the functions of an advertisement agency. (Understanding)
3. Dissect the functions of media planner, media buyer, and creative personnel in an advertisement agency and examine their roles in the development of an advertisement. (Analysing)

4. Compare the various forms of message strategies, advertisement appeals and executional framework and relate it with real advertisements. (Understanding)
5. Identify the cognitive, affective, and conative components of marketing communication process and apply them in traditional consumer response hierarchy and modern communication hierarchy models. (Applying)
6. Examine the steps in development of corporate image. Evaluate the benefits of branding including store brands for marketers and consumers. (Analysing, Evaluating)
7. Evaluate the different types of communication budgets and select the appropriate one for a situation. Assess the relationship between promotional expenditure and sales revenue. (Evaluating)
8. Justify the use of alternative marketing techniques and venues in a competitive promotional environment. (Evaluating)
9. Design a creative brief for an advertisement. Develop a print advertisement. (Creating)

Syllabus

Module 1 (4.5 lectures)

Introduction to Marketing Communication and Integrated Marketing Communication**:** Role of IMC in marketing process.

Module 2 (6.75 lectures)

Understanding the Communication Process: Communication Meaning, Communication Response Hierarchy – (Cognitive, Affective and Behavioural Stages) Traditional Consumer Response Hierarchy (AIDA, Hierarchy of Effects) and Alternative Response Hierarchy Model, Foote, Cone and Belding Model, Elaboration Likelihood Model.

Module 3 (3 lectures)

Corporate Image and Brand Management: Role of Corporate Image (Consumer Perspective and Company Perspective), Identifying, Creating, Rejuvenating and Changing Image. Benefits of Branding, Types of Brands, Co – Branding.

Module 4 (6.75 lectures)

Marketing Communication Objectives: Communication Objectives, SMART Objective Setting, DAGMAR, Communication Budget, Factors Impacting the Relationship between Advertisement Expenditure and Sales.

Module 5 (6.75 lectures)

Advertising: Objectives, Advertising Agency: Type of Agencies, Services offered by various agencies. Creative Brief, Executional Framework, Message Strategies and Advertising Appeals.

Module 6 (4.5 lectures)

Media Planning and Strategy: Media Planner, Media Buyer, Media Selection (Frequency, Reach, Rating Points, etc.), Conventional Media – Print, Broadcast, Outdoor, Radio, E – Commerce, Interactive Marketing, Online Advertising.

Module 7 (4.5 lectures)

Print Advertising: Layout, Headlines, Other Display Copy, Body Copy and Visuals.

Module 8 (8.25 lectures)

Other Prime Communication Tools: Sales Promotion – Meaning, Importance and Tools Used. Direct Marketing, Public Relation, and Publicity. Legal and ethical environment in IMC.

Alternative Marketing and Unconventional Media: Buzz Marketing, Guerrilla Marketing, Product Placements, Branded Entertainment, etc.

Suggested Readings

1. Advertising and Promotion an IMC perspective, 1e, Shah Kruti and D'Souza Alan, 2014, McGraw Hill
2. Integrated Advertising Promotion and Marketing Communications, 8e, Clow E. Kenneth and Baack Donald, 2013, Pearson
3. Advertising Management, 5e, Myers John, Batra Rajeev and Aaker David, 2012, Pearson
4. Advertisement and Promotion: IMC Perspective, 3e, Belch and Belch, 2010, McGraw Hill
5. Advertising An IMC Perspective, 1e, Murthy S. N and Bhojanna U, 2010, Vikash Publication
6. Marketing Plans: How to Prepare Them, How to Use Them, 2e, Malcolm McDonald, 1999, Wiley
7. Managing Customer Relationships: A Strategic Framework, 3e, Don Peppers, 2011, Wiley

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 1	H					H		
CO 2	H							
CO 3						H		

CO 4					H			
CO 5		H						
CO 6			H		L			
CO 7				H				
CO 8								H
CO 9	M	M	M	M	M	L	H	L

MTSM0032: SERVICES MARKETING
(Credits: Theory – 03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. What are services? Why Study services marketing? (Remembering)
2. Explain customer behaviour and relevant models with reference to services consumptions. Outline nature and scope of services marketing. (Understanding)
3. Apply relevant service theories, models, and frameworks to evaluate service business situations. Identify the crucial elements of service delivery and development of new services. (Applying)
4. Analyse different service delivery strategies and tactics to improve business performance. Contrast goods and service marketing. Dissect strategies for service communication. Inspect the role played by organization employee, culture etc. on service delivery. (Analysing)
5. Evaluate alternative service strategies under different constraints to find an effective solution Evaluate methods for managing service expectations. Explain the effect of service environment on consumer behaviour. Interpret ways to improve quality of service delivery by identifying constraints and problems. (Evaluating)
6. Design service process for any business using blueprinting concepts. (Creating)

Syllabus:
Module 1 (4.5 lectures)

New Perspectives on Marketing in the Service Economy: Why Study Services? What are Services? Services Pose Distinctive Marketing Challenges. Services Require an Expanded Marketing Mix

Module 2 (4.5 lectures)

Customer Behaviour in Service Encounters: Differences Among Services Affect Customer Behaviour, Customer Decision Making: The Three Stage Model of Service Consumption: The Pre-Purchase Stage, The Encounter Stage, The Post-Encounter Stage

Module 3 (4.5 lectures)

Developing Service Concepts - Core and Supplementary Elements (PRODUCT): Planning and Creating Services, The Flower of Service, Planning and Branding Service Products, Development of New Services

Module 4 (4.5 lectures)

Distributing Services Through Physical and Electronic Channels (PLACE & TIME): Distribution in a Service Concept, Determining the Type of Service Contact: Options for Service Delivery, Place and time Decisions, Delivering Services in Cyberspace, The Role of Intermediaries

Module 5 (4.5 lectures)

Exploring Business Models: Pricing and Revenue Management (PRICE): Effective Pricing is Central to Financial Success, Pricing Strategy Stands on Three Legs, Revenue Management: What it is and How it Works, Ethical Concerns in Service Pricing

Module 6 (4.5 lectures)

Educating Customers and Promoting the Value Proposition (PROMOTION): Marketing Communication-Roles, Challenges and Opportunities, Setting Communication Objectives, Marketing Communication Mix, Marketing Communications, and the Internet

Module 7 (4.5 lectures)

Designing and Managing Service Processes (PROCESS): Blueprinting Services, Service Process Redesign, Customer as Co-producer

Module 8 (4.5 lectures)

Crafting the Service Environment (PHYSICAL ENVIRONMENT): Purpose of Service Environment, Dimensions, Customer Responses to Service Environment

Module 9 (4.5 lectures)

Managing People for Service Advantage (PEOPLE): Critical Importance of Service Employees, Front-Line Work, Cycles of Failure, Mediocrity and Success, HRM-How to get it Right, Service Leadership and Culture

Module 10 (4.5 lectures)

Improving Service Quality and Productivity (PRODUCTIVITY & QUALITY): Integrating Service Quality & Productivity Strategies, The Gaps Model: Tool to Identify and Correct Service Quality Problems, Measuring and Improving Service Quality

Suggested Readings

1. Services Marketing, 4e, Zeithaml, Gremler, Bitner & Pandit, 2015, McGraw Hill
2. Services Marketing, 9e, Lovelock, Wirtz & Chatterjee, 2016, Pearson
3. Services Marketing, 5e, Nargundhkar, R, 2016, Tata McGraw Hill

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8	Mod 9	Mod 10
CO 1	L	M	L	H		H	M	H	H	L
CO 2	H	H		L	M	L	H	L	L	
CO 3	M			M		M		M	M	
CO 4		H	H	M	H		H	M		H
CO 5			M			M			M	M
CO 6		H	H	M	H		H	M		H

MTIN0080: INTERNATIONAL MARKETING

(Credits: Theory – 03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Recall the objectives for going international and the way it translates to tangible changes in the bottom line of a business concern. Recognise the factors influencing product strategy in international market and illustrate the factors influencing international pricing strategy. (Remembering)
2. Compare the various ways to enter a foreign market and select the most appropriate one for a product or service category. Outline the factors influencing the choice of international channels of distribution and examine their effectiveness. Explain the ethical and environmental issues in international marketing and relate them with the domestic environment. (Understanding)
3. Plan a foreign market entry strategy - Exporting, licencing, joint venture, wholly owned subsidiary, strategic alliance, manufacturing, and

franchising – for a business concern. Develop a distribution channel strategy for foreign market. (Creating)

4. Categorise the real-world changes in the international marketing environment into its various sub factors.
5. Dissect and contrast the effectiveness of product standardization vs. product adaptation and identical pricing vs. market specific pricing. (Analysing)
6. Design a promotional strategy using prime communication tools. Formulate a promotional mix using traditional and unconventional media for international market. (Creating)

Syllabus

Module 1 (6 lectures)

Introduction: Objective, scope, challenges, and opportunities in international marketing. Reasons for going international. International marketing environment.

Module 2 (9 lectures)

Foreign market entry strategies: Different entry mode and entry strategies. Exporting, licencing, joint venture, wholly owned subsidiary, strategic alliance, manufacturing, and franchising. International marketing through internet.

Module 3 (9 lectures)

International product strategies: Product planning – International product design, labelling, packaging, and branding. Product standardization and adaptation for international market. Life cycles of products in global market. **Pricing** – Factors influencing international pricing decisions. International pricing policies. Decision regarding identical pricing and market specific pricing. Transfer pricing.

Module 4 (9 lectures)

International distribution strategies: Channels of distribution for international markets. Roles and functions of international market intermediaries. Factors influencing the choice of international channels of distribution.

Module 5 (9 lectures)

Integrated Marketing communication (IMC) for international market: International promotion – challenges and complexities. Advertising, sales promotion, personal selling, exhibitions, trade fairs and public relations for international marketing. Traditional and unconventional media selection for international market.

Module 6 (3 lectures)

Ethics in international marketing: Ethical and environmental consideration in international marketing and international marketing communications.

Suggested Readings

1. Global Marketing, 2e, Keegan, Warran J. and Mark C. Green, 2016, Pearson
2. International Marketing, 8e, Cateora, Philip R., Grahm, John L. and Prashant Salwan, 2016, Tata McGraw Hill
3. International Marketing, 1e, Czinkota, Michael R. and Illka A. Ronkainon, 2015, Cengage Learning.
4. International Marketing, 5e, Terpstra, Vern, Foley, James and Ravi Sarathy, 2017, Naper
5. International Marketing, 3e, Jain, Subash C., 2017, South – Western.
6. International Marketing, 2e, Rajagopal, 2017, Vikas Publishing House.
7. Global Marketing Management, 1e, Kotabe, Masaaki and Kristiaan Helsen, 2017, John Wiley and Sons

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	L	M	L	H		H
CO 2	H	H		L	M	L
CO 3	M			M		M
CO 4		H	H	M	H	
CO 5			M			M
CO 6		H	H	M	H	

FINANCIAL MANAGEMENT ELECTIVE COURSES

MTAV0033: ASSET VALUATION

(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define the basic concepts of project and company valuations. (Remembering)
2. Compare and contrast different types of valuations like discounted cash flow, method of comparable and real options. (Understanding)
3. Build a practical understanding of valuation techniques. (Applying)

4. Examine cash flows to determine profitability of investment proposals. (Analysing)
5. Evaluate different investment proposals using multiple valuation techniques. (Evaluating)
6. Develop managerial decisions by applying the concepts of valuation. (Creating)

Syllabus:

Module 1 (1.5 lectures)

Introduction and Overview of the course: What is Finance? Importance of valuation, Course Overview

Module 2 (6 lectures)

Capital Asset Pricing Model and Cost of Capital: Determinants of the investor's required/expected rate of return, CAPM estimation of expected rate of return, CAPM Estimation of Cost of Debt and Equity: Implementation

Module 3 (7.5 lectures)

DCF Valuation of a Firm: Overview and definition, Annual cash flows to all suppliers of capital, Terminal value

Module 4 (7.5 lectures)

The Net Present Value (NPV)/FCF Approach: Implementation of the NPV method, Critique of the NPV Method, Effects of capital structure changes over time

Module 5 (7.5 lectures)

Capital Cash Flow, Adjusted Present Value and Flow to Equity Methods: Capital cash flow implementation and critique, adjusted present value implementation and critique, Flow to equity implementation and critique

Module 6 (7.5 lectures)

Method of Comparable: Corporate Valuation and Market Multiples, Comparable company versus comparable transaction method, Drivers of Price Multiples, Critique, Judgment-based final adjustments

Module 7 (7.5 lectures)

Real Options: Categories of real options, Mapping a Project onto an Option, Examples on Growth Option, Abandonment Option and Timing Option

Suggested Readings

1. Valuation, 2e, Titman, Martin and Anshuman, 2019, Pearson
2. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, 2e, Damodaran, 2018, Wiley
3. Corporate Finance, 10e, Ross, Westerfield, and Jaffe, 2019, McGraw Hill
4. Principles of Corporate Finance, 10e, Brealey, Myers, Allen, Mohanty, 2019, McGraw Hill
5. Project Finance: Asset Based Financial Engineering, 2e, Finerty, 2018, Wiley
6. Advanced Corporate Finance, 2e, Krishnamurti and Vishwanath, 2017, PHI
7. Financial Statement Analysis, 2e, Foster, 2015, Pearson

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 1	L	L	L	L	L		
CO 2	H	H	H	H	H	H	H
CO 3		H	M	M	M		
CO 4		H	M	M	L	H	H
CO 5				M		H	H
CO 6				H		L	L

MTPT0034: PORTFOLIO MANAGEMENT
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define the basic concepts of investing in financial asset portfolios. (Remembering)
2. Illustrate the different theories which explain investment behaviour and trends. (Understanding)
3. Build a practical understanding of the things to be considered in making a buy/sell decision on financial assets. (Applying)
4. Examine trends and financial data to decide on the investment portfolios. (Analysing)
5. Evaluate different portfolios of financial assets and choose the optimal one(s). (Evaluating)
6. Develop managerial decisions by applying the concepts of investment analysis. (Creating)

Syllabus:
Module 1 (7.5 lectures)

Portfolio Theory: Review of statistics, Statistical properties of returns, Mean-variance algebra, Implementation of portfolio theory

Module 2 (6 lectures)

Capital Asset Pricing Model (CAPM): CAPM, Black's CAPM, The use of CAPM

Module 3 (1.5 lectures)

Arbitrage Pricing Theory (APT): Factor models, Arbitrage pricing theory, Implementation of APT

Module 4 (7.5 lectures)

Market Efficiency: Why study market efficiency? Market efficiency issues, Joint tests and market efficiency, Relation between asset pricing models and market efficiency, Efficient market hypothesis

Module 5 (15 lectures)

Equity Valuations: Purposes of equity valuation, Intrinsic value, Dividend discount models, Earnings and plowback

Module 6 (3 lectures)

Mutual Funds: What is a mutual fund? Services of investment companies, Types of investment companies, Open vs. Closed End Mutual Funds, Exchange traded funds, Unit investment trusts

Hedge Funds: What is a hedge fund? Difference between hedge funds and mutual funds, Hedge fund fees, redemption restrictions, strategies etc.

Module 7 (4.5 lectures)

Performance Evaluations: Accounting of σ risks, Accounting for β risks, Estimate Jensen's alpha, Types of abnormal performances, Market timing, Performance persistence, Flow-performance convexity

Suggested Readings

1. Investments – Principles and Concepts, 2e, Jones, 2013, Wiley
2. Investments, 10e, Bodie, Kane and Marcus, 2019, McGraw Hill
3. Portfolio Management, 2e, Kevin, 2012, PHI
4. Modern Portfolio Theory and Investment Analysis, 5e, Elton, Gruber, Brown and Goetzmann, 2013, Wiley
5. Security Analysis and Portfolio Management, 2e, Kevin, 2012, PHI
6. Security Analysis and Portfolio Management, 5e, Fischer and Jordan, 2015, Pearson
7. Investment Science, 2e, Luenberger, 2010, Oxford

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 1	L	L		L	L	L	
CO 2	H	H	H	H	H	H	H
CO 3		H	M	M	M	L	
CO 4		H	M	M	L	H	H
CO 5			M	M			H
CO 6			L	H			L

MTFP0061: PERSONAL FINANCE AND PLANNING
(Credits: Theory -03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Show the benefits of financial planning by individuals. Recall the basic components of financial plan and the steps involved in developing a financial plan. (Remembering)
2. Summarize the components of a personal cash flow statement, budget, and personal balance sheet to show a personal net worth statement. (Understanding)
3. Apply the concepts of time value of money and tax calculation in a personal financial statement. (Applying)
4. Analyse the importance of life and non-life insurance in protecting the investment made by an individual. (Analysing)
5. Compare the various investment avenues including banking, money market products and mutual funds and assess their suitability in creating long term wealth. (Evaluating).
6. Design a personal financial plan keeping in mind the risk profile of an individual. (Creating)

Syllabus
Module 1 (3 Lectures)

Overview of a financial plan - Explain how an individual benefit from personal financial planning, Identify the key components of a financial plan, Outline the steps involved in developing a financial plan

Module 2 (6 Lectures)

Planning with Personal Financial Statements - Explain how to create personal cash flow statement, Identify the factors that affect cash flows, show how to create a budget based on forecasted cash flows, describe how to create personal balance sheet, explain how net cash flows are related to personal balance sheet (and therefore affect wealth)

Module 3 (6 Lectures)

Applying Time Value Concepts - Calculate the future value of a dollar amount saved today, Calculate the present value of a dollar amount that will be received in the future, Calculate the future value of an annuity, Calculate the present value of an annuity

Module 4 (6 Lectures)

Using Tax Concepts for Planning - Explain how to determine the tax filing status, demonstrate how to calculate gross income, show how deductions and exemptions can be used

Module 5 (9 Lectures)

Banking and Interest Rates - Describe the functions of financial institutions, Identify the components of interest rates, Clarify the relationship between the maturity and interest rate of an investment

Managing Your Money - Provide a background on money management, Describe the most popular money market investments, Identify the risk associated with money market investments, explain how to manage the risk of money market investments

Module 6 (9 Lectures)

Loans for Personal Loans - Provide a background on personal loans, Outline the types of interest rates that are charged on personal loans, describe home equity loans, Discuss car loans

Insurance - Life insurance, Auto and home insurance, Disability and health insurance

Module 7 (6 Lectures)

Investing fundamentals - Describe the common types of investments, explain how to measure the return on investments, Identify the risks of investments. Explain the trade-off between the return and risk of investments, describe common investment mistakes that should be avoided

Suggested Readings

1. Personal finance, 7e, Jeff Madura, 2020, Pearson
2. Personal Finance, 13e, Kapoor, Dlabay and Huges, 2020, McGraw Hill
3. Risk Management and Insurance, 2e, Harrington, 2017, McGraw Hill
4. Principles of Risk Management and Insurance, Rejda, Pearson
5. Investment Science, 2e, Luenberger, 2013, Oxford
6. Financial Statement Analysis, 2e Foster, 1986, Pearson
7. Portfolio Management, 2e, Kevin, 2006, PHI

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO1	H			L		L	L
CO2	L	H	L			L	L
CO3			M	H	L	L	
CO4	L					H	L
CO5			M		H		H
CO6		L	L	L	H	H	M

MTCT0035: CORPORATE TAX PLANNING

(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define current laws, rules, and regulations related to corporate taxation. (Remembering)
2. Demonstrate an understanding of how taxes impact business bottom lines. (Understanding)
3. Apply basic knowledge of taxation to business transactions. (Applying)
4. Analyse business transactions using basic understanding of the applicable taxes. (Analysing)
5. Evaluate implications of business transaction using taxation concepts. (Evaluating)
6. Develop managerial decisions by applying the concepts learnt in the course. (Creating)

Syllabus:

Module 1 (1.5 lectures)

Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasion corporate taxation and dividend tax.

Module 2 (12 lectures)

Tax planning for New Business: Tax planning with reference to location, nature and form organization of new business.

Module 3 (9 lectures)

Tax Planning and Financial Management Decisions: Tax Planning relating to Capital structure decision, dividend policy, inter-corporate dividends and bonus shares.

Module 4 (12 lectures)

Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale assets used for scientific research, make or buy decisions; Repair, replace, renewal of renovation and shut down or continue decisions.

Module 5 (3 lectures)

Special Tax Provisions: Tax provisions relation to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.

Module 6 (1.5 lectures)

Tax issues relating to Amalgamation: Tax planning with reference to amalgamation companies.

Module 7 (6 lectures)

Tax payment: Tax deductions and collection at source Advance payment of tax.

Suggested Readings

1. Ahuja G.K. and Ravi Gupta; systematic approach to income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rules, 1962
5. Kanga and Palkhivala: The law and practice of Income Tax, N.M. Tripathi Pvt.Ltd.
6. Lakhotia, R.N.: Corporate Tax Planning, Vision Publication, Delhi.
7. Singhania, V.K. Direct Taxes Planning and Management, Taxman's publication Delhi.
8. Singhnia, Vinod K: Corporate Tax Planning and Business Tax Procedures, Taxmann Publication, Delhi.

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 1	L	L		L	L	H	H

CO 2	H	H	H	H	H	H	L
CO 3		H	M	M	M	L	H
CO 4		H	M	M	L	L	H
CO 5			M	L			
CO 6			L	L			

MTPF0081: PROJECT APPRAISAL AND FINANCE
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define basic terms related to project appraisal, project financing and risk management. (Remembering)
2. Demonstrate confidence to handle complex projects. (Understanding)
3. Apply basic knowledge of forecasting and financing in project planning. (Applying)
4. Analyse sources of finances for a project. (Analysing)
5. Evaluate implications of risk management for successful project implementations. (Evaluating)
6. Develop managerial decisions by applying the concepts learnt in the course. (Creating)

Syllabus
Module 1 (15 lectures)

Project Appraisal: Analysis of industry, market structure and competitive intent. Evaluating technical feasibility and project dependencies. Estimation of costs and benefits. Validation of forecasts. Discounting and non-discounting financial criteria. Strategic basis for taking capital budgeting decisions.

Module 2 (22.5 lectures)

Project Finance: Sources of finance. Financial structuring for a project – various options. Cost of capital in project evaluation. Structuring infrastructure project.

Module 3 (7.5 lectures)

Project Risk Analysis: Managing risks arising out of project dependencies. Dealing with country risk, market risk, technology risk, etc. Risk adjustment to discount rate. Use of simulation in risk analyses.

Suggested Readings

1. Project Financing (Asset-based Financial Engineering), 1e, Finnerty, John, 2015, Wiley-India.
2. Cost-Benefit Analysis: Concepts and Practice, 2e, Boardman, AE, D Greenberg, AR Vining & DL Weimer, 2015, Pearson.
3. Project Appraisal and Financing, 2e, Gupta, Ambrish, 2017, Prentice Hall India.
4. Projects, 5e, Chandra, Prasana, 2017, McGraw Hill India
5. Corporate Finance, 10e, Ross, Westerfield, and Jaffe, 2019, McGraw Hill
6. Principles of Corporate Finance, 10e, Brealey, Myers, Allen, Mohanty, 2019, McGraw Hill
7. Statistics for Management, 8e, Levin and Rubin, 2018, Pearson.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3
CO 1	L	L	
CO 2	H	H	H
CO 3	L	H	M
CO 4	L	H	H
CO 5	L		H
CO 6	L		L

HUMAN RESOURCE MANAGEMENT ELECTIVE COURSES

MTAP0036 – APPLIED PSYCHOLOGY IN PERSONNEL ADMINISTRATION
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes:
At the end of this course students will be able to:

1. Define the goals of industrial and organizational psychology (Remembering)
2. To demonstrate knowledge of the major fields of Psychology and an understanding of the core concepts and theoretical approaches relevant to each of these (Understanding)
3. Apply the tools and techniques of personnel selection and recruitment as seen from the perspective of industrial and organizational psychology (Applying)
4. To categorize the principles of psychological testing and construct as well as administer psychological test for employee assessment (Analysing)

5. Recommend methods for increasing employee job satisfaction in the context of various psychological theories of workplace motivation (Evaluating)
6. To discuss the contribution of Engineering Psychology and Consumer Psychology in the context of the organization (Creating)

Syllabus:

Module 1 (4.5 lectures)

Introduction to Organizations, Work, and Applied Psychology, Principles, Practices and Problems, Challenges for I-O Psychology, Areas of I/O Psychology, Careers in I/O Psychology.

Module 2 (6 lectures)

Psychological Research, Experimental Method, Naturalistic Observation Method, Surveys and Opinion Polls, Web Based Research.

Module 3 (9 lectures)

Employee Selection Principles and Techniques, Job and Work Analysis, Employee Selection techniques, Validity of Selection Procedures, Psychological testing

Module 4 (4.5 lectures)

Types of Performance Appraisal, Bias in Performance Appraisal, Fair Employment Practices, Scope of Training, Training Methods, Training Evaluation.

Module 5 (3 lectures)

Leaderships issues and styles, Leadership Functions, Motivation and Job Satisfaction, Job involvement and Commitment

Module 6 (6 lectures)

Working Conditions and Employee safety and health issues, Stress in the workplace.

Module 7 (6 lectures)

History and Development of Engineering Psychology, Design of Workspace and tools, Human Factors and Robots

Module 8 (6 lectures)

Scope of Consumer Psychology, Research Methods in Consumer Psychology, Nature and Scope of Advertising, Consumer Behaviour and Motivation.

Suggested Readings

1. Psychology and Work today, 10e, Schultz & Schultz, 2009, Pearson India
2. Applied Psychology in Human Resource Management,6e, Wayne F. Cascio & Herman Aquinis, Pearson India
3. Applied Psychology: A Practical guide to Psychology: Application & Research, 2e, Jonny Bell, Kindle edition
4. Assessment centres in Human Resource Management: Strategies for Prediction, Diagnosis and Development, 1e, Thornton & Rupp, Psychology Press
5. Organizational Psychology: A Scientist-Practitioner Approach, Steve M. Jex, Thomas M. Britt; Wiley India

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 1	H	L						L
CO 2	H	M	M	M	H	M	M	M
CO 3		M	H			L		
CO 4			M	H				
CO 5				M	H	H		
CO 6							H	H

MTCM0064 – COMPENSATION MANAGEMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes:

At the end of this course students will be able to:

1. List the stakeholders in Compensation and define the dimensions of a compensation system (Remembering)
2. Explain the pay model and distinguish the different strategic choices for compensation. (Understanding)
3. Illustrate the uses of job evaluation in devising a compensation strategy and develop procedures for valuing jobs within organizations (Understanding/Creating)
4. Construct a pay policy line with relationship to the internal worth of a job and its market value (Creating)

5. Demonstrate the importance of relating performance to compensation strategy (Understanding)
6. Examine the role of federal and state legislation in the design of a benefits program (Analysing)
7. Outline the components of Executive compensation, and the challenges facing organizations in kinds and amounts providing international compensation (Understanding)
8. To assess the various features of a short term and long-term incentive plans. (Evaluating)
9. Demonstrate knowledge of the concepts, principles, and rules of taxation of individuals recommend appropriate tax-saving strategies (Creating)

Syllabus:

Module 1 (6 lectures)

The Pay model, Definition of compensation, Forms of Pay, Cash compensation, Compensation objectives, long term Incentives, Economic & Behavioural Theories of Compensation.

Module 2 (4.5 lectures)

Strategic Perspectives of Pay, Strategic Pay Decisions Best Practices vs. Best Fit Options, Internal Alignment

Module 3 (6 lectures)

Job evaluation Methods, Introduction and basic concept, Methods; Labour Market: Concept, Value and external market links of Job evaluation, Major Decisions in Job Evaluation, Pay structure

Module 4 (4.5 lectures)

Person based structures, Designing Pay levels, Mix and Pay Structures: Corporate Policy: Wage Determination, and understanding inter and intra-industry compensation, Competitive pay policy, pay survey, Pay policy Line, Pay ranges, Pay grades, Pay Banding, Market Pricing

Module 5 (4.5 lectures)

Pay for performance plans, Linking Organizational strategy to Compensation, Designing pay for performance plans, Compensation and Motivation, Efficiency, equity and Compliance in Pay systems

Module 6 (6 lectures)

The benefit determination process, Wage and Price Controls, Unions, Role of Govt. in Wage differentials, Fringe Benefits: Underlying

Principles, Different Kinds of Fringe Benefits, Concept of human capital and its implications for compensating human resources, compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, international compensation.

Module 7 (7.5 lectures)

Profit Sharing plans, Stock Options, ESOPs, and pay for performance plans. Dearness Allowance, Pay Incentives – Concept; different kinds of wage incentives plans and their application; Pay for performance, competency-based pay; Bonus: Profit Bonus, Evolution of the Concept, Gainsharing Plans.

Module 8 (6 lectures)

Calculation of Income Tax implications while calculating the income of an individual, Cost to the Company, Valuation of Perquisites, Taxability of various components of salary and wages; Fixation of Tax Liability, Tax deduction at source, Deductions and Tax Rebates to be considered while deciding tax deducted at source, Tax Deduction Certificates.

Suggested Readings:

1. Compensation, 9e, George T Milkovich, Jerry M Newman, CS Venkata Ratnam, 2017, McGraw Hill
2. Compensation Management in a Knowledge Based World, 10e, Richard I. Henderson, 2007 Pearson
3. Compensation Management, 2e, Dipak Kumar Bhattacharyya, 2014, Oxford Higher Education
4. Compensation and Reward Management, 2e, B.D Singh, 2017, Excel Books

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 1	H	H		M			L	L
CO 2	M	H	L	H	L	M		
CO 3		L	H					M
CO 4	L			H	M		M	M
CO 5	L			M	H	M		
CO 6	L	L			L	H	L	
CO 7	L					H	M	M
CO 8	L					H	M	L
CO 9			L	L	L			H

MTTD0050: TRAINING AND DEVELOPMENT
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. CO1. Explain the role of training and development in human resources management. (Understanding)
2. CO2. Identify the psychology of the learning process on which training is based. (Applying)
3. CO3. Analyse the training needs of an organization. (Analysing)
4. CO4. Assess, design, access and implement various methods, techniques and sources of training. (Evaluate)
5. CO5. Estimate the value of the training once completed from the individual employee and the organization's viewpoint (Creating)

Syllabus:
Module 1 (9 lectures)
Overview of Training and Development, Evolution of Training, Business Strategy and Training

Module 2 (21 lectures)
Training Needs Assessment, Learning and Transfer of Training, Training Program Design, Training Implementation and Evaluation; Transfer of Training.

Module 3 (9 lectures)
Traditional training Methods, Technology Based Training Methods, Employee Development and Career Management

Module 4 (6 lectures)
Key Areas of Organizational Training, Social Responsibility and Legal Issues, Managing Diversity, and Career Challenges, The Future of Training and Development.

Suggested Readings:

1. Employee Training and Development, 5e, Raymond A. Noe, 2017, Tata McGraw Hill
2. Training & Development, Text, Research & Cases, Excel Books

3. Training & Development, 1e, Dr. Arpita Kaul, Sunita Chhabra, 2019, JSR Publishing House LLP
4. Effective Training Systems, Strategies and Practices, 4e, Blankard and Thacker, 2017 Pearson Education
5. Training for Development, 3e, Rolf P Lynton and Udai Pareek, 2015, Sage India

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4
CO 1	M	H	L	L
CO 2	M	H		
CO 3		M	M	
CO 4	M	H	H	M
CO 5	L	M	M	H

MTTL0038 – TRANSFORMATIONAL LEADERSHIP
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Relate how leadership, influence and power are related to various facets of organizational life at the individual, group, and macro levels (Remembering)
2. Be able to summarize the concept of power in organizations, tap different sources of power, and effectively use power to achieve objectives and to help elevate followers to high levels of motivation and morality (Understanding)
3. Develop the capacity to clearly perceive the various tactics that others use to influence to achieve their objectives. (Applying)
4. Improve creativity and flexibility in the application of ethics, knowledge, and skills to new situations, to resolve problems and to think rigorously and independently. (Creating)
5. Develop on their own learnings, demonstrate expert judgement, act on their gaps of knowledge and be able to empower others to be environmentally conscious and act ethically (Creating)

Syllabus:

Module 1 (3 lectures)

Introduction to Leadership - Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory

Module 2 (6 lectures))

Leadership traits and ethics - Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory

Module 3 (6 lectures)

Leadership behaviour and motivation, and contingency leadership - Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory

Module 4 (6 lectures)

Team Leadership – The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self-managed teams, the changing role of leadership in self-managed teams

Module 5 (4.5 lectures)

Leader follower relations – Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict

Module 6 (7.5 lectures)

Organizational Leadership – Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

Module 7 (9 lectures)

Leadership development and succession - Development through self-awareness and self-discipline, Development through education, experience, and mentoring, succession

Module 8 (**3 lectures)**

Leadership development programs - Evaluation of leadership development efforts, Leadership Indian cases on leadership

Suggested readings:

1., Effective Leadership, 4e, Lussier and Achus, 2009, Southwestern College Publishing
2., Leadership-Enhancing the Lessons of experience, 7e, Hughes, Ginnet, Curphy ,2017, Tata McGraw Hill
3. Leadership in Organizations, 8e, Gary Yukl, 2017, Pearson Education
4. The art of leadership, 5e, George Manning and Kent Kurtis, 2014, McGraw Hill

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 1	H	L	M	L	L	M	L	
CO 2	L	M	H	M	L			
CO 3			L	H			M	M
CO 4		L	L	L	L	H	M	M
CO 5						M	H	H

MTDL0083: TEAM DYNAMICS AND LEADERSHIP

(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define teamwork (Remembering)
2. Illustrate the process of team formation (Understanding)
3. Construct negotiation technique to be used in team building (Applying)
4. Examine the various problem-solving skills (Analysing)
5. Build effective team communication (Creating)

Syllabus

Module 1: (7 lectures)

Introduction to teamwork, team formation and development, groups and teams defined and differentiated, team values.

Module 2: (9 lectures)

Meaning and concept of team dynamics, Strategies for managing and improving team dynamics, Team enhancing roles, groupthink, team building in the globalisation era, effective team communication

Module 3: (9 lectures)

Motivating and managing team, enhancing employee moral for team building, Problem solving skills, effective managerial decision making

Module 4: (9 lectures)

Team building interventions in organisation, negotiation skills and strategies for team building, conflict resolution techniques for effective team building, competitive vs collaborative behaviour, developing collaboration

Module 5: (11 lectures)

Definition and meaning of leadership, leadership theories, leadership styles and its impact for team building, transactional and transformational leaders, leadership strategies, processes and skills.

Suggested Readings:

1. Team development & leadership. Mumbai, 2e, Reddy, B., 2005, Jaico Publ. House.
2. Mastering team leadership, 4e, Cartwright, R, 2002, New York: Palgrave Macmillan.
3. Team development., 4e, Johnson, D., Beyerlein, S., & Beyerlein, M., 2009, Bingley: Emerald Group Publishing Limited.
4. Leadership development., 4e, Bolt, J., 2007, Pfeiffer.

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	L	M	L	L
CO 2	L	M	H	M	L
CO 3			L	H	
CO 4		L	L	L	L
CO 5		M			L

GENERAL MANAGEMENT ELECTIVE COURSES

MTSM0027: STRATEGIC MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Define Strategic Management, related terms and core concepts. (Remembering)

2. Understand and explain the fundamental concepts, theories and principles in the area of strategic management. (Understanding)
3. Apply the knowledge, concepts and tools of strategic management to overcome challenges and issues of business world in a competitive and dynamic space. (Applying)
4. Analyze the business environment, strategic options and strategies of organizations utilizing different concepts and tools of strategic management. (Analyzing)
5. Evaluate strategies and tools used by organizations under different environment, resource conditions and constraints. (Evaluating)
6. Create innovative solutions for business problems. (Creating)

Syllabus

Module 1: Introduction to Strategic Management (7.5 Lectures)

Introduction to Strategic Management; Levels of Strategic Decisions; Elements of Strategic Management; Strategic Management Process; Strategy Formulation; Strategic Intent; Strategy Hierarchy; Critical Success Factors

Module 2: Foundations of Planning (12 Lectures)

External Environment & it's components; Environment Analysis- PESTLE, ETOP; Industry Analysis – Framework & Usefulness; Porter Five Forces Analysis; Analysis of Competitor within the Industry; Internal Analysis – Resource Based View; SWOT Analysis; Value Chain Analysis; Financial Analysis; Key Factor Rating; Resource Deployment Matrix; Strategic Advantage Profile

Module 3: Strategy Formulation (16.5 Lectures)

Part A – Corporate Level Strategy; Strategy Alternatives – Growth Strategies, Expansion Strategies, Retrenchment & Combination Strategies,

Part B – Business Level Strategy – Building Competitive Advantage; Porter's Competitive Strategy; Industry Life Cycle; Types of Industries – Characteristics & Suitable strategies.

Part C – Functional Level Strategy – Structural Issues; Operations Strategy; Financial Strategy; Marketing & HR Strategy.

Part D – Portfolio Strategy & Choice; Analytical Tools – BCG matrix, GE multifunctional portfolio matrix, Directional policy matrix, Arthur D. little matrix, PIMS; Subjective Factors

Module 4: Strategy Implementation (6 Lectures)

Strategy Implementation; Management Tools – Benchmarking, Re-engineering, Reverse engineering, Balance Score card; Corporate Restructuring; Turnaround Management; Joint Ventures; Mergers & Acquisitions

Module 5: Strategy Evaluation and Control (3 Lectures)

Strategy Evaluation Criteria; Strategic Control process; Types of Control; Contingency Planning

Suggested Readings

1. Strategic Management & Business Policy, 3rd Ed., Azhar Kazmi, Tata McGraw Hill
2. Strategic Management, 5th Ed., R. Srinivasan, PHI Learning
3. Business Policy and Strategic Management, 2nd Ed., P. Subbarao, Himalaya Publishing House
4. Corporate Strategy, 4th Ed., Richard Lynch, Prentice Hall
5. Strategic Management, 1st Ed., U.C. Mathur, McMilan publishing house
6. Cases in Strategic Management, 1st Ed., Amita Mital, TMH
7. Strategic Management & Entrepreneurship, 1st Ed., D. Acharya & A. Nanda, Himalaya Publishing House

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	M	M	H	L	
CO 2	L	H	H	L	
CO 3		M	M		L
CO 4	L	H	H	L	
CO 5		M	M		L
CO 6		H	H	M	M

MTAF0053: AGRIBUSINESS MANAGEMENT AND FINANCE

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define the basic concepts involved in agri-business management. (Remembering)
2. Illustrate the production and operations management processes, human resource management processes, and strategic management processes

for agri-business. (Understanding)
3. Build a practical understanding of how agriculture can become a profitable business. (Applying)
4. Examine the financial aspects of agri-business management. (Analysing)
5. Evaluate the different legal frameworks of agri-business. (Evaluating)
6. Develop managerial decisions on agri-business management. (Creating)

Syllabus

Module 1 (7.5 lectures)

Principles of Agri-business Management, Macro-economics of Agri-business Management, Agri-business Marketing Strategies and Techniques

Module 2 (15 lectures)

Financial Management for Agri-business, Legal Framework of Agri-business

Module 3 (15 lectures)

Agri-business Production and Operations Management, Human Resources Management in Agri-business, Strategic Marketing Management for Agri-business

Module 4 (7.5 lectures)

International Agri-business Marketing, Strategic Quality Management Systems for Agri-business

Suggested Readings

1. Agribusiness Management, 3e, Steven Erickson, 2014, McGraw Hill
2. Principles of Agribusiness Management, 2e, James G. Beierlein, 2013, Waveland Pr Inc
3. Introduction to Food and Agribusiness Management, 2e, Greg A. Baker, 2014, Prentice Hall
4. Agribusiness Fundamentals and Applications, 1e, Cliff Ricketts, 2013, Cengage Learning
5. Financial Management for Agribusiness, 2e, W.J. Obst, 2015, CSIRO Publishing
6. Indian Agriculture and Agribusiness Management, 3e, Dr Smita Diwase, 2013, Krishi Resource Management Network
7. Agribusiness Management, 2e, Gangadhar Bhatia, 2013, MITTAL PUBLICATIONS

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	H	H	M	H
CO 2	M			L

CO 3		M	H	
CO 4	M	H	H	M
CO 5	H			
CO 6		L		M

SEMESTER 4

MARKETING MANAGEMENT ELECTIVE COURSES

MTCB0045: CONSUMER BEHAVIOUR
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define consumer behaviour and why it is so important. (Remembering)
2. Explain the factors influencing consumer behaviour – extrinsic and intrinsic. (Understanding)
3. Make use of different models of consumer behaviour to predict consumer behaviour in different situations. Apply consumer behaviour knowledge in marketing planning process, particularly in market segmentation, positioning and marketing mix development. (Applying)
4. Analyse consumer decision making process and factors influencing it. Examine marketing strategies to influence consumer behaviour. (Analysing)
5. Interpret Indian Market and Indian consumers. Determine specific factors influencing Indian consumers. (Evaluating)
6. Design consumer profiles for specific products. Discuss marketing strategies to address different types of consumers (Creating)

Syllabus
Module 1 (9 lectures)

Introduction to Consumer Behaviour: Consumer Behaviour - Its origin and strategy applications, consumer research, market segmentation, case discussions

Module 2 (9 lectures)

Consumer as an Individual: Consumer motivation, personality and consumer

behaviour, consumer perception, attitude formation, communication

Module 3 (9 lectures)

Consumers in their Social and Cultural Settings: Consumer socialization, Reference groups and family influences, social class, culture, subcultures and consumer behaviour, cross-cultural consumer behaviour

Module 4 (9 lectures)

Consumer's Decision-Making Process: Consumer influence and diffusion of innovations, consumer decision making, case discussions

Module 5 (9 lectures)

Modern Trends in Consumer Behaviour: Indian perspective, Global consumer, Post purchase behaviour, Coping with volatile consumer behaviour, Consumer Stress & confusion, Customer behaviour Vs. Consumer behaviour, Consumerism, Importance of CRM in CB, Lifestyle Marketing

Suggested Readings

1. Consumer behaviour, 3e, Batra, S., & Kazmi, S., 2008, Excel Books.
2. Consumer behaviour and economic growth in the modern economy, 2e, Baudet, E., & Meulen, H., 2015, Routledge.
3. Consumer behaviour, 4e, Gerber, K., & Bothma, N., 2008, Pearson Education.
4. Consumer behaviour, 4e, Loudon, D., & Bitta, A., 2000, McGraw-Hill.
5. Consumer behaviour, 7e, Putit, L., Teoh, K., & Amily Fikry., 2015, Oxford University Press.
6. Consumer behaviour, 11e, Schiffman, L., & Kanuk, L., 2015, Pearson
7. Consumer Behaviour, 1e, Wayne D. Hoyer, Deborah J. MacInnis, 1997, Cengage Learning

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2	M	M	M	M	M
CO 3	H	L	L	L	L
CO 4				H	
CO 5					H
CO 6	M	M	M	M	L

MTRM0046: RETAIL MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Define Retail Management, related terms and core concepts. (Remembering)
2. Understand and explain the fundamental retailing concepts, theories and principles in the area of Retail management. (Understanding)
3. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of retailing in a competitive and dynamic space. (Applying)
4. Analyze the environment and strategies of retail organizations utilizing different concepts and tools under different environmental conditions, resource availability and constraints. (Analyzing)
5. Evaluate strategies and tools used by Retail organizations under different resource conditions and constraints. (Evaluating)
6. Create solutions for handling retail management problems. (Creating)

Syllabus

Module 1: Introduction to Retailing (7.5 Lectures)

Significance of Retail Industry; Marketing Retail Equation; New roles of retailers; Indian Retail scenario and its prospects; Theories of Retail Development; Concept of Retail Life Cycle; Classification of Retail Stores

Module 2: Retail Strategy (12 Lectures)

Part A: Retail Strategy; Consumer Decision Making Process; Factors Influencing Retail Shoppers; Changes in Indian Consumers

Part B: Importance of Store Location; Steps involved in choosing a location; Trade Areas and their evaluation; Evaluation of a retail location

Part C: Strategic profit model; Measures of Financial Performance; Measures of retail performance

Part D: Concept of Retail Pricing; Factors affecting price; Elements of retail price; Developing a pricing strategy; Adjustments of Retail Price; GMROI

Module 3: Merchandise Management (12 Lectures)

Concept of Merchandising; Process of Merchandising Planning; Process of Merchandise Buying; Procedure for Selecting vendor; Concept of Retailer's Own brand; Category Management

Module 4: Retailer Store Operations (9 Lectures)

Store Operations and Profitability; Store Design; Types of Layouts; Components of Exterior and Interior Layouts; Space Management; Visual Merchandising and Visual Communication in Retail.

Module 5: Retail Marketing (4.5 Lectures)

Concept of Retail Marketing mix; STP; Customer Service and Gaps in Customer Service; Developing Customer Loyalty; Role of Selling process in retail; Branding; Retail Management Information Systems; Supply Chain Management.

Suggested Readings

1. Retailing Management - Text and Cases, 2nd Ed., Swapna Pradhan, McGraw Hill
2. Retail Management, 2nd Ed., Bajaj, Tuli and Srivastava, Oxford
3. Retailing Management, 3rd. Ed., Levy, Weitz, Pandit, Tata McGraw Hill
4. Retail Management: A Strategic Approach, 3rd Ed., Berman, B. and Evans, J.R., Prentice Hall
5. Integrated Retail Marketing Communication, 1st Ed., G.P. Sudhakar PHI
6. Retail Management: Text and Cases, 1st Ed., Mathur, U.C I K International Publishing House Pvt. Ltd.
7. Retail Management, 1st Ed., Vedamani, G.G., Jaico Publishing House.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	M		L	L
CO 2	L	H	M	L	
CO 3		M	M	M	
CO 4		M	L	M	M
CO 5		M	L	M	M
CO 6	L	H	H	L	L

MTHM0068: TOURISM AND HOSPITALITY MANAGEMENT

(Credits: Theory – 03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define tourism and tourist (Remembering)
2. Relate the service characteristics of tourism (Remembering)
3. List the rights of guests as buyers of goods (Remembering)
4. Explain the concept of tourism marketing (Understanding)

5. Illustrate the roles and functions of important tourism organisations (Understanding)
6. Develop capacity and demand management strategies of tourism services (Applying)
7. Identify the applicability of visa rules and guidelines in real time context (Applying)
8. Analyse the tourism product life cycle (Analysing)
9. Analyse the pricing considerations of tourism product (Analysing)
10. Measure and forecast tourism demand (Evaluating)
11. Develop marketing strategies for tourism product (Creating)
12. Design branding and promotional strategies of tourism product (Creating)

Syllabus

Module 1 (11.25 lectures)

Introduction to Tourism Industry: Definition and concepts, Nature, Characteristics and components of Tourism Industry, Difference with consumer goods industry, Elements and characteristics of tourism product, Tourism product production system, Tourism Product Life cycle, Types and Forms of Tourism, Future of Tourism

Module 2 (9 lectures)

Tourism Marketing: Service characteristics of Tourism, Tourism marketing mix, Measuring and forecasting tourism demand, managing capacity and demand, market segmentation and positioning, customer satisfaction and related strategies in internal and external marketing, Interactive and relationship marketing.

Module 3 (9 lectures)

Planning Marketing programs: Product Development, product strategies, product line, product mix, branding and packaging, pricing considerations, promotional strategies, distribution channels and strategies.

Module 4 (9 lectures)

Different bodies influencing the development of Tourism Sector: Role of ITDC, State Tourism Development Corporations, Ministry of Railways &. Civil Aviation in tourism development, Role, and functions of Important Tourism Organizations: WTO, IOTO, PATA, TAAI, WTTC, FHRAI.

Module 5 (6.75 lectures)

Travel and Tourism Laws: Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of passengers and tourists. Standard of Care

for their life, body and property. Hospitality practices compensation for injury for loss- health and safety laws-Essentials of Food and Drug laws. Visa Rules and Guidelines. Full Fledged Money Changers.

Suggested Readings:

1. Marketing Management and Hospitality and Tourism Marketing, 6e, Kotler, Philip, 2016, Pearson Education
2. Successful Tourism Management, 1e, Seth, P.N., 2013, Sterling Publishers Pvt Ltd
3. Tourism Marketing, 3e, Chaudhary, M, 2015, Oxford University Press
4. Tourism Marketing, 2e, Sinha P.C, 2016, Anand Publication
5. Travel industry, 1e, Chuck Y. Gee, 2017, Excel
6. Tourism Development: Tourism System, 4e, R Gartner, Mill R.C & Morrison, 2013, Wiley
7. Tourism Planning & Development, 4e, J.K. Sharma, 2016, Tata McGraw Hill
8. Tourism; Principles & Practices, 8e, Cooper C, Fletcher J, and Gilbert D & Wahill S, 2012, Cengage
9. Hospitality Marketing, 7e, Vearne, Morrisson, Alison, 2015, Oxford University Press

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2	H				
CO 3				L	H
CO 4		H			
CO 5				H	
CO 6		H	M	L	L
CO 7					H
CO 8	H				
CO 9			H		
CO 10		H			
CO 11	L	M	M	L	L
CO 12			H		

MTPB0070: PRODUCT AND BRAND MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Define Product and Brand Management, related terms, and core concepts. (Remembering)
2. Understand and explain the fundamental product and brand concepts, theories, and principles in Product management and Brand management. (Understanding)
3. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of product and brands in a competitive and dynamic space. (Applying)
4. Analyze the strategies of organizations with respect to product and brand management utilizing different concepts and tools under different environmental conditions, objectives, and constraints. (Analyzing)
5. Evaluate strategies and tools used by business organizations under different resource conditions and constraints to achieve product and brand objectives. (Evaluating)
6. Create concept for new product and design creative brands elements. Define solutions for product and brand related problems. (Creating)

Syllabus

Module 1: Introduction to Product Management (6 Lectures)

Development of Product Management; Role of Product Manager; Marketing mix and product strategy; Levels of Product; Product characteristics & classifications; Product & Service differentiation

Module 2: Setting Product Strategy (10 Lectures)

Product Mix decisions; Product Line decisions; Product Mix pricing; Packaging and labelling decisions; Understanding buyer behavior; Product life cycle and strategies; Performance of product – portfolio matrix – Ansoff Matrix, BCG Matrix, Directional policy matrix

Module 3: New Product Development (5 Lectures)

New Product Development process; Concept Development & testing; Business Analysis; Understanding Consumer Adoption Process; Launching a New Product; Product Elimination & Deletion.

Module 4: Brand Management and Branding strategy (13 Lectures)

Concept of a Brand; Types of brands; Strategic Brand Management Process; Building a Brand; Brand Image and Brand Identity; Brand Awareness; Brand Loyalty

Designing and Implementing Branding Strategies – name, symbol, slogan, etc.; Concept of Brand Positioning; Choosing points of difference and points of parity; Positioning strategy; Repositioning strategies.

Module 5: Understanding Brand Equity and Managing Brands (11 Lectures)

Brand Equity – Definition and Significance; Brand Equity Models; Building Brand Equity; Brand Value and Brand Strength; Measuring Brand Equity Brand Extensions; Brand Personality; Elements of Brand Personality; Brand Architecture; Reinforcing and Revitalizing Brands

Suggested Readings

1. Marketing Management, 11th Ed., Kotler, P., Keller, K., Abraham, K. & Jha, Pearson
2. Product Strategy and Management, 2nd Ed., Baker, M. and Hart, S., Prentice Hall
3. Product Management, 3rd Ed., Lehman, D. and Winer, R., McGraw Hill
4. Brand Management, 2nd Ed., Dutta, K., Oxford University Press
5. Strategic Brand Management, 3rd Ed., Keller, K.,Prentice Hall
6. Building Brands in Indian Market, 1st Ed., T.K. Panda, Excel Books India
7. Brand Positioning: Strategies for Competitive Advantage, 1st ed., Sengupta, S., McGraw Hill Education.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	L		H	M
CO 2		H	L		H
CO 3	L	M	L	L	M
CO 4		H	L	L	H
CO 5		M	H		M
CO 6		M	M	L	H

MTBF0069: BANKING AND OTHER FINANCIAL SERVICES

(Credits: Theory -03)
Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define the basic concepts and terms of banking, merchant banking, banking laws, security types, central bank, insurance, and other related financial services. (Remembering)

2. Explain various forms of scheduled and non – scheduled banks, microfinance, types of negotiable instruments, functions of central bank, life and non – life insurance products and types of risk covered by insurance. (Understanding)
3. Show the process of credit creation by banks to maintain the balance between liquidity and profitability. Demonstrate the usefulness of BASEL norms in controlling the risks emanating from excessive credit creation. (Understanding)
4. Apply the instruments of monetary policy to regulate money supply in an economy. (Applying)
5. Examine the fundamental principles of insurance used to determine the admissibility of insurance claim. (Analysing)
6. Assess the suitability of different insurance products based on real life situations and select the appropriate one in each situation. Justify the importance of microfinance to achieve financial inclusion. (Evaluating)
7. Examine the role of venture capital to encourage start – ups and compare it with other forms of raising capital. Assess derivative security as a means of managing risk and contrast it with insurance. (Analysing, Evaluating)

Syllabus

I. Banking

Module 1 (4.5 Lectures)

Introduction: Evolution of Banking, Bank - Meaning and definition, Structure of Indian Banking, classification of Indian financial system, Reserve bank of India, Commercial Banks, nationalized banks, Regional Rural Banks, Cooperative Banks, Private Sector Banks & Financial institutions

Module 2 (6 Lectures)

Credit creation and Commercial Banking: Multiple credit creation – Process and Limitations: Principles of Banking – Liquidity, Profitability, Safety etc., Conflict between liquidity and profitability.

Commercial Banking, Functions- Accepting Deposits, Granting loans and advances, Agency Services, Utility services etc. Types of Securities – Lien, Pledge, Mortgage, Hypothecation, Guarantee. Principles of lending – various credit facilities – working capital and term loans-Credit Appraisal Techniques, Banker – Customer relation – Know your customer (KYC)

Module 3 (7.5 Lectures)

Banking Laws & Practices: Negotiable Instruments Act 1881; Reserve Bank of India Act, 1934; Recent Guidelines of RBI – BASEL I, BASEL II, BASEL

III. Technology in Banking: Concept of ATM, Credit Card, Debit Card, Tele Banking, Net Banking & Core Banking. Methods of Remittances – Demand Draft, Bankers Cheque, Mail Transfer, Electronic Funds Transfer.

Module 4 (4.5 Lectures)

Central Banking: R.B.I. - Functions, Money measures. Monetary Policy- Meaning and objectives. Credit control – Quantitative & Qualitative

II. Other Financial Services

Module 5 (15 Lectures)

Insurance: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Concept of Insurance, Need for Insurance, Insurance Industry in India. Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith. Requisites of insurable risks.

Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions, Reinsurance. Life Insurance and General Insurance: The concept of Life Insurance, types of Life Insurance contracts, Life Insurance Products- Term Insurance, Whole Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance, ULIPs, etc. General Insurance Products – Fire, Marine and Miscellaneous

Module 6 (7.5 Lectures)

Basic concepts of Merchant Banking, Loan Syndication, Leasing, Factoring, Forfaiting, Venture Capital, Lines of Credit and Derivative Security. **Microfinance:** Concepts and Models, Financial inclusion

Suggested Readings

1. Principles of Risk Management and Insurance, 13e, George E. Rejda, 2017, Pearson
2. Elements of Banking and Insurance, 2e, Sethi Jyotsna and Bhatia Nishwan, 2012, PHI
3. Risk Management and Financial Institutions, John C., Pearson
4. Management of Banking and Financial Services, 4e, Padmalatha Suresh & Dr Justin Paul, 2017, Pearson
5. Financial Services, 1e, Thummuluri Siddaiah, Financial Services, 2011, Pearson
6. Mainstreaming Microfinance: How Lending to the Poor Began, Grew, and Came of Age in Bolivia, 1e, Elisabeth Rhyne, 2001, Kumarian Press

8. Beyond Microcredit: Putting development back into Microfinance, 1e, Thomas Fisher and M S Sriram, 2002, Sage Publishing

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO1	H		M	L	L	H
CO2	L		M	M	M	M
CO3	L	H	H			
CO4		M		H		
CO5		L			H	
CO6					H	M
CO7		L			H	H

FINANCIAL MANAGEMENT ELECTIVE COURSES

MTFD0048: FIXED INCOME SECURITIES AND DERIVATIVES
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define the basic concepts of derivative instruments. (Remembering)
2. Illustrate the different ways by which traders/portfolio managers can combine different derivative instruments for a guaranteed fixed level of profit. (Understanding)
3. Build a practical understanding of how investment risks can be reduced by hedging using derivatives. (Applying)
4. Examine trends in interest rates and predict the price of fixed income securities. (Analysing)
5. Evaluate derivative combinations in a bullish or bearish market. (Evaluating)
6. Develop managerial decisions by applying the concepts of hedging risk using derivatives. (Creating)

Syllabus
Module 1 (3 lectures)
Forwards: Basics, Currency Forwards

Module 2 (5 lectures)

Futures: Basics, Pricing of Futures, Commodity Futures, Currency Futures, Stock Futures, Index Futures, Interest Rate Futures

Module 3 (15 lectures)

Options: Stock Options, Currency Options, **Option Trading**, and Option Pricing

Module 4 (3 lectures)

Financial Swaps: Introduction to swaps, Interest Rate Swaps, Currency Swaps

Module 5 (14 lectures)

Basics of Fixed Income Securities: Discount Factors and Interest Rates, The Term Structure of Interest Rates, Coupon and Floating Rate Bonds

Basics of Interest Rate Risk Management: The variation in Interest Rates, Duration, Interest Rate Risk, Management, Asset Liability Management, Convexity

Module 6 (3 lectures)

Basics of Residential Mortgage-Backed Securities: Securitization, Mortgages and the Prepayment Option, Mortgage-Backed Securities (MBS), Collateralized Mortgage Obligations (CMO)

Module 7 (2 lectures)

Inflation, monetary policy, and the federal funds rate: The Federal Reserve, Predicting the Future Fed Funds Rate, Understanding the term Structure of Interest Rates, Coping with Inflation Risk: Treasury Inflation-Protected Securities (TIPS)

Suggested Readings

1. Investments, 2e, Bodie, Kane, and Marcus, 2019, McGraw Hill
2. Bond Markets, Analysis, and Strategies, 2e, F.J. Fabozzi, 2015, Pearson Prentice Hall
3. Fixed Income Securities, 1e, Veronesi, 2015, Wiley
4. Commodity and Financial Derivatives, 2e, Kevin, 2010, PHI
5. Modern Portfolio Theory and Investment Analysis, 2e, Elton, Gruber, Brown and Goetzmann, 2012, Wiley
6. Fundamentals of Derivatives Markets, 6e, McDonald, Robert L, 2011, Pearson Addison-Wesley
7. Understanding Arbitrage: An Intuitive Approach to Financial Analysis, 1e, Billingsley, Randall S., 2010, Wharton School Publishing

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO 1	L	L		L	L	H	M
CO 2	H	H	H	H	H	H	M
CO 3	H	H	H	M	H		M
CO 4	H	H	H	M	M		
CO 5			H	H	L		
CO 6			L	M	M		

MTMF0062: MICROFINANCE
(Credits: Theory -03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define microfinance including microcredit, micro insurance, micro remittance and recall the terms associated with them. (Remembering)
2. Explain the basic concepts in financial inclusion including its various models and outline its evolution to reach the population who do not have access to formal banking structure. Outline the risks involved in microfinance lending and explain the accounting principles used in microfinance institutions. (Understanding)
3. Apply the accounting practices of micro finance as against normal banking practices. Identify the policies undertaken to govern and regulate micro finance institutions. (Applying)
4. Examine the economic and social risks in micro financing and inspect its effect on overall functioning of the economy. Compare the various forms of microfinance entities and choose the most suitable one in a given situation. (Analysing)
5. Evaluate the financial and non-financial performance of MFIs using key parameters. (Evaluating)
6. Develop a broad contour for scaling up a micro finance institution in terms of product offerings and geographical presence. (Creating)

Syllabus
Module 1 (13.5 Lectures)

Introduction: Financial Inclusion and Microfinance, Evolution of Microfinance, Microfinance-Models and Concepts

Module 2 (13.5 Lectures)

Accounting Practices for Microfinance, Accounting Practices, Measuring Financial Performance of a MFI – case study, Evaluation of an MFI – a cases study.

Module 3 (9 Lectures)

Risk in Microfinance Lending, Cascading effect of failures in microfinance lending into other related sectors of the economy.

Module 4 (9 Lectures)

Growth and scaling up of an MFI, Governance and Regulation of an MFI, Emerging Issues in Microfinance

Suggested Readings

1. Beyond Microcredit: Putting development back into Microfinance, 1e, Thomas Fisher and M S Sriram, 2002, Sage Vistaar Publications.
2. Mainstreaming Microfinance: How Lending to the Poor Began, Grew, and Came of Age in Bolivia, 1e, Elisabeth Rhyne, 2001, Kumarian Press
3. The Poor and Their Money, 2e, Stuart Rutherford, 2009, Oxford
4. Women at the Centre: Grameen Bank Borrowers after One Decade, 1e, Helen Todd, 1996, Westview Press
5. Pathways out of Poverty: Innovations in Microfinance for the Poorest Families, 1e, Sam Daley-Harris, 2002, Kumarian Press
6. Third World Economic Empowerment in the New Millennium: Microenterprise, Micro entrepreneurship, and Microfinance, Warner P. Woodworth, 2000, SAM Advanced Management Journal
7. Delivering Microfinance in Developing Countries: Controversies and Policy Perspectives, Nitin Bhatt, Shui-Yan Tang, 2005, Policy Studies Journal
8. Microcredit as a Grass-Roots Policy for International Development, Gary M. Woller, Warner Woodworth, 2001, Policy Studies Journal

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO1	H	M	L	
CO2	M		H	L
CO3		L	M	H
CO4	L		H	M
CO5		H		L
CO6	L	M		H

MTBF0069: BANKING AND OTHER FINANCIAL SERVICES
(Credits: Theory -03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define the basic concepts and terms of banking, merchant banking, banking laws, security types, central bank, insurance, and other related financial services. (Remembering)
2. Explain various forms of scheduled and non – scheduled banks, microfinance, types of negotiable instruments, functions of central bank, life and non – life insurance products and types of risk covered by insurance. (Understanding)
3. Show the process of credit creation by banks to maintain the balance between liquidity and profitability. Demonstrate the usefulness of BASEL norms in controlling the risks emanating from excessive credit creation. (Understanding)
4. Apply the instruments of monetary policy to regulate money supply in an economy. (Applying)
5. Examine the fundamental principles of insurance used to determine the admissibility of insurance claim. (Analysing)
6. Assess the suitability of different insurance products based on real life situations and select the appropriate one in each situation. Justify the importance of microfinance to achieve financial inclusion. (Evaluating)
7. Examine the role of venture capital to encourage start – ups and compare it with other forms of raising capital. Assess derivative security as a means of managing risk and contrast it with insurance. (Analysing, Evaluating)

Syllabus
I. Banking

Module 1 (4.5 Lectures)

Introduction: Evolution of Banking, Bank - Meaning and definition, Structure of Indian Banking, classification of Indian financial system, Reserve bank of India, Commercial Banks, nationalized banks, Regional Rural Banks, Cooperative Banks, Private Sector Banks & Financial institutions

Module 2 (6 Lectures)

Credit creation and Commercial Banking: Multiple credit creation – Process and Limitations: Principles of Banking – Liquidity, Profitability, Safety etc., Conflict between liquidity and profitability.

Commercial Banking, Functions- Accepting Deposits, Granting loans and advances, Agency Services, Utility services etc. Types of Securities – Lien, Pledge, Mortgage, Hypothecation, Guarantee. Principles of lending – various credit facilities – working capital and term loans-Credit Appraisal Techniques, Banker – Customer relation – Know your customer (KYC)

Module 3 (7.5 Lectures)

Banking Laws & Practices: Negotiable Instruments Act 1881; Reserve Bank of India Act, 1934; Recent Guidelines of RBI – BASEL I, BASEL II, BASEL III. Technology in Banking: Concept of ATM, Credit Card, Debit Card, Tele Banking, Net Banking & Core Banking. Methods of Remittances – Demand Draft, Bankers Cheque, Mail Transfer, Electronic Funds Transfer.

Module 4 (4.5 Lectures)

Central Banking: R.B.I. - Functions, Money measures. Monetary Policy-Meaning and objectives. Credit control – Quantitative & Qualitative

II. Other Financial Services

Module 5 (15 Lectures)

Insurance: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Concept of Insurance, Need for Insurance, Insurance Industry in India. Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith. Requisites of insurable risks.

Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions, Reinsurance. Life Insurance and General Insurance: The concept of Life Insurance, types of Life Insurance contracts, Life Insurance Products- Term Insurance, Whole Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance, ULIPs, etc. General Insurance Products – Fire, Marine and Miscellaneous

Module 6 (7.5 Lectures)

Basic concepts of Merchant Banking, Loan Syndication, Leasing, Factoring, Forfaiting, Venture Capital, Lines of Credit and Derivative Security. **Microfinance:** Concepts and Models, Financial inclusion

Suggested Readings

1. Principles of Risk Management and Insurance, 13e, George E. Rejda, 2017, Pearson
2. Elements of Banking and Insurance, 2e, Sethi Jyotsna and Bhatia Nishwan, 2012, PHI
3. Risk Management and Financial Institutions, John C., Pearson
4. Management of Banking and Financial Services, 4e, Padmalatha Suresh & Dr Justin Paul, 2017, Pearson
5. Financial Services, 1e, Thummuluri Siddaiah, Financial Services, 2011, Pearson
6. Mainstreaming Microfinance: How Lending to the Poor Began, Grew, and Came of Age in Bolivia, 1e, Elisabeth Rhyne, 2001, Kumarian Press
9. Beyond Microcredit: Putting development back into Microfinance, 1e, Thomas Fisher and M S Sriram, 2002, Sage Publishing

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO1	H		M	L	L	H
CO2	L		M	M	M	M
CO3	L	H	H			
CO4		M		H		
CO5		L			H	
CO6					H	M
CO7		L			H	H

MTMT0063: MULTINATIONAL FINANCIAL MANAGEMENT
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. List the different reasons why companies go global. (Remembering)
2. Compare and contrast the different modes of foreign direct investment like licensing vs. exporting. (Understanding)
3. Build a practical understanding of how investment risks can be reduced by hedging using derivatives. (Applying)
4. Examine techniques to minimize risks related to foreign exchange fluctuations in international transactions. (Analysing)
5. Evaluate different financing alternatives available to multinational companies. (Evaluating)
6. Develop managerial decisions on extension of credit and offering

discounts on transactions. (Creating)

Syllabus:

Module 1 (10.5 lectures)

Global Financial Environment - Globalization and the Multinational Enterprise, Financial Goals and Corporate Governance, The International Monetary System, International Business Transactions: The Balance of Payments, Current Multinational Financial Challenges: Crisis

Module 2 (4.5 lectures)

Foreign Exchange Theory and Markets - The Foreign Exchange Market, International Parity Conditions, Foreign Currency Derivatives, Interest Rate and Cross Currency Swaps, Foreign Exchange Rate Determination & Forecasting

Module 3 (10.5 lectures)

Foreign Exchange Exposure - Transaction Exposure, Operating Exposure, Translation Exposure

Module 4 (4.5 lectures)

Financing the Global Firm - Financing the Global Firm, the Global Cost and Availability of Capital, Sourcing Equity Globally, Sourcing Debt Globally

Module 5 (4.5 lectures)

Foreign Investment Decisions - International Portfolio Theory & Investment, Foreign Direct Investment Theory & Strategy, Multinational Capital Budgeting

Module 6 (10.5 lectures)

Managing Multinational Operations - Multinational Tax Management, Working Capital Management, International Trade Finance

Suggested Readings

1. Multinational Business Finance, 14e, David Eiteman, Arthur Stonehill, Michael Moffett, 2019, Pearson
2. Multinational Financial Management, 9e, Alan Shapiro, 2019, Wiley
3. Mergers and Acquisitions: Strategy, Valuation, and Integration, 3e, Ray, 2014, PHI
4. Mergers, Restructuring and Corporate Control, 3e, Weston, Chung, and Hoag, 2014, PHI
5. Bond Markets, Analysis, and Strategies, 2e, F.J. Fabozzi, 2013, Pearson Prentice Hall
6. Fixed Income Securities, 1e, Veronesi, 2015, Wiley

7. International Financial Management, 2e, Madhu Viz, 2013, Excel Books

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	L	L		L	L	L
CO 2	H	H	H	H	H	H
CO 3	H	H	H	M	M	H
CO 4	H	H	H	M	L	H
CO 5			H	H		L
CO 6			L	M	M	

MTMA0082: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define the different strategies behind merger and acquisitions. (Remembering)
2. Compare and contrast the different modes of deal structuring. (Understanding)
3. Build a practical understanding of how mergers and acquisitions take place. (Applying)
4. Examine the different techniques of valuations involved in merger and acquisition cases. (Analysing)
5. Evaluate the different regulations and policies on mergers and acquisitions. (Evaluating)
6. Develop managerial strategies on mergers and acquisitions. (Creating)

Syllabus:

Module 1 (4.5 lectures)

Introduction and the Strategic Perspective – Theory of the firm and corporate activity. Strategy, diversification, and mergers. Types and characteristics of mergers.

Module 2 (10.5 lectures)

Corporate Finance Framework and Valuation – Principles of valuation. Increasing the value of the organization.

Module 3 (10.5 lectures)

Mergers and Divestitures – Theories of mergers and tender offers. Sell-offs and divestitures. Timing of merger activities.

Module 4 (10.5 lectures)

Deal structuring and Restructuring – Tax planning options. Methods of payments and leverage. Joint ventures. ESOPs, MLPs, and Leveraged Buyouts. International mergers and acquisitions.

Module 5 (4.5 lectures)

Corporate Control – Share repurchase and exchanges. Corporate control mechanisms. Takeover defences.

Module 6 (4.5 lectures)

Regulatory Environment and Public Policy – Regulations of securities trading and takeovers. Evaluation of arbitrage and insider trading. Antitrust and public policies.

Suggested Readings

1. Mergers and Acquisitions: Strategy, Valuation, and Integration, 3e, Ray, 2014, PHI
2. Mergers, Restructuring and Corporate Control, 3e, Weston, Chung, and Hoag, 2014, PHI
3. Investment Banking, 2e, Rosenbaum and Pearl, 2017, Wiley
4. Applied Mergers and Acquisitions, 2e, Bruner, Robert F, 2016, Wiley
5. Multinational Business Finance, 14e, David Eiteman, Arthur Stonehill, Michael Moffett, 2019, Pearson
6. Multinational Financial Management, 9e, Alan Shapiro, 2019, Wiley
7. International Financial Management, 2e, Madhu Viz, 2013, Excel Books

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	L	L		L	L	H
CO 2	H	H	H	H	H	M
CO 3	H	H	H	M	M	M
CO 4	H	H	H	M	L	
CO 5			H	H		
CO 6			L	H		

HUMAN RESOURCE MANAGEMENT ELECTIVE COURSES

MTOS0052 – ORGANIZATIONAL STAFFING & HUMAN RESOURCE ANALYTICS
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Explain fundamental concepts, principles, techniques, and judgment in supply-demand forecasting and supply programs in determining HR planning. (Understanding)
2. Identify the essential elements of human resources planning (HRP) processes in organizations (Applying)
3. Analyse the significance of global business trends and their implications for human resource planning (Analysing)
4. Evaluate the effectiveness of HRP processes in an organization (Evaluating)
5. Develop an organization plan at the operational or strategic level in an organization (Creating)
6. Appraise succession plans and critical staffing objectives and evaluate the complexities of downsizing issues and the role of HR planning in the process of downsizing (Evaluating)
7. Elaborate the roles that activities such as data mining, predictive analytics, and operational experiments play in increasing organizational effectiveness (Creating)

Syllabus:

Module 1 (6 lectures)

Concepts, benefits, and processes (macro & micro), HRP components

Module 2 (7.5 lectures)

HR Planning & Corporate Strategies, Strategic HR Planning Model, Staffing Systems HR Forecasting, Benefits, Categories, Time Horizons, Recruitment and Replacement Costs, Job Analysis, Techniques, Methods and Practices, Competency Based Approach

Module 3 (19.5 lectures)

Determining HR Supply, Sources - Internal vs. External, Skill and Management Inventory, forecasting techniques, Markov Analysis, Linear Programming, HR Retention Programs, Forecasting HR Demands, Index Analysis, Delphi Technique, Nominal Group Technique, HR Budget and Staffing Table, Scenario Forecasting and Regression Analysis

Module 4 (6 lectures)

Issues in Downsizing Career Planning and Succession Management, Downsizing - methods, implications and issues, Information technology for HR planning, HR management systems, Succession management Restructuring strategies, Strategic International HRM, Mergers and acquisitions, Outsourcing, Evaluation of HR programs and policies

Module 5 (6 lectures)

Evolution of HR Analytics, Workforce Analytics, Predictive Analytics, Measuring Human Capitals Contribution to Enterprise Goals, How to Measure Human Capitals Impact on Processes, Leverage Human Capital ROI: The Balanced scorecard.

Suggested Readings:

1. Strategic Human Resource Planning, 5e, Monica Belcourt and Kenneth J. Mc Bey, 2015, Cengage Learning
2. Planning and Managing Human Resources, 2e, Rothwell & Kazanas, 203, Jaico Publishing.
3. The ROI of Human Capital: measuring the Economic Value of Employee Performance, 2e, Dr. Jac Fitz, 2018, Amacom
4. Human Capital Management, 1e, Angela Baron & Michael Armstrong, 2008, Kogan Page Limited
5. Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, 1e, Jack J. Phillips & Patricia Pulliam Phillips, 2014, McGraw-Hill Education.

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	M	M	M	M	M
CO 2		H	H	L	L
CO 3	H			M	H
CO 4		L	M	H	
CO 5	L		H	M	
CO 6		M		M	M
CO 7	L		L		H

MTPM0037 – PERFORMANCE MANAGEMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define the concept of performance management and outline its role in contemporary organizations. (Remembering)
2. To interpret the different components of Performance management systems and their Interrelationships (Understanding)
3. Demonstrate the ability to use different performance management techniques, for example, coaching, mentoring, career development. (Understanding)
4. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems. (Understanding)
5. Construct an organization's performance management process that is compliant with law and supports organizational mission and strategy. (Applying)
6. Analyse job-related performance standards and performance indicators that reflect the employee's range of responsibilities. (Analysing)
7. Formulate the appropriate policies and practices involved the performance discipline process. (Creating)

Syllabus:

Module 1 (4.5 lectures)

Performance Management – Concepts, Philosophy, Overview, Objectives and Standards

Module 2 (6 lectures)

Concept, philosophy and definitions of PM, Performance Management Process, Antecedents of PM, Performance Objectives and Standards, PM and Strategic Planning Linkages, Managing Organizational Performance.

Module 3 (12 lectures)

Performance Objectives and standards, Planning Performance Appraisal System, Job analysis, Approaches to PM, Process of Performance Appraisal, Traditional and Modern methods of PM.

Module 4 (6 lectures)

Validating Performance Appraisal System, Appraisal Communication, Performance Feedback and Counselling, Performance Documentation, Ethical and Legal issues in Performance Appraisal.

Module 5 (6 lectures)

Competency based Performance Management System – Managerial skills and competencies, developing competencies, Competency Identification and Assessment Process, Competency models Balanced Scorecard and Performance Management

Module 6 (6 lectures)

Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill-based pay, competency-based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning.

Module 7 (4.5 lectures)

Knowledge based view of the firm, Implication of Performance Management and Appraisal Systems on Knowledge Management, Role of CEO's in Leveraging Knowledge through Performance Management.

Suggested Readings:

1. Performance Management Systems & Strategies;1e, Dipak Kumar Bhattacharyya,2011, Pearson Education
2. Performance Management, 3e, Herman Aquinis, 2013, Pearson Education
3. Performance Management, 1e, A S Kohli, 2008, Oxford Higher Education.
4. Performance Management: Concepts, Skills, and Exercises, 2e, Robert L. Cardy and Brian Leonard, M. E. Sharpe, 2011, PHI India

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 1	M	H	M	L	L	L	L
CO 2	H	M	M				
CO 3	L		H	M	M		
CO 4	L	L	M	H	M	L	
CO 5	L	L			H	M	L
CO 6			H	M	M		
CO 7						M	H

MTOC0051: ORGANIZATIONAL CHANGE AND DEVELOPMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define organization and organizational effectiveness (Remembering)
2. List the basic challenges of organizational design (Remembering)
3. Explain organization and its environment (Understanding)
4. Classify the types and forms of organizational change (Understanding)
5. Apply the concept of organizational transformation in a practical work environment (Applying)
6. Analyse the role of change agents in organizational change and development (Analysing)
7. Examine the causes of conflict in an organization (Analysing)
8. Assess the use of knowledge management in a business organization (Evaluating)
9. Design organizational structure of an organization (Creating)
10. Develop strategies to manage conflict in an organization (Creating)

Syllabus:

Module 1 (7.5 lectures)

The Organization and Its Environment: Organizations and Organizational Effectiveness; Stakeholders, Managers, and Ethics; Organizing in a Changing Global Environment

Module 2 (22.5 lectures)

Organizational Design: Basic Challenges of Organizational Design; Designing Organizational Structure: Authority and Control; Designing Organizational Structure: Specialization and Coordination; Creating and Managing Organizational Culture; Organizational Design and Strategy in a Changing Global Environment; Organizational Design, Competences, and Technology

Module 3 (15 lectures)

Organizational Change: Types and Forms of Organizational Change, Organizational Transformations: Birth, Growth, Decline, and Death; Decision Making, Learning, Knowledge Management, and Information Technology; Innovation, Entrepreneurship, and Creativity; Managing Conflict, Power, and Politics

Suggested Readings:

1. Organization Theory, Design, and Change- Text and Cases, 7e, Gareth R. Jones, 2017, Pearson

2. Handbook of the Psychology of Leadership, Change, and Organizational,1e, H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, and Jonathan Passmore,2013, Blackwell Publishing
3. Organization Theory, 3rd, Stephan P. Robbins, and Mary Matthew, 2016, Pearson
4. Organization Development & Change, 10e, Thomas Cummings, 2015, Cengage Learning

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3
CO 1	H	M	L
CO 2	L		
CO 3	H	M	L
CO 4	L		L
CO 5	H	M	
CO 6	L		
CO 7			H
CO 8		H	
CO 9	L		H
CO 10		L	M

MTSH0065 – STRATEGIC HUMAN RESOURCES MANAGEMENT
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Define strategic human resource management (Remembering)
2. Define human resource evaluation (Remembering)
3. Explain the concept of strategic fit (Understanding)
4. Illustrate the theoretical perspective of strategic human resource management (Understanding)
5. Build competency-based job analysis techniques (Applying)
6. Develop HR planning horizons and process (Applying)
7. Identify the problems in performance management system (Applying)
8. Analyse the strategic linkage between training and development and business strategy (Analysing)
9. Analyse the trends and determinants of compensation (Analysing)
10. Assess the approaches to compensation (Evaluating)
11. Assess the special issues related to mentoring (Evaluating)

12. Develop effective mentoring techniques (Creating)
13. Design career planning of employees in an organisation (Creating)
14. Develop and design a career management system (Creating)

Syllabus:

Module 1 (3 lectures)

Introduction to Strategic Human Resources Management: Evolution of SHRM, Strategic Fit: A conceptual Approach, Theoretical Perspectives on SHRM, Alternative HR Strategies

Module 2 (4.5 lectures)

Human Resource Management, HRM in a knowledge economy: HR environment: An overview, HR Outsourcing, Technology and HRM

Module 3 (4.5 lectures)

Human Resource Evaluation: Definition and overview, Rationale for HR evaluation, Measures of HRM Performance, Approaches to HR evaluation

Module 4 (6 lectures)

Human Resource Planning: Business Strategy and HRP, Significance of HRP, Objectives and perspectives of HRP, Job Analysis and SHRM, Competency based Job analysis, HRP Horizons and process

Module 5 (4.5 lectures)

Acquiring Human Resources: Recruitment sources, approaches and methods, staffing process, evaluation of staffing process, Strategic recruitment and selection, Alternatives to Hiring Permanent employees

Module 6 (6 lectures)

Performance Management and Development Systems: Objectives of PMS, Problems in PMS, Effective PMS, Technology and strategic linkage of PM

Module 7 (4.5 lectures)

Training & Development of Human Resources: Purpose, Significance of T&D, HRM Approaches to T&D, Linkage between Business strategy and T&D, Process and forms of T&D

Module 8 (4.5 lectures)

Compensation and Rewards: Trends and determinants, Approaches to compensation, Pay-for-Performance Approaches, Equity in Rewards decisions, Business Strategy and Compensation, Trends in executive compensation

Module 9 (4.5 lectures)

Career Planning, Development & Management: Career stages, Career Planning, Career management systems, Organizational career management, Mentoring, The Mentoring relationship, Barriers to mentoring, Special Issues in Mentoring

Module 10 (3 lectures)

International HRM: IHRM Practices, Types of International organizations, External environment and IHRM

Suggested readings:

1. Strategic Human Resource Management,2e, Tanuja Agarwal,2007, Oxford
2. Strategic Human Resources: Framework for General Managers, 2e, Baron & Kreps, 2009, Wiley India
3, Human Resource Strategy,1e, Dougherty Dreher , 2005, Tata McGraw Hill
4. Strategic HRM: A General Managerial Approach, 2e, Charles R. Greer, 2002, Pearson Education
5. Strategic Human Resource Management and Development, 1e, Richard Regis, 2008, Excel Books
6. Human Resource management, 15e, Gary Dessler & Biju Varkkey, 2017, Pearson Education

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8	Mod 9	Mod 10
CO 1	H	H								L
CO 2		L	H	L						
CO 3	L	L	L	H						
CO 4				L	M	H				
CO 5				M	H	M	L			
CO 6						H		L	H	M
CO 7					L	H	M			
CO8							H	M		
CO9								H	L	
CO10								H	L	
CO11								L	H	

CO12								L	H	
CO13									M	L
CO14									M	M

MTCM0084 - CROSS CULTURAL MANAGEMENT
(Credits: Theory-03)
Theory: 45 Lectures

Course outcomes
At the end of this course students will be able to:

1. Interpret the changing global business environment, emerging business and cross-cultural issues, and implications for management. (Understanding)
2. Identify differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal, and technological) (Applying)
3. Examine differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal, and technological). (Analysing)
4. Elaborate cultural differences, conduct comparative analyses, and consider the impact on global business organisations; apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business. (Creating)
5. Develop confidence in oral communication and discussion of issues relating to culture and management, present ideas in a succinct and clear manner, and engage in culturally sensitive communication. (Creating)

Syllabus:
Module 1 (4.5 lectures)
Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework, Determinants of Cultural Identity.

Module 2 (7.5 lectures)
Framework for Mapping Culture: Geert Hoefstede, Clyde Cluckhohn, TE Hall.

Module 3 (12 lectures)
Culture and Global Management - Global Business Scenario and Role of Culture- A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Module 4 (9 lectures)
Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Module 5 (6 lectures)
Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre, Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Module 6 (6 lectures)
Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Suggested Readings:

1. Revitalize Your Corporate Culture, 1e, Franklin Cashby,1999, PHI, Delhi
2. International Management: Managing across Borders and Cultures,9e, Helen Deresky,2016, Pearson
3. Cultures and organisations: Software of the Mind, 3e, Hofstede & Minkov, McGraw Hill.
4. Organizational Culture & Leadership, 5e, Peter Schein, 2017, Wiley.

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	L	M	H	L	L	L
CO 2		L	M	H	L	
CO 3	M	M	L	L	H	

CO 4				H	M	L
CO 5		L	L		H	M

GENERAL MANAGEMENT ELECTIVE COURSES

MTSE0057: MANAGING IN A SERVICE ECONOMY

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. List the characteristics and components of service (Remembering)
2. Explain the concept of servitization (Understanding)
3. Illustrate the different types of service encounters (Understanding)
4. Identify the determinants of service quality (Applying)
5. Choose appropriate capacity management techniques in real life service situations (Applying)
6. Analyse the factors leading to gaps in a service transaction (Analysing)
7. Discover the threats of competition (Analysing)
8. Assess appropriate service recovery strategies to address different types of service failures (Evaluating)
9. Design an appropriate customer complaint management system to address customer grievances (Creating)
10. Develop strategies for creating service advantage (Creating)

Syllabus

Module 1 (9 lectures)

Understanding services; Characteristics of Service, service components, service classifications, the service triangle, Goods- Service Continuum, Concept of Servitisation, types of service encounter

Module 2 (6.75 lectures)

Service Quality Management- Gap Model of Service Quality, SERVQUAL, Improving Service Performance

Module 3 (9 lectures)

Service Failure, Service Recovery, Customer Complaint Management, Customer Relationship Management

Module 4 (11.25 lectures)

Service Competition Analysis and Strategies, Service Demand and Capacity Management, Creating a Service Advantage- The Basic Service Package, The Flower of Service, Development of a New Service

Module 5 (9 lectures)

Service Branding, Service Pricing, Service Innovation, Managing Service Productivity, managing services across geographical boundaries, Managing Service Culture

Suggested Readings

1. Service management and marketing, 10e, Gronroos, C., 2015, Wiley.
2. Competing for the future, 1e, Hamel, G., & Prahalad, C., 1999, Harvard Business School Press.
3. Competing in a Service Economy: How to Create a Competitive Advantage Through Service Development & Innovation, 2e, Johnson, M., & Gustafsson, A., 2001, John Wiley & Sons.
4. Services marketing, 9e, Lovelock, C., Wirtz, J., & Chatterjee, J., 2016, Pearson
5. Principles of service marketing and management, 6e, Lovelock, C., 2002, Prentice Hall.
6. Services marketing, 5e, Nargundkar, R., 2011, Tata McGraw Hill Education.
7. Handbook of services marketing & management, 1e, Swartz, T., 2000, Sage.
8. Services marketing, 5e, Zeithaml, V., 2006, Tata Mcgraw Hill.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2	H				
CO 3	H	L	L	L	L
CO 4		H			
CO 5				H	
CO 6		H			
CO 7	M	M	M	H	M
CO 8			H		
CO 9			H		
CO 10	L	M	M	M	L

MTSP0067: SOFTWARE PROJECT MANAGEMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define the basic concepts involved in software project management. (Remembering)
2. Compare and contrast the conventional vs. the modern approaches to software project management. (Understanding)
3. Build a practical understanding of software management processes. (Applying)
4. Examine the different steps involved in software project management. (Analysing)
5. Evaluate the different software management planning and implementation processes. (Evaluating)
6. Develop managerial decisions on software project management. (Creating)

Syllabus

Module 1 (9 lectures)

Fundamentals: Conventional Software Management, Evolution of Software Economics, Improving Software Economics, Conventional versus Modern Software Project Management

Module 2 (13.5 lectures)

Software Management Process Framework: Lifecycle Phases, Artefacts of the Process, Model Based Software Architectures, Workflows of the Process, Checkpoints of the Process.

Module 3 (13.5 lectures)

Software Management Disciplines: Iterative Process Planning, Organization and Responsibilities, Process Automation, Process Control and Process Instrumentation, Tailoring the Process

Module 4 (9 lectures)

Managed and Optimized Process: Data Gathering and Analysis, Principles of Data Gathering, Data Gathering Process, Software Measures, Data Analysis, Managing Software Quality, Defect Prevention.

Suggested Readings

1. Software Project Management a Unified Framework, 3e, Walker Royce, 2012, Pearson Education
2. Managing the software process, 4e, Humphrey Watts, 2011, Addison Wesley
3. Managing Global Projects, 4e, Ramesh Gopalaswamy, 2012, Tata McGraw Hill

4. Software Project Management, 3e, Bob Hughes, Mike Cotterell, 2012, Tata McGraw Hill
5. Software Project Management in Practice, 2e, Jalote, 2012, Pearson Education

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	L	L	M	H
CO 2	L			L
CO 3	M		H	M
CO 4	M	H	H	M
CO 5	H	M		
CO 6		H		M

39. Academic Calendar

July 2022

Date	Day	Programmes
01-Jul-22	Fri	End semester exams (Spring 2022)
02-Jul-22	Sat	End semester exams (Spring 2022)
03-Jul-22	Sun	
04-Jul-22	Mon	End semester exams (Spring 2022)
05-Jul-22	Tue	
06-Jul-22	Wed	
07-Jul-22	Thu	
08-Jul-22	Fri	SCM-MBA: Start of summer internships
09-Jul-22	Sat	Bakr Id - Holiday
10-Jul-22	Sun	
11-Jul-22	Mon	
12-Jul-22	Tue	
13-Jul-22	Wed	
14-Jul-22	Thu	
15-Jul-22	Fri	
16-Jul-22	Sat	
17-Jul-22	Sun	
18-Jul-22	Mon	
19-Jul-22	Tue	
20-Jul-22	Wed	
21-Jul-22	Thu	
22-Jul-22	Fri	

23-Jul-22	Sat	4th Saturday
24-Jul-22	Sun	
25-Jul-22	Mon	
26-Jul-22	Tue	
27-Jul-22	Wed	
28-Jul-22	Thu	
29-Jul-22	Fri	
30-Jul-22	Sat	
31-Jul-22	Sun	

August 2022

Date	Day	Programmes
01-Aug-22	Mon	
02-Aug-22	Tue	
03-Aug-22	Wed	
04-Aug-22	Thu	SCM-MBA: Intermediate internship presentations (online/offline)
05-Aug-22	Fri	SCM-MBA: Intermediate internship presentations (online/offline)
06-Aug-22	Sat	SCM-MBA: Intermediate internship presentations (online/offline)
07-Aug-22	Sun	
08-Aug-22	Mon	
09-Aug-22	Tue	Muharram - Holiday
10-Aug-22	Wed	
11-Aug-22	Thu	
12-Aug-22	Fri	
13-Aug-22	Sat	
14-Aug-22	Sun	
15-Aug-22	Mon	Independence Day – Holiday
16-Aug-22	Tue	
17-Aug-22	Wed	
18-Aug-22	Thu	
19-Aug-22	Fri	Janmashtami – Holiday
20-Aug-22	Sat	IQAC Meeting

21-Aug-22	Sun	
22-Aug-22	Mon	
23-Aug-22	Tue	
24-Aug-22	Wed	SCM-MBA: End of summer internships SCM-MBA: Summer internship presentations
25-Aug-22	Thu	SCM-MBA: Summer internship presentations
26-Aug-22	Fri	SCM-MBA: Summer internship presentations
27-Aug-22	Sat	4th Saturday
28-Aug-22	Sun	
29-Aug-22	Mon	Tithi of Srimanta Sankardev – Holiday
30-Aug-22	Tue	
31-Aug-22	Wed	SCM-MBA: Commencement of 1st and 3rd Semester Classes and New Student Orientation starts.

September 2022

Date	Day	Programmes
01-Sep-22	Thu	
02-Sep-22	Fri	
03-Sep-22	Sat	Submit details of Value-Added Courses being offered Submit details of SWAYAM/MOOC courses recommended to students
04-Sep-22	Sun	
05-Sep-22	Mon	
06-Sep-22	Tue	
07-Sep-22	Wed	
08-Sep-22	Thu	
09-Sep-22	Fri	
10-Sep-22	Sat	
11-Sep-22	Sun	
12-Sep-22	Mon	
13-Sep-22	Tue	
14-Sep-22	Wed	
15-Sep-22	Thu	
16-Sep-22	Fri	

17-Sep-22	Sat	Vishwakarma Puja – Holiday
18-Sep-22	Sun	
19-Sep-22	Mon	
20-Sep-22	Tue	
21-Sep-22	Wed	
22-Sep-22	Thu	
23-Sep-22	Fri	
24-Sep-22	Sat	4th Saturday
25-Sep-22	Sun	
26-Sep-22	Mon	
27-Sep-22	Tue	
28-Sep-22	Wed	
29-Sep-22	Thu	
30-Sep-22	Fri	SCM-MBA: Unit Test 1

October 2022

Date	Day	Programmes
01-Oct-22	Sat	Mid semester break
02-Oct-22	Sun	Gandhi Jayanti, Puja – Holiday
03-Oct-22	Mon	Puja – Holiday
04-Oct-22	Tue	Puja – Holiday
05-Oct-22	Wed	Puja – Holiday
06-Oct-22	Thu	Mid semester break
07-Oct-22	Fri	Mid semester break
08-Oct-22	Sat	Mid semester break
09-Oct-22	Sun	Mid semester break
10-Oct-22	Mon	SCM-MBA: New Student Orientation Ends and classes
11-Oct-22	Tue	
12-Oct-22	Wed	
13-Oct-22	Thu	
14-Oct-22	Fri	
15-Oct-22	Sat	SCM-MBA: Second Year Industry Visit
16-Oct-22	Sun	
17-Oct-22	Mon	

18-Oct-22	Tue	
19-Oct-22	Wed	
20-Oct-22	Thu	
21-Oct-22	Fri	
22-Oct-22	Sat	**4th Saturday**
23-Oct-22	Sun	
24-Oct-22	Mon	**Diwali – Holiday**
25-Oct-22	Tue	
26-Oct-22	Wed	
27-Oct-22	Thu	
28-Oct-22	Fri	
29-Oct-22	Sat	
30-Oct-22	Sun	
31-Oct-22	Mon	SCM-MBA: Unit Test 2

November 2022

Date	Day	Programmes
01-Nov-22	Tue	
02-Nov-22	Wed	
03-Nov-22	Thu	
04-Nov-22	Fri	
05-Nov-22	Sat	
06-Nov-22	Sun	
07-Nov-22	Mon	
08-Nov-22	Tue	
09-Nov-22	Wed	
10-Nov-22	Thu	
11-Nov-22	Fri	
12-Nov-22	Sat	SCM-MBA: First year Industry Visit
13-Nov-22	Sun	
14-Nov-22	Mon	
15-Nov-22	Tue	
16-Nov-22	Wed	
17-Nov-22	Thu	

18-Nov-22	Fri	
19-Nov-22	Sat	
20-Nov-22	Sun	
21-Nov-22	Mon	SCM-MBA: Unit Test 3
22-Nov-22	Tue	
23-Nov-22	Wed	
24-Nov-22	Thu	
25-Nov-22	Fri	
26-Nov-22	Sat	4th Saturday
27-Nov-22	Sun	
28-Nov-22	Mon	
29-Nov-22	Tue	SCM-MBA: End semester examinations Start
30-Nov-22	Wed	SCM-MBA: End semester examinations

December 2022

Date	Day	Programmes
01-Dec-22	Thu	SCM-MBA: End semester examinations
02-Dec-22	Fri	SCM-MBA: End semester examinations
03-Dec-22	Sat	SCM-MBA: End semester examinations
04-Dec-22	Sun	
05-Dec-22	Mon	SCM-MBA: End semester examinations
06-Dec-22	Tue	SCM-MBA: End semester examinations
07-Dec-22	Wed	SCM-MBA: End semester examinations
08-Dec-22	Thu	SCM-MBA: End semester examinations
09-Dec-22	Fri	SCM-MBA: End semester examinations
10-Dec-22	Sat	SCM-MBA: End semester examinations End
11-Dec-22	Sun	
12-Dec-22	Mon	
13-Dec-22	Tue	
14-Dec-22	Wed	
15-Dec-22	Thu	
16-Dec-22	Fri	
17-Dec-22	Sat	
18-Dec-22	Sun	
19-Dec-22	Mon	
20-Dec-22	Tue	
21-Dec-22	Wed	

22-Dec-22	Thu	
23-Dec-22	Fri	
24-Dec-22	Sat	4th Saturday
25-Dec-22	Sun	Christmas – Holiday SCM-MBA: Proposed Alumni Meet
26-Dec-22	Mon	
27-Dec-22	Tue	
28-Dec-22	Wed	
29-Dec-22	Thu	
30-Dec-22	Fri	
31-Dec-22	Sat	

NOTES