

**ASSAM DON BOSCO UNIVERSITY
PROGRAMME PROJECT REPORT
ON
MASTER OF BUSINESS ADMINISTRATION (MBA)**

Submitted to

UNIVERSITY GRANTS COMMISSION

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Submitted by

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1. Mission and Objectives of the Programme

The online MBA programme at Assam Don Bosco University is designed to equip learners with the skills and knowledge essential for thriving in dynamic business environments. Whether aspiring to leadership roles in the corporate sector or seeking to establish entrepreneurial ventures, graduates will develop the expertise required to drive business growth and innovation as competent professionals, entrepreneurs, and industry leaders.

Assam Don Bosco University strives to provide developmental avenues for working professionals, entrepreneurs, self-employed individuals, and those keen to enhance their managerial skills and capabilities. The MBA programme is meticulously designed to impart knowledge and skills in key functional areas such as Marketing, Finance, and Human Resource Management, fostering leadership, entrepreneurship, and professional competence. The curriculum, developed in consultation with academic experts and industry professionals, aligns with the latest UGC Regulations on Open and Distance Learning, 2020, ensuring academic excellence and relevance. Furthermore, it adheres to the National Education Policy (NEP) 2020, incorporating fieldwork and projects to provide experiential learning opportunities.

The mission of the ADBU MBA programme is to offer quality higher education at the learner's doorstep through a barrier-free, flexible Online Learning (OL) mode, addressing both national priorities and societal needs. The university is committed to providing "education beyond barriers", fostering inclusivity, and empowering individuals to achieve their professional aspirations.

1.1 Objectives

- ❖ **Leadership Development:** Strengthen leadership capabilities to effectively manage teams and drive organizational success.
- ❖ **Strategic Thinking:** Foster analytical and strategic decision-making skills to navigate complex business landscapes.
- ❖ **Business Proficiency:** Gain in-depth knowledge across key business domains, including finance, marketing, operations, human resources, and entrepreneurship.
- ❖ **Critical Thinking:** Develop problem-solving abilities to evaluate and address real-world business challenges.
- ❖ **Effective Communication:** Enhance communication skills for professional presentations, negotiations, and stakeholder engagement.
- ❖ **Global Perspective:** Cultivate a global business mindset, understanding international markets and cross-cultural dynamics.
- ❖ **Ethical Leadership:** Instill ethical values and responsible leadership practices for sustainable business growth.

By fulfilling these objectives, graduates will be well-prepared to assume leadership roles across various sectors, excel in consulting, drive entrepreneurial ventures, or pursue advanced studies in business management. They will be equipped to tackle evolving business challenges, promote organizational development, and make a meaningful impact in the industry.

2. Programme Outcomes

- ❖ **Leadership & Management Excellence:** Graduates will demonstrate advanced leadership and strategic management skills, enabling them to drive organizational success.
- ❖ **Comprehensive Business Acumen:** A holistic understanding of business functions, including finance, marketing, operations, and human resources, will empower graduates to make informed business decisions.
- ❖ **Critical Thinking & Problem-Solving:** Enhanced analytical and problem-solving skills will enable graduates to assess complex business scenarios and develop innovative solutions.
- ❖ **Effective Communication & Collaboration:** Strong communication and interpersonal skills will facilitate professional interactions, team coordination, and stakeholder negotiations.
- ❖ **Global Business Insight:** Exposure to international business dynamics will prepare graduates to work effectively in diverse, global markets.
- ❖ **Ethical & Responsible Leadership:** A commitment to ethical decision-making and sustainable business practices will guide graduates in fostering responsible corporate governance.

This MBA programme aims to empower learners with the competencies required to thrive in an ever-evolving business world, ensuring they contribute effectively to their organizations and industries while upholding ethical business values.

3. Relevance of the Programme with the Mission & Goals of Assam Don Bosco University

The programme's mission and objectives are in alignment with the University's vision, mission and goals as detailed below:

3.1 Vision

The vision of Don Bosco University is to mould young persons into intellectually competent, morally upright, socially committed and spiritually inspired citizens at the service of India and the world of today and tomorrow, by imparting holistic and personalized education.

Guided by this vision and leveraging its century-old expertise in education in India and abroad, Don Bosco University is envisaged to be a Centre of Excellence in study and research focusing upon the following:

- ❖ Providing easier access to higher education for the under-privileged.
- ❖ Harmonizing technical excellence with human and religious values.
- ❖ Employment-oriented courses in emerging areas of contemporary technology and service.
- ❖ 'Teacher Education' as a privileged area of interest to accelerate the pace, reach and quality of education.
- ❖ Impetus to research initiatives with practical and social relevance.
- ❖ Providing a forum for debate and research on key human issues like religion & culture, peace & justice.
- ❖ Contributing to the socio-economic development of North-East India.
- ❖ Boosting international linkages and collaboration in university education.

The spirit of the university has been encapsulated in its emblem which has five distinct elements:

- ❖ The Cross' signifies its underlying Christian inspiration;
- ❖ The Profile of St. John Bosco' denotes its distinctive educational philosophy;
- ❖ The book emphasizes its commitment to academic excellence;
- ❖ The rays of the Rising Sun' stand for its dynamism and commitment to society; and,
- ❖ The motto, 'Carpe Diem' which meaning 'Seize the Day' challenging every Bosconian to grasp the opportunities presented by each new day and attain 'life in its fullness.'

3.2 Mission

Built on a great legacy inherited from our founding fathers, our mission is to create an environment of stimulating intellectual dialogue across disciplines and harvest knowledge with a cutting-edge through high quality teaching, research, and extension activities leading to the generation of students who would provide leadership, vision and direction to society.

3.3 Goals

Our goal is to realize this vision by 2025. Our strategy is to develop innovative programmes in basic and emerging disciplines in a phased manner and to update them periodically so as to keep ourselves on track and on time. Our commitment is to involve the faculty and students in interactive learning environment both within and outside the University through contextual and experiential programmes so that they would be builders of a worldwide- network of knowledge-sharing and excel in their performance with a winning edge in the wider context of globalization.

4. Nature of Prospective Target Group of Learners

ADB U is committed to providing accessible, high-quality management education to learners from diverse backgrounds, ensuring that geographical, socio-economic, or personal barriers do not hinder

professional growth. With a strong ethos of "Education Beyond Barriers," the MBA programme is designed to equip learners with the necessary management knowledge and leadership skills to excel in today's competitive business landscape. The programme integrates core management philosophies, including behavioural science, marketing, human resource management, financial management, and information systems, fostering holistic professional development.

The ADBU MBA Programme is specially designed for the following prospective target groups:

- ❖ Women learners seeking to empower themselves through management education, develop professional competencies, and embark on entrepreneurial ventures.
- ❖ Working professionals aiming to enhance their managerial and leadership skills for career advancement in corporate or entrepreneurial domains.
- ❖ Self-employed individuals, business owners, and professionals engaged in various services or industries who wish to augment their managerial expertise and drive business growth.
- ❖ Learners who have been unable to pursue higher education through conventional systems due to personal, financial, or logistical constraints but aspire to gain management qualifications.
- ❖ Mid-level and lower-level managers who have not had the opportunity to complete their master's degree and find their career progression stalled, seeking to upskill and achieve professional growth.

The MBA programme at ADBU is tailored to cater to these diverse groups, ensuring that education remains inclusive, flexible, and aligned with industry needs, empowering learners to excel in their careers and entrepreneurial journeys.

5. Appropriateness of Programme to be conducted in Online Learning mode to acquire specific skills and competence:

The MBA programme of Assam Don Bosco University (ADBU) has been meticulously designed to equip learners with the essential concepts and practices of management through the Online Learning (OL) mode. The instructional methodology of ADBU differs significantly from that of conventional universities, as the Online Learning system is more learner-centric, making the learner an active participant in the pedagogical process. The instructions are imparted through online education methodology, adhering to the guidelines set by the UGC OL Regulations of 2020.

ADBU follows a multimedia approach to instruction, which comprises:

- a) The digital study material, written in a self-instructional style, covering both theoretical and practical aspects of the programme, is supplied to the learners. The syllabus of the MBA programme has been developed in alignment with the recommendations of the Committee to Regulate the Standards of Education in Online Mode, constituted by the Ministry of Human Resource Development under the Chairmanship of N. R. Madhava Menon (Madhava Menon Committee Report, 2011). Keeping in view the

same high standards, the courses have been periodically upgraded to meet the evolving requirements of the industry and academia.

The Self-Learning Materials (SLMs) of the MBA programme at ADBU possess the following salient features:

- ❖ **Self-Explanatory and Self-Contained:** The content is structured in a manner that allows learners to grasp the subject matter independently without requiring extensive external support from additional sources or instructors.
- ❖ **Self-Directed:** The SLMs are designed to offer necessary guidance, hints, and suggestions to learners at every stage of their academic journey. The material is presented through a well-organized sequence, simplified explanations, illustrative examples, and learning activities to facilitate independent learning.
- ❖ **Self-Motivating:** Given that OL learners study remotely for most of their academic journey, the MBA programme's SLMs are crafted to stimulate curiosity, sensitize learners to real-world challenges, and relate acquired knowledge to practical scenarios, ensuring a meaningful and engaging learning experience.
- ❖ **Interactive and Evaluative:** The SLMs of the MBA programme include various features such as 'Let Us Know' (Additional Knowledge), 'Illustrations,' 'Check Your Progress,' and 'Model Questions' to enable learners to self-assess their progress, reinforce their understanding, and maintain their motivation throughout the programme.

With its comprehensive and learner-centric approach, ADBU's MBA programme in the OL mode effectively fosters the acquisition of essential managerial skills and competencies, empowering learners to excel in their professional and academic pursuits.

6. Instructional Design

The curriculum of the MBA programme at Assam Don Bosco University (ADBU) has been meticulously designed with inputs from subject matter experts from reputed institutions such as Gauhati University, Assam University, and etc. Their expertise has been instrumental in both content development and refinement, ensuring that the syllabi remain relevant and up to date. While formulating the curriculum, UGC Model Syllabi, syllabi of other renowned universities, and recommendations from the Madhava Menon Committee have been carefully considered. (The structure of the MBA Programme is placed in Annexure-I, and the Detailed Syllabi are presented in Annexure-II.)

To facilitate effective online learning for MBA students, the following instructional instruments are provided:

- ❖ **Self-Learning Materials (SLM):** The MBA programme offers well-structured SLMs developed by management experts, tailored specifically for learners in an Online Learning mode. These SLMs cater to the needs of diverse learners and are supplemented by e-learning services accessible through the university's official Learning Management System (LMS). Additionally, students can access e-SLMs, past question papers, and other academic resources from the university website/ LMS.
- ❖ **Online Counselling by University Faculty:** The School of Management at ADBU schedules online counselling sessions throughout the semester. These interactive sessions enable learners to engage with faculty members, seek academic guidance, and clarify doubts in real time.
- ❖ **Multimedia Study Materials:** In addition to E-Text, ADBU has developed high-quality audio-visual materials for all the courses of MBA. These resources are available on the university's official LMS, making complex concepts more accessible to learners. The Electronic Multimedia Production Centre of ADBU plays a crucial role in the development of these educational videos.
- ❖ **Learner Support Services:** ADBU provides a range of ICT-enabled student support services, including:
 - Access to all E- library services available with ADBU.
 - Dedicated feedback support for student queries through general and faculty-credentials. Responses are promptly provided by faculty members, university officials, and the help desk.
 - A structured grievance redressal cell for addressing concerns raised by students.

Through these comprehensive instructional tools and learner support services, ADBU aims to provide a holistic and enriching academic experience for MBA students, ensuring they are well-equipped for their professional journeys.

7. Duration of the programme

The MBA programme has four semesters and is of minimum 2 years. The programme has 4 courses in each semester carrying 100 marks (70 marks for summative assessment and 30 marks for formative assessment).

8. Credit Distribution

As per the credit definition given in the UGC ODL/OL Regulations of 2020, the University follows the system of assigning 30 hours of study per credit of a course. **Details Attached in Annexure-I of this Report)**

9. Faculty and Support Staff requirement:

The University currently has 6 dedicated full time Course Co-Ordinator and 3 dedicated full time Course mentor in the Discipline of Management. A list of faculty members and course co-ordinators against each course offered by the Management discipline is presented in ***Annexure III***.

10. Specialization:

All the courses of MBA Programme are compulsory. The specialization courses are offered in specific MBA programmes of the University as Finance, Marketing and Human Resource.

11. Fieldwork/Internship/Project Study:

The objective of this component is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. In this way ADBU has incorporated one Minor Project and One Major Project in Semester III and Semester IV respectively. At the beginning the learners need to submit a Project Synopsis/Proposal of Topic/Option of their choice followed by a Progress Report. At the end of the term the learners need to submit the Final Report and appear a Viva. The MBA Programme has two components of this nature, the reports of which the learners will have to submit at the end of the second semester and fourth semester respectively.

12. Procedure for Admissions, Curriculum Transaction and Evaluation for MBA Programme:

12.1 Admission Procedure:

For admission into the MBA programme for the 2025-26 session, candidates must hold a graduate degree in any discipline. There will be no entrance test. Admission announcements will be made through the University website, newspapers, social media, and other communication channels. Applicants must submit their applications along with adequate supporting documents. Upon enrollment, learners will receive self-learning materials, a registration number, programme guidelines, and identity cards to facilitate their academic journey.

12.2 Continuous Admission:

- ❖ After completing a semester, learners must secure admission into the next semester within one month of the last examination of the previous semester. Admission is mandatory regardless of

whether the learner has appeared in the examination or received results. Learners must maintain uninterrupted enrollment in the MBA programme. They will be permitted to appear in all examinations, including backlogs, within the stipulated duration of the programme.

- ❖ Learners who fail to enroll within the initial one-month window may still gain admission within two months from the last examination date of the previous semester by paying a late fine.
- ❖ In exceptional cases, and under special consideration, learners may be granted admission beyond the two-month period. However, this must occur before the official notification for examination form submission of that semester is issued by the University. Such cases will require an individual application citing valid reasons and will be subject to an additional fine.

By ensuring a structured and flexible admission process, ADBU aims to provide an accessible and seamless academic experience for its MBA learners.

12.3 Fee Structure:

The following is the fee structure of MBA Programme:

Semester	Fee
Semester 1	24000 (includes enrollment, course and examination fee)
Semester 2	24000 (includes enrollment, course and examination fee)
Semester 3	24000 (includes enrollment, course and examination fee)
Semester 4	24000 (includes enrollment, course and examination fee)

12.4 Curriculum Transaction and Activity Planner:

An Academic Calendar, that guides the overall academic activities in the MBA programme shall be made available prior to the admission schedule of the University. Centre for Internal Quality Assurance (CIQA) formed as per UGC guidelines and the office of the Academic Registrar would upload the Academic Plan and month wise Academic Calendar to enable the MBA learners to plan their studies and activities accordingly.

12.5 The Evaluation System of the Programme:

The evaluation system of the MBA programme at Assam Don Bosco University (ADBU) is designed to be comprehensive, ensuring that learners are assessed through a combination of continuous and summative evaluation methods. The system is structured as follows:

- ❖ **Continuous Evaluation:** ADBU follows a robust system of ongoing evaluation, which includes both internal and external assessments. Internal evaluation involves self-assessment exercises embedded within the course materials, allowing learners to track their own progress. External evaluation comprises tutor-marked assignments and project work.
- ❖ **Self-Assessment Tools:** Each study unit includes self-assessment exercises, enabling learners to gauge their understanding and reinforce key concepts independently.

- ❖ **Assignments:** Continuous assessment is primarily conducted through tutor-marked assignments, which carry a weightage of 30% and are designed to enhance conceptual clarity and application skills.
- ❖ **Assessment:** The overall course evaluation consists of two components:
 - **Formative Assessment (Assignments):** 30% weightage
 - **Summative Assessment (Semester-End Examinations):** 70% weightage
- ❖ Learners must submit assignments within the stipulated timeframe at designated submission portals. Faculty members evaluate assignments and provide constructive feedback for improvement.
- ❖ **Semester-End Examinations:** These examinations are conducted at designated centres in accordance with UGC-DEB regulations. Evaluations are carried out by Expert examiners at ADBU, followed by a meticulous process of scrutiny and moderation. Results are published as per the Academic and Examination Calendar.
- ❖ **Re-Evaluation:** Learners dissatisfied with their evaluation may request re-evaluation of their answer scripts within a specified timeframe.
- ❖ **Question Paper Standards:** The question papers for semester-end examinations are designed as per the blooms taxonomy and it will ensure comprehensive coverage of all course modules and align with the learning outcomes of the MBA programme.
- ❖ **Secure Certification:** ADBU employs high-security, eco-friendly synthetic paper for mark sheets and certificates, ensuring durability and authenticity.
- ❖ **Plagiarism Checks:** To maintain academic integrity, all assignments and project submissions undergo plagiarism checks to ensure compliance with institutional and ethical standards.

Through this structured and transparent evaluation system, ADBU ensures that learners receive a fair, credible, and rigorous assessment, equipping them with the necessary competencies for their professional careers.

13. Cost Estimate of the Programme and the Provisions:

The Office of the Finance Officer at Assam Don Bosco University (ADBU) maintains detailed financial records related to the development, delivery, and maintenance of the MBA programme. This includes expenses associated with the preparation and publishing of Self-Learning Materials (SLMs), honorariums for External subject matter experts, content writers, editors, and proofreaders, as well as costs incurred in organizing faculty development workshops and other related seminars

Additionally, the finance office keeps track of expenditures for infrastructure enhancements such as the procurement of computers, expansion of digital learning platforms, subscriptions to academic

databases, and the purchase of books and journals. The financial accounts are maintained in compliance with established government guidelines and university policies.

To ensure financial sustainability and transparency, the Finance Office employs a historical costing method to estimate programme development, delivery, and maintenance costs. This approach enables ADBU to allocate resources efficiently while maintaining the quality and accessibility of the MBA programme in the online learning mode. The approximate findings are presented below in respect of the MBA programme.

13.1 Programme Development Cost:

Programme Development Cost	Cost
SLM Development Cost for Master Degree Programme	
a) E- Text Preparation	INR 4,00,000/-
b) Content Editing	INR 1,00,000/-
c) Language Editing	INR 1,00,000/-
d) Studio Setup	INR 45,00,000/-
e) Video recording and editing	INR 2,00,000/-
Infrastructure development cost	INR 28,00,000/-

13.2 Quality Assurance Mechanism and Expected Programme Outcomes:

To ensure that the quality of Online Learning (OL) programs matches conventional programs, ADBU institutions must adhere to regulatory guidelines set by UGC, AICTE, and NAAC. The curriculum is maintained parity with conventional programs, ensuring equivalent syllabi, learning outcomes, and assessment methods. Faculty for online courses is equally qualified, and a robust Learning Management System (LMS) should facilitate interactive learning. Continuous assessment through formative and summative evaluations, including AI-enabled proctored exams, where Credit transfer is planned to be to align with the Academic Bank of Credits (ABC) system, ensuring academic integrity. Comprehensive learner support services, including academic counseling and discussion forums, enhance engagement.

Regular quality audits, student feedback, and third-party reviews help maintain high standards, ensuring that online education remains on par with conventional learning. Faculties are carefully selected by a dedicated committee after a thorough evaluation of their subject-matter expertise, pedagogical skills, and effective communication abilities. This meticulous selection process ensures that the teachers possess the requisite knowledge and skills to guide learners effectively in achieving academic excellence.

The Centre for Distance and Online Learning, ADBU has undertaken a proactive approach to enhance the quality of its programs by identifying and adopting best practices from leading Higher Education Institutions (HEIs) that excel in online Learning (OL). These practices include the integration of advanced digital tools, learner-centric methodologies, and robust support systems to ensure a seamless learning experience. By aligning with global standards and innovative strategies, CDOE continues to strengthen its academic framework, fostering an environment that nurtures holistic development and lifelong learning.

At Assam Don Bosco University (ADBU), the quality of Online Learning (OL) programmes is meticulously aligned with that of conventional programmes through a robust mechanism:

Curriculum Development and Approval: The syllabus for OL programmes is designed by a dedicated syllabus sub-committee, which ensures that the content aligns with the academic rigor and objectives of the corresponding conventional programmes. The curriculum is then reviewed and approved by the Board of Studies (BoS) of the respective faculty. This ensures parity in learning outcomes, scope, and depth between the two modes of delivery.

Examination and Evaluation: The Controller of Examinations (CoE) at ADBU administers the examinations for ODL/OL programmes, maintaining the same standards as the conventional mode. Question paper setting, examination conduct, and evaluation processes are carried out following identical guidelines, ensuring uniformity in assessment and academic integrity.

Attendance and Engagement: To enhance learning and accountability, students are required to maintain a minimum of 75% attendance both in online or offline sessions to be eligible for examinations. This attendance requirement ensures consistent engagement with the programme content.

Technology-Enhanced Learning: Personal contact programmes (PCPs) and interactive sessions are designed to be engaging and effective by integrating technology-oriented tools such as Learning Management Systems (LMS), multimedia resources, and virtual simulations. This enhances the overall learning experience, making it comparable to face-to-face classroom interactions.

Through these measures, ADBU ensures that the quality of its ODL/OL programmes is on par with its conventional programmes, fostering academic excellence and equitable learning outcomes across both modes of delivery.

The CIQA of ADBU takes care of the following to enhance the quality of the various facets of the University:

- ❖ **SLM quality workshops/FDPs**
- ❖ **Stakeholders' meetings**
- ❖ **Feedback Responses from the MBA learners**
- ❖ **SLM Audit**
- ❖ **Overall functioning of ADBU-CDOE**

In order to keep the programme updated, the programme would be revised and necessary changes would be incorporated for the benefit of the learners, based on the inputs received from the mechanism as mentioned above.

13.3 Expected Programme Outcomes:

The MBA programme at Assam Don Bosco University (ADBU) is designed to equip learners with essential skills and knowledge to excel in diverse professional environments. The key outcomes of the programme include:

- ❖ Developing strong self-management skills to navigate complex business and real-world scenarios effectively.
- ❖ Enhancing career opportunities across corporate, non-corporate, and development sectors, enabling graduates to contribute meaningfully in various industries.
- ❖ Empowering learners to pursue entrepreneurial ventures and establish self-employment opportunities with confidence.
- ❖ Producing highly skilled management professionals and entrepreneurs equipped with sound managerial knowledge and expertise.
- ❖ Encouraging learners to engage in higher studies and research in the field of management, fostering an academic and analytical mindset.
- ❖ Cultivating efficient and effective leadership qualities applicable across all fields requiring management expertise.
- ❖ Preparing learners for competitive examinations and certifications relevant to the management domain.
- ❖ Developing community leaders who can drive social and economic progress at the grassroots level.
- ❖ Promoting lifelong learning opportunities for management graduates, ensuring continuous personal and professional growth in an ever-evolving business landscape.

Through these structured outcomes, ADBU aims to create a dynamic and competent pool of professionals capable of contributing meaningfully to society and the global economy.

14.REQUIREMENT OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES

Practical Subjects in this subject can be covered with access to a computer and internet. Students may be asked to make arrangements for the same at their own cost. As per the syllabus/curriculum, there is no need for special equipment/laboratory access (other than the above-mentioned regular computer lab or internet connectivity), the same shall be arranged by student on their own which shall be notified by prior intimation. Provisions also shall be made for access to virtual lab's and simulators via the students online study portal.

Through these comprehensive instructional tools and learner support services, ADBU aims to provide a holistic and enriching academic experience for MBA students, ensuring they are well-equipped for their professional journeys.

Annexure 1

Credit Distribution of the Programme

Term/Courses	Core Credits	Elective Credits	Total Credits
1 st Semester (6 Courses)	4 x 3 2X4	0	20
2 nd Semester (6 Courses)	4 x 3 2X4	0	20
3 rd Semester (7 Courses)	1 X 2 + 2 x 3	4 x 4	24
4 th Semester (7 Courses)	2 x 3+ 1 X 3	4 x 4	25
		Total	89

Course Structure

Programme	Semester	Course Codes	Course	Credit
MBA	1 st Semester	DEM0101	Principles of Management	4
		DEM0102	Managerial Economics	3
		DEM0103	Managerial Communication	3
		DEM0104	Marketing Management	4
		DEM0105	Business Ethics and CSR	3
		DEM0106	Financial Accounting	3
			Total Credits	20
	2 nd Semester	DEM0201	Financial Management	4
		DEM0202	Quantitative Methods	4
		DEM0203	Entrepreneurship Development	3
		DEM0204	Market Research	3
		DEM0205	Human Resource Management	3
		DEM0206	Organizational Behaviour	3
			Total Credits	20
	3 rd Semester	DEM0P01	Core- 1 Minor Project	2
		DEM0301	Core -2: Operations Management	3
		DEM0302	Core -3: Startup Management (SM)	3
			Elective 1:	4
			Elective 2:	4
			Elective 3	4
			Elective 4	4
			Total Credits	24

Programme	Semester	Course Codes	Course	Credit
	4 th Semester	DEM0P02	Core-3: Research Project/ Dissertation	3
		DEM0401	Core-4: Business Policy and Strategic Management	3
			Elective 6	4
			Elective 7	4
			Elective 8	4
			Elective 9	4
		DEM04S1	SEC: Skill Enhancement Course: Computer Applications in Business	3
		Total Credits	25	
		Grand Total	Credits: 89	

MBA – Elective Course Details – Available Elective courses under each Specialisation

The Elective courses are categorized under Areas of Concentration (AoC). Students can opt for any elective or a group of electives from the same or under different areas of concentration.

The **AoCs** and the elective courses are defined by functional areas and are as follows:

MBA 3rd Semester: Marketing Management (Students have to Choose any 4 Courses from the below)

Subjects	Credits
Sales and Distribution Management	DEMEM31
Marketing Communications	DEMEM32
Services Marketing	DEMEM33
Internet Marketing	DEMEM34
International Marketing	DEMEM35

MBA 4th Semester: Marketing Management (Students have to Choose any 4 Courses from the below)

Subjects	Credits
Consumer Behaviour	DEMEM41
Retail Management	DEMEM42
Tourism and Hospitality Management	DEMEM43
Product & Brand Management	DEMEM44
Customer Relationship Management	DEMEM45

MBA 3rd Semester: Financial Management (Students have to Choose any 4 Courses from the below)

Subjects	Credits
Asset Valuation	DEMEF31
Portfolio Management	DEMEF32
Personal Finance and Planning	DEMEF33
Corporate Tax Planning	DEMEF34
Project Appraisal and Finance	DEMEF35

MBA 4th Semester: Financial Management (Students have to Choose any 4 Courses from the below)

Subjects	Credits
Fixed Income Securities and Derivatives	DEMEF41
Microfinance	DEMEF42
Banking and Other Financial Services	DEMEF43
Multinational Financial Management	DEMEF44
Mergers, Acquisitions and Corporate Restructuring	DEMEF45

MBA 3rd Semester: Human Resources Management (Students have to Choose any 4 Courses from the below)

Subjects	Credits
Applied Psychology in Personnel Administration	DEMEH31
Compensation Management	DEMEH32
Training and Development	DEMEH33
Transformational Leadership	DEMEH34
Team Dynamics and Leadership	DEMEH35

MBA 4th Semester: Human Resources Management (Students have to Choose any 4 Courses from the below)

Subjects	Credits
Organizational Staffing and HR Analytics	DEMEH41
Performance Management	DEMEH42
Organizational Change and Development	DEMEH43
Strategic Human Resource Management	DEMEH44
Cross Cultural Management	DEMEH45

14. Detail Syllabus

SEMESTER- 1

Course Code	Course Name	Credits
DEM0101	Principles of Management	4
DEM0102	Managerial Economics	3
DEM0103	Managerial Communication	3
DEM0104	Marketing Management	4
DEM0105	Business Ethics and CSR	3
DEM0106	Financial Accounting	3

SUBJECT: PRINCIPLES OF MANAGEMENT

CREDITS: 04

Course Objective: The objective of Principles of Management course is to teach students about management functions and organizational dynamics. It also focuses on the skills and competencies required for effective managerial roles.

Course Outcomes:

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

- ❖ Define Management and scope of management. Recall the evolution of management concepts and contributions by management thinkers. (Remembering)
- ❖ Define the management functions, skills and roles of managers. (Remembering)
- ❖ Explain the steps and various aspects of planning, organizing, staffing, and controlling process. (Applying)
- ❖ 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)
- ❖ Compare the different forms of business. (Analysing)
- ❖ Interpret the market and determine its specific characteristics that will impact business. (Evaluating)
- ❖ Formulate a plan for achieving specific business objective (Creating)
- ❖ Create a business plan (Creating)

Module 1: Introduction to Management and Organization

Definition of Management; Nature of Management, Types of Managerial skills, Management Roles; Importance of Management, Functions of Management: Levels of Management, Functions of Management, Recent Development in Management, Management Challenges.

Module 2: Foundations of Planning & Organizing

Nature and Purpose of Planning; Hierarchy of Plans, Process of Planning, Management by Objectives (MBO); Environment Analysis; SWOT Analysis; Organizing: Organization Theory; Design of Organizational Structure; Formal and Informal Organizations; Span of Management; Centralization and Decentralization; Organization Structures: Types of Organization Structures; Line and Staff Relationships; Authority & Power; Delegation of Power.

Module 3: Staffing and Direction

Fundamentals of Staffing; Human Resource Planning; Job Analysis; Recruitment and Selection Process; Performance Appraisal – Need & Methods; Training and Development – Need & Methods; Direction-Meaning & Definition, Importance of Direction, Principles of Direction; Hierarchy of Needs; Motivation & Leadership: Motivation Theories; Leadership Theories.

Module 4: Controlling & Communication

Coordination and Controlling - Meaning, Features, Importance, Control Process, Characteristics of an Effective Control System; Types of Control; Co-ordination – Characteristics, Essentials, Types, Communication: Process of Communication; Barriers of Communication; Organizational Communication.

Module 5: E-Governance and Digital Management

Introduction to E-Governance: Definition, objectives, and scope of e-governance in modern management. E-Governance Models: Government to Citizen (G2C), Government to Business (G2B), Government to Government (G2G), and Government to Employee (G2E). **Digital Transformation in Organizations:** Role of technology in enhancing efficiency and transparency. E-Governance Tools and Techniques: Challenges in E-Governance: Issues related to cybersecurity, data privacy, and digital divide,

Suggested Readings

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

Mapping of COs to Syllabus

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

SUBJECT: MANAGERIAL ECONOMICS

CREDITS: 03

Course Objectives:

To support decision-making by applying economic principles to analyze business challenges, optimize resource allocation, and develop pricing strategies that enhance efficiency and maximize profitability.

Course Outcome:

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

- ❖ Enhance managerial decision-making skills
- ❖ Understand the basic necessity of economics in Global Business
- ❖ Develop knowledge on utilizing the scarce time and resources for better production.
- ❖ Improve the applied economic principles based on managerial economics theories.

Module 1: Fundamentals of Managerial Economics and Consumer Behaviour

Meaning and Definition of Managerial Economics, Significance of Managerial Economics, Advantages of Managerial Economics, Importance of Managerial Economics, Meaning and Definition of Economics, Types of Economics, Nature of Economics, Scope of Economics

Meaning and Definition of Consumer, Role of Consumer Behavior, Meaning and Types of Consumption, Consumption Function, Cardinal and Ordinal Approaches to Consumer Behaviour, Meaning and Types of Utility, Total Utility Vs Marginal Utility, Law of Diminishing Marginal Utility.

Module-2: Demand, Production, and Cost Analysis in Managerial Economics

Meaning of Demand, Determinants of Demand, Law of Demand, Assumption of law of demand, Demand Function, Indifference Curve Analysis of Demand, Elasticity of Demand, Significance and uses of the elasticity, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making, Price Elasticity of Demand, Factors Affecting price elasticity of demand

Production Function, Significance and Classification of production function, Cost-Output Relationship, Short run and Long run production function, Law of Variable Proportions, Production with two variable inputs, Production Possibility Curve, Isoquant, Returns to scale: Law of Increasing Returns, Law of Diminishing Returns, Meaning of Cost, Production Cost, Opportunity Cost, Fixed and Variable Costs, Average and Marginal Costs, Average and Marginal Revenues, Short run and Long run Cost, Cost-Output Relationship.

Module-3: Market Structures and Pricing Strategies

Meaning and Nature of market, Characteristics of Market, Market Structure and Determinants, Forms of Market Structure, Concept of Factor pricing, product pricing, Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.

Module-4: Macroeconomic Foundations and Global Trade Mechanisms

National Income and Income Determination, Real and Nominal GDP, Circular Flow of Income, Concept of GNP, GNP as a measure of Economic Welfare and Quality of Life

Meaning of Money, Characteristics of money, Types of Money, Functions of Money, Supply of Money and Measurement, Types of Banks, Function of Bank, Function of Central Bank, Function of Commercial Bank, Terms of Trade, Factors Influencing ToT, Meaning of Exchange rate, Types of exchange rate, Fixed

versus flexible exchange rates, Types of Tariff, Trade Agreement, International monetary system, IMF, World Bank, ADB.

Suggested Readings-

- ❖ William J. Baumol, Alan S. Blinder, Microeconomics: Principles and Policy, 12e, 2011, Cengage Learning publication
- ❖ Damodaran Suma, Managerial Economics, 2e, 2010, Oxford
- ❖ Browning Edgar K., and Zupan A. Mark, Microeconomic Theory and Applications, 13e, 2020, Wiley
- ❖ Dwivedi D.N., Managerial Economics, 8e, 2015, Vikas Publication
- ❖ Gould, John P., and Edward P. Lazear, Microeconomic Theory, 6e, 1996, All India Traveller Bookseller, New Delhi
- ❖ Mote V, Paul S and Gupta G, 3e, Managerial Economics, 2004, Tata McGraw Hill
- ❖ Ahuja.H. L, Principles of Microeconomics, 22e, , 2019, S. Chand Publishing
- ❖ Sarma, G., Debnath, A., Engineering Economics, Kalyani Publishers
- ❖ Jhingan, M.L., Microeconomics 8th Edition, Vrinda Publications (P) Ltd.

Mapping of COs to Syllabus

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

SUBJECT: MANAGERIAL COMMUNICATION

CREDITS: 3

Course objectives

The course helps students develop new perspectives and adapt to the evolving demands of business communication in a rapidly changing world shaped by technology and globalization. It aims to enhance proficiency in both verbal and non-verbal communication, with a focus on cross-cultural understanding and long-term skill development. Additionally, the course fosters personality growth and improved communication competencies.

Course outcomes

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

- ❖ Explain and illustrate various aspects of business communication, Determine the different types of reading, Summarize the various conversation skills (Understanding)
- ❖ Develop and apply the spirit and skills of business communication (Applying)
- ❖ Interpret the different forms of Written business communication (Applying)
- ❖ Examine the different forms of negotiation skills and business etiquettes (applying)
- ❖ Analyse the barriers and distinguish among the various types of communications (Analysing)
- ❖ Synthesize the Presentation skills for effective business communication. (creating)

Module 1: Introduction to Business Communication

Understanding Business Communication, Objectives of Communication, Communication Process, Barriers to Communication, Overcoming the Barriers, Effective Communication, Types of Reading in Business Communication, different software aids in e-reading.

Module 2: Forms of Communication and Communication Skills

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

Module 3: The Types and Style of Business Communication

Oral & Written Communication, Conversation Skills, The Three Step Writing Process- Planning, Writing and Completing the Business Messages, Written Business Communication, 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 4: Skills for Business Communication

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

- ❖ Business communication today, 8e, Bovée, C., & Thill, J., 2019, Pearson
- ❖ Business communication, 2e, Bisen, V., & Priya., 2019, New Age International Ltd.

- ❖ Business communication, 2e, Gopal, N., 2018, New Age International.
- ❖ Contemporary business communication, 3e, Ober, S., 2014, Boston: Houghton Mifflin Co.
- ❖ Business Communication, 3e, Sehgal, M.K & Khetarpal Vandana, 2014, Excel Books
- ❖ Business Writing Today: A Practical Guide, 2e, Natalie Canavor, 2015, SAGE Publications
- ❖ Business Communication: Connecting at Work, 1e, Hory Sankar Mukerjee, 2013, OUP India
- ❖ Business Correspondence and Report Writing: Third Edition. Sharma, R. C. & Krishna Mohan, New Delhi: Tata McGraw-Hill Publishing company Limited, 2007.
- ❖ Winning at Interviews. Thorpe, Edgar & Showick Thorpe. 2nd Edition. Delhi: Dorling Kindersley, 2006.
- ❖ Types of Reading, e-pathshala, MHRD, Govt. of India

Mapping of COs to syllabus

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

SUBJECT: MARKETING MANAGEMENT

CREDITS: 04

Course objective:

The course will enable students to have practical introduction to marketing management, will improve the ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans

Course Outcomes

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

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

Module 1: Introduction to Marketing Management

Core concepts of Marketing Management, Changing Marketing Environment, Orientation of companies towards the marketplace- production, product, selling, marketing- concepts, introduction to 4Ps of marketing mix, understanding the concept of Value, Strategic Business Unit, Mission, internal environment, external environment, Marketing Plan and its constituents,

Module 2: Consumer behaviour and dealing with competition

Consumer and Consumer Behaviour, Factors influencing consumer behaviour, Consumer buying decision process, Business markets vs consumer markets, Market Segmentation, Targeting and Positioning, Identifying and Analyzing competitors, Competitive Strategies of Market Leaders, Market Challengers, Followers and Nichers.

Module 3: Product and Pricing Decisions

Product Classifications, Goods and Service Differentiation, Product Mix, Product Line analysis, Product Life Cycle, Packaging, Definition of new product, new product development-process, success and failure, Price setting procedure, Adapting the price – Promotional Pricing, Discount Pricing, Differentiation Pricing, Geographical Pricing, Product Mix Pricing, Price Changes – initiation and response.

Module 4: Distribution Channel and Promotion Decisions

Introduction to Distribution Channel and its members, Functions and Levels of distribution channels, Channel design steps, Selecting and evaluating channel members, Channel conflicts, Retailing, Channel logistics – objectives and major decisions, Communication process, Steps in developing effective communication, Communication Mix and Characteristics, Introduction to Advertising, Developing an effective advertising program.

Module 5: Fundamentals of Branding

Introduction to branding: definition, importance, and evolution, the role of brands- consumer & firms, brand equity, brand power, cobranding, luxury branding, brand equity models- Brand asset Valuator models, Brandz model of brand strength, Brand resonance model, Management of brand equity.

Suggested Readings

❖ Marketing Management, 15th Ed., Philip Kotler & Keven Lane Keller, Pearson,

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

SUBJECT: BUSINESS ETHICS AND CSR:

CREDIT: 03

Course Objective:

To equip students with the ability to understand core business ethics and CSR, analyze corporate governance issues, and apply ethical theories in real-world situations. Students will also evaluate stakeholder management and develop ethical frameworks for responsible decision-making in organizations.

Course outcomes

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

- ❖ Relate ethical principles in business and define CSR, ownership, and control (Understanding)

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

Module 1: Ethics and Business: Foundations, Decision-Making, and Managerial Challenges

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.

Module 2: Ethical Decision making in business:

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, Dimensions of Ethics: Managerial Egoism, Deontological, Utilitarianism and Virtue ethics

Module 3: Marketing, HR, and Financial Management Ethics in the Global Context

Marketing ethics: Role of marketing, ethics in context of global 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.

Module 4: Corporate Social Responsibility and Sustainable Business Practices

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:

- ❖ Business Ethics – Concepts and Cases, 2e, Manuel G. Velasquez, 2011, Pearson Education
- ❖ Business Ethics and Corporate Governance, 3e, S. Prabhakaran, 2014, Excel Books

- ❖ Ethical Management: Text and Cases in Business Ethics and Corporate Governance, 3e, Satish Modh, 2014,McMillan India Ltd.
- ❖ Business Ethics: Ethical Decision Making and Cases, 1e, O. C. Ferrell, John Fraedrich, Linda Ferrell, 2008,Cengage Learning
- ❖ Corporate social responsibility in India, 2e, Agarwal, S., 2018, Sage.
- ❖ Perspectives on corporate social responsibility, 2e, Crowther, D., & Rayman-Bacchus, L., 2018, Bookman
- ❖ 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
CO1		H	M	H
CO2	H	H		
CO3	M	H	H	
CO4	M		M	H
CO5	L		L	
CO6	L	L	H	

SUBJECT: FINANCIAL ACCOUNTING

(CREDITS: 03)

Course Objective:

To understand fundamental accounting concepts, standards, and principles, and to become acquainted with essential accounting terms and terminology.

Course outcomes

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

- ❖ Define meaning, objectives and principles of financial accounting and cost accounting along with various terms associated with them. (Remembering)

- ❖ 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. Explain cash flow from operating, investing and financing activities. (Understanding)
- ❖ 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. Prepare profit and loss account and balance sheet for business enterprises. (Applying)
- ❖ Compare and contrast capital receipts/ expenditure with revenue receipts/ expenditure. Dissect the financial performance of a business enterprise over a time period. (Analysing)
- ❖ Evaluate final statements and judge the financial performance with related enterprises for decision making. (Evaluating).

Module 1: Introduction to Financial Accounting:

Meaning of Accounting, Objectives/ Functions of Accounting, Users of Accounting Information, Accounting principles, Double Entry System of Book Keeping, Meaning of Generally Accepted Accounting Principles (GAAP); Basic Assumptions Indian Accounting Standards meaning, Objectives & Significance and IFRS.

Module 2: Journalizing, Posting, Balancing and Preparation of Trial Balance

Traditional & Modern Approach, Rules for Debit and Credit, Journalizing Simple and compound, posting of journal into the ledgers, The Trial Balance- Meaning of Trial Balance, Objectives in drawing up a trial balance, Preparation of Trial balance, Errors in trial balance, Rectification of trial balance.

Module 3: Cash Book and Depreciation

Meaning of Cash Book, Types of Cash Book, Cash Book as Journal as well as ledger, Preparation of Cash Book with Cash, Bank and Discount Column, Depreciation: Meaning of Depreciation, Causes of Depreciation, Need for Charging Depreciation, Factors Affecting the Amount of Depreciation, Methods of Recording Depreciation.

Module 4: Company Final Accounts

Conceptual concept of a balance sheet, Balance sheet equation, Classification of items in a balance sheet, Company Final Accounts- Books of Accounts to be maintained, Preparation of Final Accounts Statement of Profit & Loss account, Preparation of Balance sheet, Concept of gross profit, Net Profit, Trading and manufacturing account.

Suggested Readings

- ❖ Accounting – Text and Cases, 13e, Anthony, Hawkins and Merchant, 2017, Tata McGraw Hill
- ❖ Introduction to Financial Accounting, 11e, Horngren, 2017, Pearson
- ❖ Advanced Accounting Volume II, 2010, Chandra Bose, PHI
- ❖ Advanced Accounting, Volume II, 2014, R.L. Gupta & M.Radhaswamy, S Chand & Sons
- ❖ Accounting Standards (India), ICAI
- ❖ Introduction to Accountancy, 2014, T.S. Grewal & S.C. Gupta, S Chand & Sons
- ❖ Financial Accounting, 7e, 2014, Ashok Banerjee, Excel Books
- ❖ 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
CO1	H	L	L	
CO2	M	L	H	
CO3	L	M	H	
CO4		M	M	L
CO5		M	L	L

SEMESTER 2

Course Code	Course Name	Credits
DEM0201	Financial Management	4
DEM0202	Quantitative Methods	4
DEM0203	Entrepreneurship Development	3
DEM0204	Market Research	3
DEM0205	Human Resource Management	3
DEM0206	Organizational Behaviour	3

SUBJECT: FINANCIAL MANAGEMENT

CREDITS: 04

Course Objectives:

This course equips students with basic finance concepts, skills to analyze financial statements for assessing an organization's performance. It focuses on capital budgeting decisions, including evaluating the cost of capital, making effective financing choices, and setting dividend policies. Students will learn practical techniques for managing working capital to ensure liquidity and operational efficiency.

Course outcomes

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

- ❖ Define the basic concepts of corporate finance. (Remembering)
- ❖ Compare and contrast different types of investment criterion like NPV, IRR etc. (Understanding)
- ❖ Build a practical understanding of financial ratios. (Applying)
- ❖ Examine financial statement to determine financial health of an organization. (Analysing)
- ❖ Evaluate different investment proposals based on financial ratios and cash flows. (Evaluating)
- ❖ Develop managerial decisions by applying the concepts learnt in corporate finance. (Creating)

Module 1: An Introduction and Analysis of Financial Statement

Finance: nature & scope, function, Financial Goal: Profit Maximization Versus wealth maximization; Finance decisions by the firms, Basic concepts of Sources of Funds Long term sources and short-term sources.

Financial Statements analysis- Analysis and interpretation of Financial Statements using the Ratio Analysis.

Module 2: Investment Decisions:

Time Value for Money, Future value and Present Value of single cash flow, an uneven cash flow and annuity, Capital Budgeting Decisions: Nature and type of investment decision, Investment Evaluation Criteria NPV, IRR, Profitability Index, Payback period, ARR, Cost of Capital: Determining components of cost of debt, preference capital, equity capital, Weighted Average Cost of capital (WACC)

Module 3: Financing Decisions

Theories of Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani and Miller (MM) Theory with and without corporate taxes. Operating and Financial Leverage, EBIT EPS Analysis

Module 4: Dividend Decisions and Working capital Management

Dividend Decision: Relevance of dividend, Walter's Model, Gordon's Model; MM Hypothesis, basic concept of dividend payout methods- cash dividend, bonus shares; stock split and share buyback, Working capital policy, Cash Management, Credit management, working capital financing.

Module 5: Mergers and Corporate restructuring

Introduction to mergers, Acquisition and restructuring, Merger amalgamation, Acquisition and takeover, Financing mergers and Acquisition, Merger Negotiation, Corporate restructuring.

Suggested Readings

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

Mapping of COs to Syllabus

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

SUBJECT: QUANTITATIVE METHODS

CREDITS: 04

Course objectives:

The main focus of this course is to provide an understanding of basic mathematical concepts of average, percentage and ratios and solving statistical data calculations that are useful or necessary in managerial decision making.: Students learn to understand the benefits and limits of quantitative analysis in a real-world context.

Course outcomes

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

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

Module 1: Basic numerical aptitude

Averages; Percentage and Ratio & Proportion

Module 2 Equations and line segments

Linear equations, Quadratic equations, Equation of Straight Line, Line Segment, Section Ratio and Gradient of a Line. Commercial Mathematics - Profit & Loss, Computation of Interest, Annuities, Mensuration.

Module 3 Introduction to Data Analysis

Organizing, grouping, classifying, tabulation and graphical representation of numerical data, Introduction to Measures of Central Tendency and Measures of Dispersion.

Module 4 Advanced Mathematical Applications

Set Theory and its application, Permutation and Combination, Matrix Algebra.

Module 5:

Concept of probability, Meaning, definition, and applications of probability, introduction to linear programming- simplex method, Inventory models- determining EOQ and EOQ with price breaks.

Suggested Readings

- ❖ Trivedi and Trivedi, Business Mathematics, Pearson
- ❖ Anderson, Sweeney, Williams, Quantitative Methods for Business, Cengage Learning
- ❖ R.S. Agarwal, Quantitative Aptitude, S Chand Books 4. R.S. Agarwal, Arithmetic, S Chand Books
- ❖ Banks' Probationary Officers Examination, Upkar's

Mapping of COs to Syllabus

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

SUBJECT: ENTREPRENEURSHIP DEVELOPMENT:

CREDITS 03

Course Objective:

To equip students with a comprehensive understanding of entrepreneurship by exploring fundamental concepts and theories related to creativity, innovation, and business development. It empowers learners to apply essential tools and strategies to address entrepreneurial challenges in dynamic and competitive environments. Ultimately, students will foster creative thinking and innovation, culminating in the development of impactful and viable business plans.

Course Outcomes

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

- ❖ Define Entrepreneurship, related terms, and core concepts. (Remembering)
- ❖ Understand and explain the fundamental entrepreneurship concepts, theories, and principles in the area of creativity, innovation, and business development (Understanding)
- ❖ Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of entrepreneurship in a competitive and dynamic space. (Applying)
- ❖ 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)
- ❖ Evaluate strategies of new organizations (entrepreneurial organizations) and tools used by them for evaluating market conditions. (Evaluating)
- ❖ Create new, creative and innovative business plan. (Creating)

Module 1: Entrepreneur and Entrepreneurship

Meaning of Entrepreneur; Evolution of the concept; Functions of an Entrepreneur; Types of Entrepreneurs; Intrapreneur – an emerging class;

Module 2: Concept of Entrepreneurship – Evolution of Entrepreneurship; Development of Entrepreneurship; The Entrepreneurship Culture; Stages in Entrepreneurial process; Creativity, Invention and Innovation.

Module 3: Business Planning Process

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; evaluating a business plan, Use of external parties to help grow a business.

Module 4: International Entrepreneurship Opportunities

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

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

Mapping of COs to syllabus

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

SUBJECT: MARKET RESEARCH

(CREDITS 03)

Objective:

This course is intended to introduce the students to marketing research: the effective gathering, development and use of information about market and their component consumers and competitions. It addresses the use of marketing research as an aid to making marketing decisions specially how the information used to make marketing decisions is gathered and analyzed.

Course Outcomes:

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

- ❖ Create a report that critically examines market research data, recommends actions based on contemporary statistical analysis
- ❖ To explores hypothesis testing in Bivariate and Multivariate contexts, and clarifies the data collection process along with essential terms related to probability and non-probability sampling designs.
- ❖ Create a comprehensive market research design by selecting suitable research methods, preparing measurement tools, establishing a sampling strategy formulating relevant research questions and objectives
- ❖ To clarify the significance of market research in shaping marketing strategies

Module-1: Introduction to Market Research

Basic and Applied research, Value & limitations of research, Overview of Research Process, What is Marketing Research, Marketing Decision Making, Marketing Decision Support System, Marketing Information System, Ethics in Marketing Research, Research Objectives and plans, 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 Research, Nature of qualitative research, Quantitative Research, Nature of quantitative research, Secondary and Primary data sources, Projective Technique, Case Study, Focus Groups, Observation

Module-2: Measurement and Scaling Techniques

Definition: Measurement and Scaling, Primary Scales of Measurement, Comparative Scales, Non-Comparative Scales, Attitude Measurement and Scaling, The concept of sampling, Sampling Design

Process, Types of Sample Designs, Sampling Research Summary of Sampling Selection, Sample Size Decisions, Overview of Probability and Non-Probability Sampling, probability sampling, Need for probability sampling, Types of probability sampling, probability sampling, Need for probability sampling, Types of probability sampling.

Module-3: Report Writing

Report writing, Characteristics of well written report, Types of Report, Contents of a Research Report, Use of Visual aids and Graphic devices, Types of Survey, Field survey, Focus group, Observation research, Experimental research

Module-4: Data Interpretation

Hypothesis Testing, One-tailed and two-tailed Tests; Type I and Type II errors; Power of a Test: T test and F test, Parametric and Non-Parametric Tests, Tests of Goodness of Fit and Independence

Correlation and Regression, Analysis of Variance (ANOVA), Chi- Square, Multivariate analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis

Suggested Readings-

- ❖ Grover, Rajiv and Marco Vriens (2006): The handbook of marketing research,uses, misuses and futures advances New Delhi, Sage,2006
- ❖ NargundkarRajendra,(2004) Marketing Research, New Delhi ,Tata McGraw Smith,
- ❖ Scott M., and Gerald S.Albaum,(2005): Fundamentals of marketing research, New Delhi, Sage,2005
- ❖ G C Beri, 2020, Marketing Research, 6e, Tata McGraw-Hill Publishing
- ❖ Naresh K. Malhotra, 2019, Marketing Research, 7e, Pearson Education India
- ❖ Alvin C. Burns, 2017, Marketing Research, 8e, Pearson Education India
- ❖ Dash & Malhotra, 2015, Marketing Research, 7e, Pearson Education India
- ❖ Anderson, D., D.Sweeney and T.Williams (2013): “Statistics for Business and Economics”, Cengage Learning : New Delhi.
- ❖ Gupta and Das Gupta B (2002): Fundamentals of Statistics (Vol I &Vol II),
- ❖ Woolridge, J.,“Introductory Econometrics : A Modern Approach”, (Latest Edition), Cengage Learning : New Delhi (Appendix B (‘Fundamentals of Probability’) and C (‘Fundamentals of Mathematical Statistics’).

Mapping of COs to Syllabus

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

UBJECT: HUMAN RESOURCE MANAGEMENT

CREDITS: 3

Course Objective

The objective of this course is to familiarize the students with the various facets of managing people and to create an understanding of the various policies and practices of human resource management in the global context.

Course outcomes

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

- ❖ Define the basic theories, concepts, concepts, terms, and principles in the field of HRM (Remembering)
- ❖ Demonstrate cultural awareness by summarizing global human resource perspectives and policy, Illustrate the process of job analysis and discuss its importance as a foundation for human resource management practice (Understanding)
- ❖ Identify the different of techniques used in human resource selection and recruitment, Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace (Applying)
- ❖ Analyse the key issues related to administering the human elements such as Performance appraisal, Succession planning, diversity, ethics, and training. (Analysing)

Module 1: Introduction to Human Resource Management

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: Matching HR needs and People

Job Analysis, Job Design and Job Evaluation, Recruitment and Selection Techniques, Human Resource Planning, Employee Forecasting Techniques.

Module 3: Developing People with Human Resource Management

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: Developing a Healthy Environment & Effective Employee Relations

Occupational Health & Safety, 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

- ❖ Human Resource Management, 9e, Gary Dessler, 2014, Pearson Education.
- ❖ Managing Human Resources, 2e, Wayne F. Cascio, 2010, Tata McGraw Hill.
- ❖ Human Resources Management, 1e, Wendell L. French, 1998, Houghton Mifflin Harcourt
- ❖ The HR Scorecard: Linking People, Strategy, and Performance, 1e, Brian E. Becker, 1999, Harvard Business Review Press
- ❖ Keeping Good People, 2e, Roger E. Herman, 1995, OakHill Press
- ❖ Lean Human Resources: Redesigning HR Processes for a Culture of Continuous Improvement, 1e, Cheryl M. Jekiel, 1994, CRC Press
- ❖ Human Resource Development, 3e, Jennifer Joy-Matthews, 2000, Kogan Page

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4
CO1	M			
CO2		H		H
CO3		M	M	
CO4			M	

SUBJECT: ORGANIZATIONAL BEHAVIOR

CREDITS: 3

Course objectives:

This course deals with human behavior in organizations. Conceptual frameworks, case discussions, and skill-oriented activities applied to course topics which include: motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture. Class sessions and assignments are intended to help participants acquire skills and analytic concepts to improve organizational relationships and effectiveness.

Course outcomes

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

- ❖ Understand how organizational structure, change, and culture affect working relationships within organizations. (Understanding)
- ❖ Explain and assess the basic design elements of organizational structure and evaluate their impact on employees. (Evaluate)
- ❖ Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings. (Applying)
- ❖ Analyze individual and group behavior and understand the implications of organizational behavior on the process of management. (Analyzing)
- ❖ Evaluate the appropriateness of various conflict management strategies used in organizations. (Evaluating)
- ❖ Discuss relevant contemporary theories, concepts and models in order to analyze organizational environments, cases and issues. (Creating)

Module 1

Managing Organizational Behavior: OB-Past & Present, Emerging issues in OB, Diversity across world, OB-A Framework, Common Mistakes Committed by Managers , Personality: Is Personality Real? The Person-Situation Controversy, Psychological Contract, Consensus between Ability & Aptitude, how Personalities Differ, Culture & Personality, Personality Traits & Dimensions, Psychological Types and Cognitive

Module 2

Perception: Types of Perception: Importance to study, Perceptual Process, Perceptual Organization, Interpretation, Attribution Process, Perceiving Others: Organizational Applications, Comparing Perception with Others Attitudes & Values: Attitude- An Introduction, Behavioral Intention Model, Work Attitudes, Beliefs, Trust, Values, Relationship between Attitudes and Values.

Module 3

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 4

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 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

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

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 3
CO1				
CO2			M	L
CO3			M	

	Module 1	Module 2	Module 3	Module 3
CO4			H	
CO5	L	L	M	
CO6	H	H	H	L

Semester 3

Course Code	Course Name	Credits
DEM0P01	Core- 1 Minor Project	2
DEM0301	Core -2: Operations Management	3
DEM0302	Core -3: Startup Management (SM)	3
	Elective 1:	4
	Elective 2:	4
	Elective 3	4
	Elective 4	4

Electives

Subjects	Credits
Marketing	
Sales and Distribution Management	DEMEM31
Marketing Communications	DEMEM32
Services Marketing	DEMEM33
Internet Marketing	DEMEM34
International Marketing	DEMEM35
Finance	
Asset Valuation	DEMEF31
Portfolio Management	DEMEF32
Personal Finance and Planning	DEMEF33
Corporate Tax Planning	DEMEF34
Project Appraisal and Finance	DEMEF35
Human Resources Management	
Applied Psychology in Personnel Administration	DEMEH31
Compensation Management	DEMEH32
Training and Development	DEMEH33
Transformational Leadership	DEMEH34
Team Dynamics and Leadership	DEMEH35

SUBJECT: MINOR PROJECT

CREDIT: 2

COURSE DESCRIPTION:

This course provides a structured approach to the preparation, progress, and final presentation of a minor research project. It guides students through conducting independent research on a smaller scale,

from initial project planning to final presentation. The focus is on developing key research skills such as project proposal creation, data collection, analysis, report writing, and presenting findings.

Course Outcomes:

By the end of the course, students will:

- ❖ Understand the basic process of conducting independent research.
- ❖ Develop a concise project proposal and research plan.
- ❖ Collect, analyze, and synthesize data to produce a well-structured research report.
- ❖ Present research findings in both written and oral forms.
- ❖ Respond to feedback and refine their research.

Module 1: Literature review

Selecting a Minor Research Topic, Conducting a Brief Literature Review

Module 2: Methodology

Formulating Research Questions and Objectives, Research Design: Qualitative, Quantitative, or Mixed Methods (as applicable), Basic Data Collection and Analysis Techniques, Writing the Introduction, Objectives, Methodology

Assignments/Assessments:

Submission of Minor Project Proposal, Feedback from the Instructor on the Proposal, Preliminary Draft of Literature Review and Methodology Section

Module 3: Progress Seminars and Report Writing

Organizing and Writing a Minor Research Report, Progress Seminar 1: Presenting Initial Findings, Incorporating Feedback into Research, Data Presentation and Basic Analysis, Writing Results and Discussion Sections

Assignments/Assessments:

Progress Seminar Presentation (1), Submission of Draft Results and Discussion Sections, Peer and Faculty Feedback

Module 4: Final Presentation and Viva

Finalizing the Minor Research Report, Writing Conclusions and Basic Recommendations, Preparing for the Final Presentation, Viva Voce: Defending the Research, Responding to Panel Questions

Assignments/Assessments:

Final Submission of Minor Project Report, Final Oral Presentation, Viva Voce (Oral Examination), Final Grading Based on Written Report, Presentation, and Viva Performance

Evaluation Criteria:

- ❖ Project Proposal and Report Writing: 40%
 - ❖ Progress Seminar (1): 20%
 - ❖ Final Presentation and Viva: 25%
 - ❖ Internal Assessment: 15%
-

SUBJECT: STARTUP MANAGEMENT

CREDITS-03

Course Objective: To understand new venture creation structure, opportunities, its resources, requirements, legal and ethical aspects of forming and running a startup.

Course Outcomes:

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

- ❖ Outline the steps in creating startups
- ❖ Interpret feasibility Analysis towards funding issues.
- ❖ Develop a start-up Enterprise with Big Idea Generation.
- ❖ Analyze legal factors that impact start-ups
- ❖ Access growth stages in new venture and reasons for scaling ventures.
- ❖ Evaluate financial stability and decide on expansion possibilities

Module 1: Foundations of Startups:

Introduction: Startup, Entrepreneur: self-assessment and goal setting, Problem Identification, innovation, idea formation, brainstorming.

Module 2: Startup Planning and Support:

Startup business plans, feasibility study, fund raising, government policy and support for startup.

Module 3: Legal, Financial, and Ethical Essentials:

Legal and financial Issues of Startup, ethical and structural aspects of forming and running a Startup

Module 4: Lean Launch and Growth Strategies:

Lean Startup, MVP (Minimum Viable Product), launching and managing, harvesting and exit strategies.

Suggested readings:

- ❖ Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- ❖ Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- ❖ S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- ❖ Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building.
- ❖ Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- ❖ Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

Mapping of COs to syllabus

	Mod 1	Mod 2	Mod 3	Mod 4
CO1	H		M	
CO 2		H		
CO 3	M			
CO 4			H	
CO 5				H
CO 6			H	

SUBJECT: OPERATIONS MANAGEMENT

CREDITS-03

Course Objective:

To facilitates understanding of operations management, focusing on key concepts, theories, and strategies. It equips learners with the tools necessary to solve complex operational challenges, analyze organizational operations, and develop innovative solutions, all while adapting to dynamic market and resource conditions.

Course Outcomes

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

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

Module 1: Understanding Operations

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

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: Facilities and Inventory Planning

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

Module 4: Forecasting and statistical process control

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

Part B– Statistical process control; Control Charts; Quality – Definition; Quality Management tools; Lean Management; JIT Manufacturing.

Suggested Readings

- ❖ Operations Management Along the Supply Chain, 6th Ed., Robert S. Russell & Bernard W. Taylor, Wiley India
- ❖ Operations Management – Theory and Practice, 3rd Ed., B. Mahadevan, Pearson Education India
- ❖ 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
- ❖ Operations management for Competitive Advantage, 11th Ed., Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano, and Nitin K Agarwal, Tata McGraw Hill Education Production and Operations Management, 1st Ed., Ajay K. Garg, Tata McGraw Hill.
- ❖ Production and Operation Management, 3rd Ed., S. N. Chary. Tata McGraw Hill
- ❖ 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	L
CO 2	H	H	H	L

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

Marketing Electives

SALES AND DISTRIBUTION MANAGEMENT

(CREDITS: THEORY-04)

Course objectives:

The objective of the Course is to develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force

Course outcomes

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

- ❖ Compare different theories of selling (Understanding)
- ❖ Outline the steps in the selling process (understanding)
- ❖ Outline the steps in Salesforce selection, sales quota, and sales budget. Classify the methods of sales training. (Understanding)
- ❖ 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)
- ❖ Distinguish financial with non-financial components of Salesforce compensation and categorize the types of compensation mix. (Analysing)
- ❖ 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)
- ❖ Determine estimated sales and the size of the sales force (Evaluating)
- ❖ Design a sales territory. (Creating)
- ❖ Develop a distribution channel for a business organization. (Creating)

Module 1: Introduction to Sales Management

Sales Management- Definition, Evolution and Importance, Personal Selling and Salesmanship, Functions and Skills of Modern Sales Managers, Managers/Sales Management Positions, Relationship Selling, Determining Sales Related Marketing Policies, Strategic Planning, Sales Objective, Role of Marketing and Sales, Marketing and Personal Selling Strategies, Sales Strategy, Developing Sales Forecast, Buyer-Seller Dyads, Theories of Selling, The Selling Process.

Module 2: The sales force management and controlling the sales effort

Job Analysis, Recruitment and selection, Sales force training, Motivating the Sales force, compensating the sales force, expenses, salesforce evaluating and supervising, sales budget, Sales Territory, Sales Quotas.

Module 3: Distribution Management

Distribution Channel- definition, need, functions, flow, types, Channel members and channel functions, patterns of distribution, marketing channels, Channel flow, Channel Levels, Service sector Channels

Module 4: Channel management decisions

Channel design decisions, Channel management decisions, Channel integration systems- VMS and HMS, conflict, cooperation and competition, logistics and supply chain.

Suggested Readings

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

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4
CO1	H			
CO 2	H			
CO 3		H		
CO 4			H	M
CO 5		H		
CO 6			H	M
CO 7			H	H
CO 8		H		

CO 9	L	H		
CO 10			H	H

SUBJECT: MARKETING COMMUNICATIONS

(CREDITS: THEORY-04)

Course objectives:

To familiarize the students with concepts and practices in marketing communications. To learn about various communication tools and their effectiveness in contemporary time, draw a lesson from that knowledge for better integration of various marketing communications tools. Bring out ideas for effective marketing communications.

Course outcomes:

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

- ❖ 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)
- ❖ Compare the various forms of message strategies, advertisement appeals and executional framework and relate it with real advertisements. (Understanding)
- ❖ Identify the cognitive, affective, and conative components of the marketing communication process and apply them in traditional consumer response hierarchy and modern communication hierarchy models. (Applying)
- ❖ Examine the steps in development of corporate image. Evaluate the benefits of branding including store brands for marketers and consumers. (Analyzing, Evaluating)
- ❖ 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)
- ❖ Justify the use of alternative marketing techniques and venues in a competitive promotional environment. (Evaluating)
- ❖ Design a creative brief for an advertisement. Develop a print advertisement. (Creating)

Module 1

Introduction to Marketing Communication and Integrated Marketing Communication:

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

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 2: Marketing Communication Objectives:

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

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

Module3: 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 4: Print Advertising:

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

Suggested Readings

- ❖ Advertising and Promotion an IMC perspective, 1e, Shah Kruti and D'Souza Alan, 2014, McGraw Hill
- ❖ Integrated Advertising Promotion and Marketing Communications, 8e, Clow E. Kenneth and Baack Donald, 2013, Pearson
- ❖ Advertising Management, 5e, Myers John, Batra Rajeev and Aaker David, 2012, Pearson
- ❖ Advertisement and Promotion: IMC Perspective, 3e, Belch and Belch, 2010, McGraw Hill
- ❖ Advertising An IMC Perspective, 1e, Murthy S. N and Bhojanna U, 2010, Vikash Publication.

Mapping of CO's to syllabus

	MODULE 1	MODULE 2	MODULE 3	MODULE 4
CO1			H	
CO2				
CO3		H	H	
CO4			H	
CO5				
CO6				
CO7	H	L	L	L

SUBJECT: SERVICE MARKETING

CREDITS: THEORY-04

Course Objective:

This course aims to provide students with a deep understanding of service management, equipping them with the skills to analyze service encounters, assess service quality, apply capacity management techniques, and develop innovative strategies. Students will also learn to design systems for service recovery and customer complaint management, fostering competitive service advantage.

Course outcomes

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

- ❖ List the characteristics and components of service (Remembering)
- ❖ Illustrate the different types of service encounters (Understanding)
- ❖ Explain the concept of servitization (Understanding)
- ❖ Choose appropriate capacity management techniques in real life service situations (Applying)
- ❖ Identify the determinants of service quality (Applying)
- ❖ Discover the threats of competition (Analysing)
- ❖ Analyse the factors leading to gaps in a service transaction (Analysing)
- ❖ Assess appropriate service recovery strategies to address different types of service failures (Evaluating)

- ❖ Develop strategies for creating service advantage (Creating)
- ❖ Design an appropriate customer complaint management system to address customer grievances (Creating)

Module 1: Understanding Services and Managing Service Quality

Understanding services; Characteristics of Service, service components, service classifications, the service triangle, Goods- Service Continuum, Concept of Servitisation, types of service encounter, Service Quality Management- Gap Model of Service Quality, SERVQUAL, Improving Service Performance

Module 2: Service Recovery, Customer Complaint Management, and Relationship Building

Service Failure, Service Recovery, Customer Complaint Management, Customer Relationship Management

Module 3: Service Competition, Demand Management, and New Service Development

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 4: Service Branding, Innovation, and Global Service Management

Service Branding, Service Pricing, Service Innovation, Managing Service Productivity, managing services across geographical boundaries, Managing Service Culture

Suggested Readings

- ❖ Service management and marketing, 10e, Gronroos, C., 2015, Wiley.
- ❖ Competing for the future, 1e, Hamel, G., & Prahalad, C., 1999, Harvard Business School Press.
- ❖ Competing in a Service Economy: How to Create a Competitive Advantage Through Service Development & Innovation, 2e, Johnson, M., & Gustafsson, A., 2001, John Wiley & Sons.
- ❖ Services marketing, 9e, Lovelock, C., Wirtz, J., & Chatterjee, J., 2016, Pearson
- ❖ Principles of service marketing and management, 6e, Lovelock, C., 2002, Prentice Hall.
- ❖ Services marketing, 5e, Nargundkar, R., 2011, Tata McGraw Hill Education.
- ❖ Handbook of services marketing & management, 1e, Swartz, T., 2000, Sage.
- ❖ Services marketing, 5e, Zeithaml, V., 2006, Tata McGraw Hill.

Mapping of COs to Syllabus

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

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

SUBJECT: INTERNET MARKETING

(CREDITS: THEORY-04)

Course objectives:

This course aims to familiarize the concept of internet marketing and its current and future scenarios. It further aims to equip students with the ability to understand and subsequently create strategic and targeted campaigns using digital media tools.

Course Outcomes

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

- ❖ Create Internet Marketing plans. Design solutions for internet marketing issues and problems. (Creating)
- ❖ Evaluate strategies and tools used by organizations for utilizing and implementing Internet Marketing (Evaluating)
- ❖ Analyze the environment and strategies of organizations utilizing different concepts and tools of Internet marketing. (Analyzing)
- ❖ Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of marketing in a competitive and dynamic space of internet. (Applying)
- ❖ Understand and explain the fundamental internet marketing concepts, theories, and principles. (Understanding)

Module 1: Introduction to Internet Marketing and Internet Marketing Model

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

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

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: Email and mobile marketing: Email marketing introduction, email marketing process- goals, channels, implementation and analysis. Tools: google and search engine, Facebook, twitter, YouTube, and LinkedIn. Issues: credibility, fake news, social media, and hate/ phobic campaigns. Analytics and linkage with social media.

Suggested Readings

- ❖ Digital Marketing - Strategy, Implementation and Practice, 7th Ed. David Chaffey & Fiona E. Chadwick, Pearson
- ❖ Internet Marketing – Strategy, Implementation and Practice, 4th Ed., Dave Chaffey, F. E. Chadwick, Richard Meyer, Kevin Johnston, Prentice Hal
- ❖ Digital Marketing, 1st Ed., Vandana Ahuja, Oxford University Press
- ❖ Fundamentals of Digital Marketing, 1st Ed., Bhatia, E-book
- ❖ Digital Marketing Strategy, 2nd Ed. Simon Kingsnorth, Kogan Page Publishers

Mapping of COs to syllabus

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

SUBJECT: INTERNATIONAL MARKETING

(CREDITS: THEORY-04)

Course Objective:

This course will equip students with the tools and terminology to explore and understand marketing practices in a global environment. It provides a practical overview of the key elements of international marketing and issues businesses face when entering and operating in foreign markets. This course is also designed to provide students with the latest understanding of global issues, disciplines, competitions and the necessary skills in making strategic decisions based on a global perspective.

Course Outcome:

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

- ❖ Create a comprehensive promotional strategy that employs key communication tools and blends traditional and unconventional media for international markets,
- ❖ Assess real-world shifts in the global marketing environment, planning an entry strategy—including exporting, licensing, joint ventures, and franchising—and developing an effective distribution channel strategy for foreign markets
- ❖ Analyze and compare the effectiveness of product standardization versus adaptation, identical pricing against market-specific pricing, various entry methods into foreign markets, and the factors affecting international distribution channels
- ❖ Address ethical and environmental issues in international marketing and their connection to the domestic landscape, alongside the objectives for going global and how these impact a business's bottom line, particularly regarding product and pricing strategies.

Module-1: Global Market Dynamics and Entry Strategies

Concept and relevance, scope, challenges and opportunities, Internationalization process, Dynamics of global market environment, international competition, cultural dynamics in assessing global markets-geography, history and culture, political and legal environment, international marketing strategy/global strategy: Competitive advantage and value chain, Different entry mode, Exporting, licensing, joint venture, wholly owned subsidiary, strategic alliance, manufacturing, and franchising, Export market selection- definition and strategy, market segmentations, market targeting, market positioning, Competitive advantage and value chain

Module-2: International Product and Pricing Decisions

International product design, Labelling, Packaging and branding, Product standardization and adaptation for international market, Life cycles of products in global market, International pricing, Factors influencing international pricing decisions, Decision regarding identical pricing and market specific pricing, Transfer pricing

Module-3: Global Distribution and Supply Chain Management

Channels of distribution for international markets, Roles and functions of international market intermediaries, Factors influencing the choice of international channels of distribution, Role of internet

Definition of Logistics, Understanding the nature and concepts of supply chain, Functions of Supply Chain, Differences from the conventional marketing channel approach, Function and role of Warehousing and Unitization

Trends in SCM, Strategic decisions, Developing and Managing relationship, Supplier Quality Management, Supply Chain Re-engineering

Module-4: International Promotion, Ethics, and Market Research

Need for Advertising, Advertising and the modern world, Benefits of Advertising, Types of Advertising, Sales promotion, Personal selling, Retail promotion technique, Exhibitions, trade fairs and public relations for international marketing, Traditional and unconventional media selection, E-business and its role in international marketing, Definition of Ethics, Use of Ethics in marketing, Ethical and environmental consideration in international marketing and communications, International marketing negotiations

Definition of International marketing research, Importance of International marketing research, Complexities of International marketing research, Process of International marketing

Suggested Readings-

- ❖ Global Marketing, 2e, Keegan, Warran J. and Mark C. Green, 2016, Pearson
- ❖ International Marketing, 1e, Czinkota, Michael R. and Illka A. Ronkainon, 2015, Cengage Learning.
- ❖ International Marketing, 5e, Terpstra, Vern, Foley, James and Ravi Sarathy, 2017, Naper
- ❖ International Marketing, 3e, Jain, Subash C., 2017, South – Western.
- ❖ Douglas Lamont, (1997): Winning worldwide, John Wiley and sons
- ❖ International Marketing, Joshi, Rakesh Mohan,(latest edition): New Delhi, Oxford University Press

- ❖ Global Marketing Management, Masaaki Kotabe and Kristiaan Helsen, (2009): India, John Wiley
- ❖ International Marketing, Philip R. Cateora and John L. Graham, (2006): McGraw-Hill/Irwin
- ❖ International marketing, Rajagopal, (2007): New Delhi; Vikas Publishers Warren Keegan,(2004); Global marketing, India, Pearson Education
- ❖ International Economics: Theory and Policy, Paul Krugman, Maurice Obstfeld and Marc J. Melitz, Pearson

Mapping of COs to Syllabus

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

SEMESTER 3 (ELECTIVE: HUMAN RESOURCE)

SUBJECT: APPLIED PSYCHOLOGY IN PERSONNEL ADMINISTRATION

CREDITS: THEORY-04

Course Objective:

This course is designed for human resource management students interested in understanding the psychology behind the application of HRM in the corporate structure and development. It will cover key aspects of HRM processes and effective strategies for implementation in workplace settings. Topics include common workplace issues and current trends in HR management, all aimed at enhancing employee potential, engagement, and productivity to meet organizational goals in the 21st century. The goal is to analyze and understand how to tackle corporate challenges while enhancing talent performance and ensuring organizational sustainability.

Course outcomes:

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

- ❖ Define the goals of industrial and organizational psychology (Remembering)
- ❖ 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)
- ❖ Apply the tools and techniques of personnel selection and recruitment as seen from the perspective of industrial and organizational psychology (Applying)
- ❖ To categorize the principles of psychological testing and construct as well as administer psychological test for employee assessment (Analyzing)
- ❖ Recommend methods for increasing employee job satisfaction in the context of various psychological theories of workplace motivation (Evaluating)
- ❖ Propose a work life balance module in HRM through groups and organizations. (Creating)

Module 1: Introduction to Applied Psychology in HRM

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

Module 2: Employee Selection techniques

Employee Selection Principles and Techniques, Job and Work Analysis, , Validity of Selection Procedures, Psychological testing ,Types of Performance Appraisal, Bias in Performance Appraisal, Fair Employment Practices ,Training of Employees, Scope of Training, Training Methods, Training Evaluation.

Module 3 Emerging Issues in Applied Psychology of HRM

Leaderships issues and styles, Leadership Functions, Motivation and Job Satisfaction, Job involvement and Commitment, Working Conditions and Employee safety and health issues,Stress in the workplace, Scope of Consumer Psychology, Research Methods in Consumer Psychology, Nature and Scope of Advertising, Consumer Behaviour and Motivation.

Module 4 HRM in global perspective

Global issues on Applied Psychology in HRM through groups and organizations., Occupational Health and Wellness: Intervention for employees aimed at promoting wellness and work-life balance

Suggested Readings

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

Mapping of COs to syllabus

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

SEMESTER 3 (HUMAN RESOURCE)

SUBJECT: COMPENSATION MANAGEMENT

(CREDITS: THEORY-04)

Course objectives:

Students learn about different pay programs, such as merit p.a, pay for performance, profit sharing, team rewards. Students will also learn to analyze and describe issues in an organization's compensation system, also it will help them to develop analytical skills in the areas of labour market and compensation.

Course outcomes:

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

- ❖ Illustrate the uses of job evaluation in devising a compensation strategy and develop procedures for valuing jobs within organizations (remembering).
- ❖ Explain the effect of compensation on motivation of employees. (understanding)
- ❖ Examine the role of federal and state legislation in the design of a benefits program (Analyzing)
- ❖ 4.To assess the various features of a short term and long-term incentive plans. (Evaluating)
- ❖ 5.Construct a pay policy line with relationship to the internal worth of a job and its market value. (creating).

Module 1: Compensation Framework and Theories

The Pay model, Definition of compensation, Forms of Pay, Cash compensation, Compensation objectives, long term Incentives, Economic & Behavioral Theories of Compensation. Strategic Perspectives of Pay, Strategic Pay Decisions Best Practices vs. Best Fit Options, Internal Alignment.

Module 2: Job Evaluation and Pay Structures

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, 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 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 3: Benefits and Special Group Compensation

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 4: Incentives, Profit Sharing, and Performance-Based Pay

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.

Suggested Readings:

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

Mapping of CO’s to syllabus

	Module 1	Module2	Module3	Module4
CO5	L			M
CO4	L			H
CO3		L	H	
CO2	M	H	L	H
CO1	H	H		M

SEMESTER 3 (HUMAN RESOURCE)

SUBJECT: TRAINING AND DEVELOPMENT

(CREDITS: THEORY-04)

Course Objective: The objective of the course is to make the students understand the importance of training and development of individuals in modern organizations and familiarize with the process involved in training and development.

Course Outcomes:

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

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

Syllabus:

Module 1: Introduction: Overview of Training and Development, Evolution of Training, Importance of Training; Job Analysis: Definition of Job Analysis, Managerial Skills, Key Factors in Job Analysis: Recruitment, Selection, Placement and Orientation, Training, Counseling, Performance Appraisal, Techniques of Job Analysis, Job Description, Contents of Job Description, Job Specification; Job Design: Approaches to Job Design, Methods of Job Design, Job Enlargement, job Enrichment.

Module 2: Training Needs Assessment: Training Needs Assessment, Determining Training Needs, Advantages of Needs Assessment, Steps in training process, Training Program Design; Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications; Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages; Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation

Module 3: Training Methods & Evaluation: On-the-Job Training Methods: Job rotation, Job instructions, Coaching, Mentoring, Committee assignments, Internship training; Off-the-Job Training Methods: Lectures and Conferences, Vestibule Training, Simulation Exercises, Sensitivity Training, Transactional Analysis; Development of Competency Based Training Programs: Technology Based Training Methods, T-Group, Role of Trainers; Training Evaluation: Training Implementation and Evaluation-Kirk Patrick Taxonomy model, Kaufman's Five Levels of Evaluation; Transfer of Training; Learning: Definition of Learning, Key Components of Learning.

Module 4: Human Resources Planning & Career Development: Concept of Manpower Planning, Objectives of HRP, Purposes of HRP, Prerequisites of Manpower Planning; Process of HRP: Manpower Planning Process, Different Procedures in Manpower Planning, Importance of Human Resources Planning (HRP), Advantages of Manpower Planning, Advantages of Manpower Planning; Employee Development, Career Management, Team Building, Training leads to Change Management, Role of Environment Influence in Training Cross Cultural Workforce; Career Development, Steps for Career Planning and Development, Model of Career Development, The Future of Training and Development.

Suggested Readings:

- ❖ Employee Training and Development, 5e, Raymond A. Noe, 2017, Tata McGrawHill
- ❖ Training & Development, Text, Research & Cases, Excel Books
- ❖ Training & Development, 1e, Dr. Arpita Kaul, Sunita Chhabra, 2019, JSR Publishing House LLP
- ❖ Effective Training Systems, Strategies and Practices, 4e, Blankard and Thacker, 2017 Pearson Education
- ❖ 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 5	L	M	M	H
CO 4	M	H	H	M
CO 3		M	M	
CO 2	M	H		
CO 1	M	H	L	L

SEMESTER 3 (HUMAN RESOURCE)

SUBJECT: TRANSFORMATIONAL LEADERSHIP

(CREDITS: THEORY-04)

Course Objectives:

This course engages to find balance among the leadership roles they need to play. Transformational leadership encourages and inspires employees to innovate and develop new ways to grow and improve the path to a company's future success. Using this method, the employees get the independence to make decisions and support new problem-solving approaches.

Course outcomes:

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

- ❖ Relate how leadership, influence and power are related to various facets of organizational life at the individual, group, and macro levels (Remembering)
- ❖ Be able to summarize the concept of leadership 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)
- ❖ Develop the capacity to clearly perceive the various tactics that others use to influence to achieve their objectives. (Applying)
- ❖ 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)
- ❖ Develop on their own leanings, demonstrate expert judgment, act on their gaps of knowledge and be able to empower others to be environmentally conscious and act ethically (Creating)

Syllabus:

Module 1: Introduction to Leadership

Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory, Leadership traits and ethics - Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory

Module 2: Studies of Leadership

Leadership behavior and motivation, and contingency leadership - Leadership behavior and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Theories of Leadership: Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory, Leadership in Global and Indian context, Relationship among Leadership, Power and Politics.

Module 3: Team Leadership Skills, Organizational Leadership And Leadership Culture

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 ,Leader follower relations – Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict, Organizational Leadership – Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

Module 4: Leadership development

Leadership development and succession - Development through self-awareness and self-discipline, Development through education, experience, and mentoring, succession ,Leadership development programs - Evaluation of leadership development efforts, Indian cases on leadership

Suggested readings:

- ❖ Effective Leadership, 4e, Lussier and Achus, 2009, Southwestern College Publishing
- ❖ Leadership-Enhancing the Lessons of experience, 7e, Hughes, Ginnet, Curphy ,2017, Tata McGraw Hill 3. Leadership in Organizations, 8e, Gary Yukl, 2017, Pearson Education
- ❖ The art of leadership, 5e, George Manning and Kent Kurtis, 2014, McGraw Hill
- ❖ Kouzes, J.M. & Posner, B. Z. *The Leadership Challenge (6th edition)*, John Wiley & Sons, 2017.

SEMESTER 3 (HUMAN RESOURCE)

SUBJECT: TEAM DYNAMICS AND LEADERSHIP

(CREDITS: THEORY-04)

Course Objective:

This course aims to develop students' understanding of teamwork dynamics, focusing on the stages of team formation, negotiation techniques for team building, and problem-solving skills. By fostering effective communication and collaboration, students will gain practical skills to create cohesive, high-performing teams in various organizational settings.

Course outcomes

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

- ❖ Define teamwork (Remembering)
- ❖ Illustrate the process of team formation (Understanding)
- ❖ Construct negotiation technique to be used in team building (Applying)
- ❖ Examine the various problem-solving skills (Analysing)

Module 1: Foundations of Teamwork, Motivation, and Managerial Decision Making

Introduction to teamwork, team formation and development, groups and teams defined and differentiated, team values. Motivating and managing team, enhancing employee moral for team building, Problem solving skills, effective managerial decision making

Module 2: Understanding and Managing Team Dynamics in a Global Context

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: Team Building Interventions, Negotiation, and Conflict Resolution

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 4: Leadership Theories, Styles, and Strategies for Effective Team Building

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:

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

Mapping of COs to syllabus

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

SEMESTER 3 (FINANCE)

SUBJECT: ASSET VALUATION

(CREDITS: THEORY-04)

Course Objectives:

To equip students with the concept of asset valuation principles and techniques for various asset types, including tangible and intangible assets, by exploring foundational concepts and valuation methodologies.

Course outcomes

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

- ❖ Define the basic concepts of project and company valuations. (Remembering)
- ❖ Compare and contrast different types of valuations like discounted cash flow, method of comparable and real options. (Understanding)
- ❖ Build a practical understanding of valuation techniques. (Applying)
- ❖ Examine cash flows to determine profitability of investment proposals. (Analyzing)
- ❖ Evaluate different investment proposals using multiple valuation techniques. (Evaluating)
- ❖ Develop managerial decisions by applying the concepts of valuation. (Creating)

Module 1: Introduction and Overview of Asset Valuation:

Asset Valuation: Concept of Asset Valuation, Types of Assets: Tangible and Intangible, Standards and Guidelines for valuation, Understanding Market Value vs. Intrinsic Value

Valuation Approach: Role of Financial Statements in Asset Valuation, Time Value of Money in Valuation, Risk Return and Discount Rate.

Valuation Model: Discounted Cash Flow (DCF) Models, Ratio Analysis, Relative Valuation Models.

Module 2: Techniques of Valuation for Financial Asset

Introduction to Equity Valuation: Dividend Discount Model (DDM), Price/Earnings (P/E) Ratio and Free Cash Flow to Firm (FCFF) and its Use in Valuation, Role of EPS

Valuation of Fixed-Income Securities: Bond Pricing, Yield to Maturity (YTM), Duration and Convexity, Sensitivity of Bonds to Interest Rate Changes

Assessment of Risk and Return: Identifying and Measuring Risk, Systematic vs. Unsystematic Risk, Risk-Adjusted Discount Rates, Comparable Company Analysis: Concept of Relative Valuation, Identifying Comparable Companies, Price-to-Earnings (P/E) Ratio, Price-to-Book (P/B) Ratio.

Module 3: Valuation of Tangible Assets

Cost Approach: Concept of Replacement Cost vs. Historical Cost, Steps in Cost Approach Valuation, Adjustments for Obsolescence, Income Approach: Cash Flow Projections for Tangible Assets, Discounting Future Cash Flows, Valuation Techniques: Direct Capitalization vs. Discounted Cash Flow (DCF), Market Approach: Understanding Fair Market Value, Identifying and Analyzing Comparable Sales, Limitations and Adjustments in Market Valuation

Specific Tangible Asset Valuation: Real Estate Valuation, Equipment and Machinery Valuation, Inventory Valuation.

Module 4: Valuation of Intangible Assets

Introduction to Intangible Assets: Definition of intangible assets, Types of intangible assets, Importance of valuation. Classification of Intangible Assets: Identifiable vs. unidentifiable intangible assets, marketing related intangible assets, Technology based intangible assets, Customer related intangible asset Artistic related intangible assets. Valuation Approach: Market Approach-Comparable sales method, Income Approach Discounted cash flow (DCF) method, Relief-from-royalty method, Cost Approach- Replacement cost method, Development costs.

Suggested Readings

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

Mapping of COs to Syllabus

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

SEMESTER 3 (FINANCE)

SUBJECT: PORTFOLIO MANAGEMENT

(CREDITS: THEORY-04)

Course Objective:

This course aims to provide students with a comprehensive understanding of portfolio management. It covers techniques for analyzing and selecting securities, constructing optimal portfolios, and evaluating their performance.

Course outcomes

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

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

Syllabus: Module 1: Introduction to Investment and Securities Market

Introduction of investments- Meaning of investment, Investment and speculation, investment and gambling, various investment alternatives, Investment process, elements of investment, objectives of investment. Risk Analysis- Meaning and elements of Risk, Measurement of risk, Relationship between Risk and Return. Securities Market: Primary Market, IPO, Process of Book building, Role of intermediaries, allotment and listing of securities, secondary market

Module 2: Fundamentals and Technical Analysis

Fundamental Analysis: Meaning and importance, intrinsic value, Economy analysis, factors and variables, Industry analysis, Company analysis, financial statement analysis. Technical Analysis: Concept of Technical analysis, Technical Vs Fundamental analysis, Principles of technical analysis, indicators,

Assumptions, Dow Theory, charting techniques, ROC, Moving Average, Resistance and support level, Candlestick pattern,

Module 3: Portfolio Management and Efficient market Hypothesis

Portfolio management- Capital asset pricing model, CAPM assumptions, benefits, limitations, capital market line, security market line. Efficiency frontier, efficient market theory, efficient market hypothesis- weak, semi strong, strong, Relation between capital asset pricing models and market efficiency, Arbitrage Pricing Theory, Principles of Arbitrage Pricing Theory.

Module 4: Portfolio Theory, Equity valuation and Mutual Fund

Portfolio Theory- Portfolio analysis, portfolio selection and management, portfolio evaluation, concept of diversification, Markowitz’s theory of diversification, analysis of return & risk in the context of portfolio, Equity Valuations: Purposes of equity valuation, Dividend discount models, Earnings and plowback, Mutual Funds: Mutual fund concept, Services of investment companies, Types of investment companies, open vs. Closed End Mutual Funds, Exchange traded funds, Unit investment trusts

Suggested Readings

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

Mapping of COs to Syllabus

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

SEMESTER 3 (FINANCE)

SUBJECT: PERSONAL FINANCE AND PLANNING

(CREDITS: THEORY-04)

Course Objectives:

To equip students with the knowledge and skills necessary to make informed and strategic personal financial decisions.

Course outcomes

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

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

Module 1: Overview of a financial plan

Concept of Personal Finance, Benefit from personal financial planning, Identify the key components of a financial plan, Outline the steps involved in developing a financial plan, Personal Budgeting Techniques, Understanding Income and Expense Management, Importance of holding emergency fund, Financial Goal Setting: Short-term vs. Long-term , how to create personal cash flow statement, Preparation of budget, creation of personal balance sheet, Time Value of Money: Basic Concepts.

Module 2: Investment Planning

Savings and Investments, Investment objectives, Investment process, Investment vs Speculation, Various types of assets in a sound portfolio, Understanding Risk and Return, Risk return trade off, Types of Risk, factors that affect risk, Bond Market: Understanding Fixed Income Securities, Real Estate as an Investment: Pros and Cons, Role of Inflation in Investment Decisions, Behavioral Biases in Investment Decision-Making, Understanding the concept of compounding and discounting, Decision making using NPV and IRR.

Module 3: Banking and Interest Rates and Money Management

Functions of financial institutions, Identify the components of interest rates, Clarify the relationship between the maturity and interest rate of an investment, 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, Provide a background on money management, Describe the most popular money market investments, Types of brokers, Dos and Don'ts for investing in IPOs and FPOs.

Module 4: Retirement and Estate Planning

Importance of Retirement Planning, Employer-Sponsored Retirement Plans (401k, Pensions, etc.), Pension Plans: Defined Benefit vs. Defined Contribution, Retirement Income Strategies: Withdrawals and Sustainability, Tax-Efficient Retirement Planning, Creating a Personal Retirement Plan: Steps, Tools, Health Care Costs in Retirement: Planning and Insurance, Estate Planning: Introduction and Importance, Dent management.

Suggested Readings

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

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO6		H	L	L
CO5			H	

CO4	L			L
CO3		M	M	H
CO2	L	H	L	
CO1	H	M		L

SEMESTER 3 (FINANCE)

SUBJECT: CORPORATE TAX PLANNING

(CREDITS: THEORY-04)

Course Objectives:

To develop a strong foundation in income tax principles, including categorization of income under various heads and understanding tax deductions, exemptions, and special tax provisions. equip students with practical skills for filing tax returns, managing tax payments, and handling set-off and carry forward of losses for effective tax planning and compliance and GST.

Course outcomes

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

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

Syllabus:

Module 1: Income Tax introduction:

Basic concept of income Tax, Basis of charge, Gross total income, taxable income, some common exempted incomes, Residential status, Income under various heads- Computation of income under different heads, Basics of Income from Salary, House properties, Capital Gains- Meaning and types, Capital Asset and its types, Mode of computation of capital gains, Exception from capital gains.

Module 2: Deductions and Filing of Tax return and Payment of Tax-

Taxation of Companies, MAT, Double Taxation Relief, A study of some common deductions available under Sec 80 C to 80 U, Deduction on account of certain payments & Investments covered us 80C to 80 GGC, Deduction available from gross total income, Tax deducted at source, Minimum alternate tax,

Filing of ITR, Payment of tax, Advance tax, Self-assessment tax, Set off & Carry Forward of Losses: Inter source adjustment, Inter head adjustment

Module 3: Tax planning for New Business and Special Tax Provisions

Tax planning with reference to companies, location of business, nature and form organization of new business, Financial Management, Amalgamation, merger, Demerger of Companies

Tax provisions relation to free trade zones, infrastructure sector, backward areas; Tax incentives for exporters, Tax savings instruments, Tax incentives and reliefs, Compliance and legal aspects.

Module 4: Goods & Service Taxes:

Concept of GST, Reasons for GST introduction, Benefits of GST, Treatment of Specific Goods which are outside purview of GST, Tax Rates in GST, Functions of GSTN. Levy and collection of Tax : Taxable Event , Supply under GST , Scope of Supply , Composite & Mixed Supply Place of Supply, Time of Supply Composition Levy under GST, Exemptions from GST.

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

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

SEMESTER 3 (FINANCE)

SUBJECT: PROJECT APPRAISAL AND FINANCE

(CREDITS: THEORY-04)

Course Objective: The main objective of this course is to make the students to understand about the various financial aspects in a project analysis and planning also able to appraise projects financially.

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. Analyze sources of finances for a project. (Analyzing)
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

Introduction: Concept of Project and Project Management, Difference between Project & Programme, Project manager's roles and responsibilities, Characteristics of Project, Project family tree, Classification of Project; Project Selection Process: Idea generation, Environment appraisal, corporate appraisal, Scouting for project ideas, Preliminary screening, Project rating index, Sources of positive, Net Present Value, Entrepreneur qualities.

Module 2

Project Appraisal: Criterion for Project Appraisal, Project Appraisal Techniques.

Principles of Project Analysis: Economic Analysis, Financial Analysis, Market Analysis, Technical Analysis, Managerial Competence, Ecological Analysis, Types of Market Analysis; Tools for identifying investment opportunities: Replacement and modernization, Capacity expansion, Vertical integration, Concentric diversification, Conglomerate diversification, Divestment; Portfolio planning tools: BCG Product Portfolio Matrix, General Electric Spotlight Matrix, Analysis of industry, Evaluating technical feasibility and project dependencies.

Module 3

Market & Demand Analysis: Information required for market and demand analysis, Secondary sources of information, Market survey, Demand forecasting, Uncertainties in demand forecasting

Investment Appraisal Decision: Features of Investment Appraisal/ Capital Budgeting Decisions, Importance of Investment Appraisal/ Capital Budgeting Decisions, Capital Budgeting Process; Discounting Financial Criteria; Non-Discounting Financial Criteria; Means Of Finance and Sources of Project: Equity Capital, Preference Capital, Debentures, Foreign currency term loans, Euro issues, Deferred credit, Bill rediscounting scheme.

Module 4

Project Risk Analysis: Introduction to Risk Analysis, Meaning & Definition of Risk Management, Risk Management Approaches and Methods; Risk Management Process: Process, Risk Transfer, Risk Avoidance, Risk Retention, Risk Control, Managing Risks arising out of Project Dependencies, Market Risk, Firm Risk, etc. Risk Adjustment: Risk Adjustment to Discount Rate, An integrated approach to Corporate Risk Management, Risk Reporting Process, Risk Management Organization Structure.

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

Semester IV		
Subject Name (Core)	Course Code	Credits
Business Policy and Strategic Management	DEM0P01	3
Research Project/ Dissertation	DEM0P02	3
SEC: Skill Enhancement Course: Computer Applications in Business	DEM04S1	3
Subject Name (Marketing Specialization)	Course Code	Credits
Consumer Behavior	DEMEM41	4
Retail Management	DEMEM42	4
Tourism and Hospitality Management	DEMEM43	4
Product and Brand Management	DEMEM44	4
Customer Relationship Management	DEMEM45	4
Subject Name (Financial Management Specialization)	Course Code	Credits

Fixed Income Securities and Derivatives	DEMEF41	4
Micro Finance	DEMEF42	4
Banking and Other Financial Services	DEMEF43	4
Multinational Financial Management	DEMEF44	4
Mergers, Acquisitions and Corporate Restructuring	DEMEF45	4

Subject Name (Human Resource Management)	Course Code	Credits
Organizational Staffing and HR Analytics	DEMEH41	4
Performance Management	DEMEH42	4
Organizational Change and Development	DEMEH43	4
Strategic Human Resource Management	DEMEH44	4
Cross Cultural Management	DEMEH45	4

SEMESTER 4 (CORE)

SUBJECT: BUSINESS POLICY AND STRATEGIC MANAGEMENT

(CREDITS: THEORY-03)

Course Objective:

To explore the various political, regulatory, societal, cultural, and natural factors influencing the nonmarket environment in which businesses operate, highlighting the interplay between market dynamics, government roles, and the capabilities required for success. To understand the top management decision making that includes formulation of vision and objectives, analysis of business environment, evaluating internal strength weaknesses, identifying competitive advantage, developing and implementing strategies, and lastly the evaluation and control. The course is case study base analysis and discussion.

Course Outcome:

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

Able to understand the factors that influence government action in forming policies related to corporate sector

Effectively advocate for policy and influence decision making process

Developed an understanding of the conceptual framework for Business Ethics & Values and appreciate ethical issues and concerns that arise while taking decisions in personal and corporate life

Understand the specific roles, responsibilities, reporting obligations, liabilities and effectiveness of boards of directors, management, shareholders, regulators and other corporate stakeholders in good governance in organizations

Analyze the business environment, strategic options and strategies of organizations utilizing different concepts and tools of strategic management.

Apply the knowledge, concepts and tools of strategic management to overcome challenges and issues of business world in a competitive and dynamic space.

Understand and explain the fundamental concepts, theories and principles in the area of strategic management

Module-1: Governance and Society:

Meaning of Governance, Functions of Governance, Relationship among Business, Government and Society (BGS), Importance of Business, Government and Society to Managers

Meaning of Corporate Governance, Importance of Corporate Governance, Significance; Genesis of Modern Corporate, Shareholder's Democracy: A myth; Corporate Governance mechanism, Corporate Governances models, Corporate Governance in various countries

Meaning of Public Policy and Function, Classification of public policy, Role of public policies in governing business, Need for public policy in business, Levels of public policy, Elements of public policy, Government regulations in business, Justification of regulation, Types of regulation, problems of regulation

Module-2: Market failure

Meaning of Market Failure, Determinants of market failure, Types of Market failure and Externalities, Correction of Market failure: Pigovian Tax, Merger and Internalisation, Emission Standards and Emission fee, Missing Market, Private Bargaining and Negotiation: Coase Theorem

Meaning of Business Strategy and Concepts, Strategic planning, Levels of strategy, Elements of Strategic management, Competitive strategies and competitive advantages: Competitive advantages and strategies in different industrial settings, Matured industries, Blue ocean strategies values innovation

SWOT Analysis, Porter five forces analysis, Environment Analysis- PESTLE, ETOP, Analysis of Competitor within the Industry, Portfolio Strategy: Meaning, Type and Elements

Module-3: Matrix Model

BCG matrix, GE-McKinsey matrix, Directional policy matrix, Arthur D. little matrix, PIMS

Strategy Alternatives – Growth Strategies, Expansion Strategies, Retrenchment & Combination Strategies, Industry Life Cycle, Types of Industries and Characteristics

Concept of Benchmarking, Types of benchmarking, Concept of Re- engineering, Phases and Types of Re- engineering, Reverse engineering, Phases and Types of reverse engineering, Balance Score Card, Elements of Balance Score Card (BSC)

Module-4: Corporate Structures

Meaning of Corporate Restructuring, Types of corporate restructuring, Causes of Corporate Restructuring, Meaning of Turnaround Management, Types of turnaround management, Steps in turnaround management

Meaning of Joint Ventures, Causes of Joint Ventures, Advantages and Disadvantages of Joint Ventures, Difference between Joint ventures and Consignment, Difference between Joint ventures and Partnership

Concept of mergers and types of mergers, Purpose of Mergers and Acquisitions, Advantages and Disadvantages of Mergers and Acquisitions, Alternatives to Mergers and Acquisitions

Process of Evaluation, Characteristics of Effective Evaluation Strategy, Phases of Strategic Control Process, Types of Strategic Control Process, Contingency Planning

Suggested Readings

Fishman, C. (2006). "The Wal-Mart Effect: Who knew shopping was so important?" *Academy of Management Perspectives*. 20(3): 6-25.

Kurucz, E., B. Colbert, and D. Wheeler (2013). "Chapter 2: Envisioning a new way of doing business: Thinking skills for sustainable organizations

Manual G Velasquez(2010 Business Ethics: Concepts & Cases, sixth edition, PHI publications

Kurucz, E., B. Colbert, and D. Wheeler, (2013). Chapter 5: "Managing for stakeholders in a complex world

Besanko, D.; D.Dranove, M.Shanley, S.Schaefer, (2004): *Economies of strategy*, New Delhi John Wiley,

C.K. Pahalad, Gary Hamel, (1990)“The Core Competence of the Corporation,” Harvard Business Review, May-June 1990

Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann, (2008)“Reinventing Your Business Model,” Harvard Business Review, December 2008

Michael Porter,(1996) “What is Strategy?” Harvard Business Review, November-December 1996

Azhar Kazmi, Strategic Management & Business Policy, 3rd Edition, Tata McGraw Hill

P. Subbarao , Business Policy and Strategic Management, 2nd Edition Himalaya Publishing House

D. Acharya & A. Nanda, Strategic Management & Entrepreneurship, 1st Edition, Himalaya Publishing House

Robert S. Kaplan and David P. Norton, Strategic Management: An Emerging Profession,” Balanced Scorecard Report, 2004

December 6, 2010. Watch the TED talk: Tim Brown (CEO of IDEO) Urges Designers to Think Big: http://www.ted.com/talks/lang/en/tim_brown_urges_designers_to_think_big.html

Watch “Business Model Explained” at <http://www.youtube.com/watch?v=QoAOzMTLP5s>

Mapping of COs to Syllabus

	Module-1	Module-2	Module-3	Module-4
CO1	M	L	M	M
CO2		M	H	H
CO3	M	L	M	M

CO4	M	L	M	M
CO5		M	M	M
CO6		M	M	M
CO7	L	M		M

SEMESTER 4 (CORE)

SUBJECT: RESEARCH PROJECT

(CREDITS: THEORY-03)

Course Objective:

This course provides a structured approach to the preparation, progress, and final presentation of a research project. It is designed to guide students through the process of completing a research project, from the initial preparation of a project report to progress seminars, report writing, and final presentations. The course will focus on developing the skills necessary for conducting independent research and communicating research findings effectively.

Course outcome:

By the end of the course, students will:

Understand the process of conducting and presenting independent research.

Develop a coherent project proposal and research plan.

Analyze and synthesize data effectively to produce a high-quality research report.

Present research findings clearly and professionally in both written and oral forms.

Engage in critical discussions of research progress and incorporate feedback into their work.

Create a report and presentation based on the research findings.

Module 1: Preparation of Project Report

Duration:

Topics Covered:

Selecting a Research Topic

Literature Review and Research Gaps

Formulating Research Questions and Hypotheses

Research Design: Qualitative, Quantitative, or Mixed Methods

Data Collection and Analysis

Writing the Introduction, Objectives, Methodology, and Timeline

Assignments/Assessments:

Submission of Project Proposal

Feedback from the Instructor on the proposal

Preliminary draft of literature review and methodology section

Module 2: Progress Seminars 1 and Report Writing

Duration:

Topics Covered:

Organizing and Writing a Research Report

Progress Seminar 1: Presenting Initial Findings

Incorporating Feedback and Revising Research

Data Presentation and Analysis

Module 3: Progress Seminars 2 and Report Writing

Progress Seminar 2: Discussion on Research Progress

Writing Results and Discussion Chapters

Assignments/Assessments:

Two Progress Seminars

Submission of drafts of results and discussion sections

Peer and faculty feedback on progress

Module 4: Final Presentation and Viva

Duration: Weeks 11-14

Topics Covered:

Finalizing the Research Report

Writing the Conclusion and Recommendations

Preparing for the Final Presentation

Viva Voce Examination: Defending Your Research

Addressing Questions from the Panel

Assignments/Assessments:

Final Submission of the Research Project Report

Final Oral Presentation

Viva Voce (Oral Examination)

Final Grading Based on Written Report, Presentation, and Viva Performance

Evaluation Criteria:

Project Proposal and Report Writing: 30%

Progress Seminars (2): 20%

Final Presentation and Viva: 25%

Internal Assessment: 25%

Note: Students may also extend the research work that they had conducted in their minor project in semester 3

SEMESTER 4 (CORE: SKILL ENHANCEMENT COURSE)

SUBJECT: COMPUTER APPLICATIONS IN BUSINESS

CREDITS: THEORY-03

Course Objective: To make the students understand and learn the application of IT in the field of management.

After the completion of the course, the students will be able to:

- 1 Define the basic concepts of Information Systems and the key features of Word processor, PowerPoint presentation, and Spreadsheet.
- 2 Understand the significance of Information Systems in organizations and comprehend how Office applications support various business functions.
- 3 Apply knowledge of Office applications to create, edit, and present information effectively in management scenarios.
- 4 Analyse the functionalities of Spreadsheet for data management and evaluate the efficiency of various Office tools in addressing management tasks.

Module: 1 Introduction to Information Systems

Data, Information, Concept of IS and Types of Information Systems (TPS, MIS, DSS, EIS)

Module:2: Word Processor: Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Handling Graphics, Creating Tables and Charts, Document Templates and Wizards.

Module: 3: Handling Office Packages

Presentations: Creating, Opening and Saving Presentations, Creating the Look of Your Presentation, Working in Different Views, Working with Slides, Adding and Formatting Text, Formatting Paragraphs, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.

Module: 3: Spreadsheet: Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, handling operators in Formulae, Functions:

Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard

Suggested Books:

1. Information Technology for Management, Henry Lucas. 7th Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2009.

2. Managing with Information, J Kanter. Prentice Hall of India, New Delhi, 2003

Mastering MS-Office, H. Holly & C. Martin, 10th edition, McMillan

3. Management Information Systems: Managing the Digital Firm" by Kenneth C. Laudon and Jane P. Laudon

4. Microsoft Word 2019 Step by Step" by Joan Lambert

5. Microsoft Excel 2019 Bible" by Michael Alexander, Richard Kusleika, and John Walkenbach

6. Information Systems: The Foundation of E-Business" by Steven Alter

SEMESTER 4 (MARKETING)

SUBJECT: CONSUMER BEHAVIOUR

CREDITS: THEORY-04

Course Objectives:

To introduce and equip students to view marketing phenomena from the perspective of a consumer through the concept of consumer behaviour, how and why consumers make purchase decisions, how they think, feel and act before and after making a purchase.

Course outcomes:

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

Define consumer behaviour and why it is so important. (Remembering)

Explain the factors influencing consumer behaviour – extrinsic and intrinsic. (Understanding)

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)

Analyse consumer decision making process and factors influencing it. Examine marketing strategies to influence consumer behaviour. (Analysing)

Determine specific factors influencing consumers. (Evaluating)

Design consumer profiles for specific products. Discuss marketing strategies to address different types of consumers (Creating)

Syllabus

Module 1: Introduction to Consumer Behaviour

Consumer and Consumer behaviour, types of consumers, consumer research, customer value, satisfaction, retention, market segmentation, targeting and positioning

Module 2: Consumer as an Individual

Consumer motivation, personality, perception, learning, attitude formation, communication

Module 3: 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 Consumer's Decision-Making Process:

Consumer influence and diffusion of innovations, consumer decision making, Post purchase behaviour

Suggested Readings

Consumer behaviour, 11e, Schiffman, L., & Kanuk, L., 2015, Pearson

Consumer behaviour, 3e, Batra, S., & Kazmi, S., 2008, Excel Books.

Consumer behaviour and economic growth in the modern economy, 2e, Baudet, E., & Meulen, H., 2015, Routledge.

Consumer behaviour, 4e, Gerber, K., & Bothma, N., 2008, Pearson Education.

Consumer behaviour, 4e, Loudon, D., & Bitta, A., 2000, McGraw-Hill.

Consumer behaviour, 7e, Putit, L., Teoh, K., & Amily Fikry., 2015, Oxford University Press.

Mapping of COs to syllabus

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

SEMESTER 4 (MARKETING)

SUBJECT: RETAIL MANAGEMENT

CREDITS: THEORY-04

Course Objective:

This course aims to equip students with a comprehensive understanding of retail management by exploring core concepts, theories, and strategies. It prepares students to analyze dynamic retail environments, apply practical solutions, evaluate resource management strategies, and create innovative approaches to resolve complex retail challenges.

Course Outcomes:

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

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

Understand and explain the fundamental retailing concepts, theories and principles in the area of Retail management. (Understanding)

Apply the knowledge, concepts and tools necessary to overcome challenges and issues of retailing in a competitive and dynamic space. (Applying)

Analyze the environment and strategies of retail organizations utilizing different concepts and tools under different environmental conditions, resource availability and constraints. (Analyzing)

Evaluate strategies and tools used by Retail organizations under different resource conditions and constraints. (Evaluating)

Create solutions for handling retail management problems. (Creating)

Syllabus

Module 1: Introduction to Retailing

Significance of Retail Industry; Marketing Retail Equation; New roles of retailers; Theories of Retail Development; Concept of Retail Life Cycle; Classification of Retail Stores

Module 2: Retail Strategy

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.

Module 3: Merchandise Management and Retailer Store Operations

Concept of Merchandising; Process of Merchandising Planning; Process of Merchandise Buying; Procedure for Selecting vendor; Concept of Retailer's Own brand; Category Management, 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 4: Retail Marketing

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

Retailing Management - Text and Cases, 2nd Ed., Swapna Pradhan, McGraw Hill

Retail Management, 2nd Ed., Bajaj, Tuli and Srivastava, Oxford

Retailing Management, 3rd Ed., Levy, Weitz, Pandit, Tata McGraw Hill

Retail Management: A Strategic Approach, 3rd Ed., Berman, B. and Evans, J.R., Prentice Hall

Integrated Retail Marketing Communication, 1st Ed., G.P. Sudhakar PHI

Retail Management: Text and Cases, 1st Ed., Mathur, U.C I K International Publishing House Pvt. Ltd.

Retail Management, 1st Ed., Vedamani, G.G., Jaico Publishing House.

Mapping of COs to Syllabus

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

SEMESTER 4 (MARKETING)

SUBJECT: TOURISM AND HOSPITALITY MANAGEMENT

CREDITS: THEORY-04

Course objectives:

This course introduces learners to the conceptual dimensions of the tourism industry, its fundamental nature, characteristics, linkages, dynamics, and impacts. The course envisages the characteristics of generic tourism products and popular monuments, events, etc. The course would also highlight tourism resources available to entrepreneurs and marketers. The purpose of the course is to paint a holistic picture of dynamics available at this sector.

Course outcomes:

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

1. Define tourism industry, elements and structure, Relate the service characteristics of tourism, Recall the Art Galleries, Architectural Monuments, Forts and Palaces; Museums (Remembering)
2. Classify the Tourism stakeholders, Illustrate the roles and functions of important tourism organizations, Summaries the Tourism products, Explain the Culture and heritage (understanding)
3. Identify the applicability of visa rules and guidelines in real time context (Applying)
4. Analyse the impact of tourism, the tourism product life cycle, the pricing considerations of tourism product (Analyse)
5. Assess the Future of Tourism, Measure and forecast tourism demand (Evaluating)
6. Develop marketing strategies for tourism product, Design branding and promotional strategies of tourism product (Creating)

Syllabus

Module 1

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

Tourism Industry- Structure, Functions and Constituents Tourism Stakeholders, Horizontal and Vertical Integration in Tourism Business, Infrastructure & Superstructure, Direct and Indirect Support Services, Tourism Impacts-Cultural and Heritage tourism, Ecotourism; Tourism Organizations. Future of Tourism

Module 2

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

Planning Marketing programs: Product Development, product strategies, product line, product mix Branding and packaging, pricing considerations, promotional strategies, distribution channels and strategies. Tourism products- concepts, definition, classifications-tangible and intangible; Niche tourism; Art Galleries, Architectural Monuments, Forts and Palaces; Museums. Religious tourism- Popular places for Hindu, Jain, Buddhist, Islamic, Christian, Sikh, Jews Pilgrimage; wellness tourism- spiritual, meditation, yoga. Culture and Heritage- Tribal tourism, event tourism, performing arts; handloom, handicrafts and textiles; Heritage management: conservation, preservation and organization - UNESCO, ICOMOS, Ministry of Culture, ASI, INTACH

Module 4

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. 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

Marketing Management and Hospitality and Tourism Marketing, 6e, Kotler, Philip, 2016, Pearson Education

Successful Tourism Management, 1e, Seth, P.N., 2013, Sterling Publishers Pvt Ltd

Tourism Marketing, 3e, Chaudhary, M, 2015, Oxford University Press

Tourism Marketing, 2e, Sinha P.C, 2016, Anand Publication

Travel industry, 1e, Chuck Y. Gee, 2017, Excel

Tourism Development: Tourism System, 4e, R Gartner, Mill R.C & Morrison, 2013, Wiley

Tourism Planning & Development, 4e, J.K. Sharma, 2016, Tata McGraw Hill

Tourism; Principles & Practices, 8e, Cooper C, Fletcher J, and Gilbert D & Wahill S, 2012, Cengage

Hospitality Marketing, 7e, Vearne, Morrisson, Alison, 2015, Oxford University Press

E-Pathshala. E-Pathshala an MHRD Project Website: <http://epgp.inflibnet.ac.in/ahl.php?csrno=1827>
Select- P

Michell, George, Monuments of India, London.

Davies, Philip, Monuments of India, London.

SEMESTER 4 (MARKETING)

SUBJECT: PRODUCT AND BRAND MANAGEMENT

CREDITS: THEORY-04

Course Objective:

This course aims to equip students with the knowledge and skills necessary to effectively manage and develop successful products and brands. This course will also address the principles of Branding, role of brands, elements and components of brands, and understands implications of planning, implementing and evaluating Branding Strategies.

Course Outcome:

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

Define Product and Brand Management, related terms, and core concepts. (Remembering)

Understand and explain the fundamental product and brand concepts, theories, and principles in Product management and Brand management. (Understanding)

Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of product and brands in a competitive and dynamic space. (Applying)

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)

Evaluate strategies and tools used by business organizations under different resource conditions and constraints to achieve product and brand objectives. (Evaluating)

Create concept for new product and design creative brands elements. Define solutions for product and brand related problems. (Creating)

SYLLABUS

Module-1: Introduction

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

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

Module-2: Product Management

Meaning of Product Development, New Product Development Process, Concept Development & testing, Business Analysis, Understanding Consumer Adoption Process, Launching a New Product; Product Elimination & Deletion

Concept of Product Positioning, Elements, Positioning Methods: Communicating the positioning strategy, Developing positioning strategy, Product Research: Importance, Tools and Analysis

Module-3: Brand Management

Concept of a Brand; Types of brands; Functions of Brand to Consumer, Role and Advantages of Brand, Product Vs Brand, Building a Brand; Brand Image and Brand Identity; Brand Awareness; Brand Loyalty, Brand Life Cycle, Strategic Brand Management Process

Definition and Building a Brand, Brand Image and Brand Identity, Brand Awareness, Brand Loyalty, Brand Life Cycle, Designing and Implementing Branding Strategies – name, symbol, slogan, Concept of Brand Positioning, Points of Difference and points of Parity, Positioning Strategy, Re-positioning Strategy

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

Meaning of brand extension, Types of Brand Extension, Advantages of Brand Extension, Disadvantages of Brand Extension, Process of Brand Extension

Module-4: Reinforcing and Revitalizing Brands

Brand Re-launch, Brand Development through Acquisition, take over and Merger, Brand Licensing and Franchising, Role of Packaging and Labelling, Brand Success Strategies, Brand Loyalty Programs, Building Global Brands, Brand Failures.

Suggested Readings-

Kapferer, Jean-Noel. (1994). Strategic brand Management. New York, US: The Free Press.
 Kotler, P., Keller, K., Abraham, K. & Jha, Marketing Management, 11th Ed., , Pearson
 Ramesh Kumar, S. (2003). Managing Indian Brands (2nd ed.). New Delhi, India: Vikas publishing House (P) Ltd.
 Sengupta, S., Brand Positioning: Strategies for Competitive Advantage, 1st ed., McGraw Hill Education.
 Kevin Lane Keller, K. (2013). Strategic brand Management (4th ed.). Harlow, United Kingdom: Pearson Education.
 Baker, M. and Hart, S., Prentice Hall, Product Strategy and Management, 2nd Ed.,
 Rosenbaum-Elliott, R., Percy, Larry, &Pervan, S. (2011). Strategic Brand Management (2nd ed.). Oxford, United Kingdom: OUP.
 Temporal, P. (2001). Branding in Asia: The Creation, Development, and Management of Asian Brands for the Global Market. New York, US: John Wiley & sons (P) Ltd.
 Lehman, D. and Winer, R., Product Management, 3rd Ed., McGraw Hill

Mapping of COs to Syllabus

	Module-1	Module-2	Module-3	Module-4
CO1	L	M	L	H

CO2		M	H	M
CO3		H	L	L
CO4	M	L	L	H
CO5	M	H	L	M
CO6	M	M	M	M

SEMESTER 4 (MARKETING)

SUBJECT: CONSUMER RELATIONSHIP MANAGEMENT

CREDITS: THEORY-04

Course Objective:

This course aims the core business strategy that integrates internal processes and functions and external networks to create and deliver value to targeted customers at a profit. And also to enhance consumer satisfaction, build customer loyalty and improve customer retention.

Course Outcome:

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

Understand the CRM Principles: Gain a comprehensive understanding of CRM concepts and strategies.
(Learning)

Enhance CRM Skills: Develop skills in managing customer relationships and utilizing CRM tools.
(Analysing)

Analyze Customer Data: Learn to collect and interpret customer data for informed decision making.
(Analysing)

Module-1: Introduction to Consumer Relationship Management

Introduction to CRM, Objectives, evolution of the concept, changing role of CRM, Role of CRM in Improving Customer Relationships, Influence of Globalization on CRM, Customer is King, CRM and Relationship Marketing, Orientation to Knowledge Management, Relationship Building as a Process, Types of Customer Relationship Management, Lesson from Failed CRM Initiatives

Module-2: Economics of CRM

Definition and need of SFA, Barriers to functionality of SFA, Technological aspect of SFA, Flexibility and performance, Customer equity and its components: Brand equity, value equity and relationship equity, Economics of CRM: Customer life time value, customer life cycle analysis

Module-3: CRM Implementation

CRM implementation in B-to-C, CRM implementation in B-to-B, Customer Loyalty and Loyalty programs, Relationship through service offerings, CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector, CRM Vs Digital Marketing, What is E-CRM? E-CRM Strategy and Technology, Difference between CRM and E-CRM, Evaluating Service Providers of CRM Software, Involvement of People, Employees as Customers

Meaning of Retail, Needs for CRM system in retail, Trends in Retail CRM system, Operational Issues and Problems in Implementing CRM, Need for implementing CRM, Frame work for Implementing CRM, CRM Metrics, Supply Demand Mismatches and their impact on CRM

Module-4: CRM in Service Sector

Concept of Insurance and Banking Sector, Customer Relationship Management in the Insurance Sector, Customer Relationship Management in the Banking Sector, Collaborative CRM and its Application in Financial Services

Definition and Nature of Tourism, Characteristics and components of Tourism sector, Types and forms of tourism, Over view of CRM in Tourism Sector

Who are ASPs? Their role and function, Advantages and Disadvantages of implementing ASP

Concept of Analytical CRM, Benefits of Analytical CRM, Managing and Sharing Customer Data, Benefits of Customer Data Management, Use of Customer Data Base, Ethics and Legalities of Data Use

Suggested Readings-

Blattberg, Roberts, Garg and Jacqueline. S. Thomas Customer Equity: Building and Managing Relationship as Valuable Assets, Boston, Harvard Business School Press.

Swift, Ronelt, Acceleratily CustomerRelationship using CRM and Relationship Techniques. Upper Saddle River, N.J. Prentice hall

Buttle Francis, Customer Relations Management: Concepts and Tools,

Amsterdam, Elsevier Greenberg Paul, CRM at speed of light: Social CRM Strategies. Tools and Techniques for engaging your customers, McGraw Hill.

Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education

H.Peeru Mohamed , A Sagadevan, Custmer Relationship Management, A Step by Step Approach, Vikas Publishing House

Peter Fader, Customer Centricity –Focus on right customer for strategic advantage, , Wharton Digital Press, 2012

V Kumar, Werner J Reinartz, Customer Relationship Management, WILRY India edition.

Mapping of COs to Syllabus

	Module-1	Module-2	Module-3	Module-4
CO1	L	M	L	H
CO2		M	H	M
CO3	L	L	M	M

SEMESTER 4 (HUMAN RESOURCES MANAGEMENT)

SUBJECT: ORGANIZATIONAL CHANGE AND DEVELOPMENT

CREDITS: THEORY-04

Course Objective: The objective of this course is to familiarize the students with basics organizational change & development and build awareness about the need for change, provide practical strategies for managing resistance, and cultivate a continuous improvement and innovation culture.

Course Outcomes:

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

1. Define organizational change (Remembering)
2. Define organizational development and action research (Remembering)
3. Classify the types and forms of organizational change (Understanding)
4. Explain the forces in the external and internal environment which drive organizational change (Understanding)
5. Illustrate the theoretical underpinnings of organizational change (Understanding)
6. Apply the concept of organizational development in a practical work setting (Applying)
7. Analyze the role of change agents in organizational change and development and client-consultant relationships (Analyzing)
8. Examine the role of ethics and power and politics in OD (Analyzing)
9. Assess the use of OD interventions in business organizations (Evaluating)
10. Design OD interventions for practical work settings (Creating)
11. Develop strategies to overcome resistance to change (Creating)

Syllabus:

Module 1

Organizational change: Definition, Importance of Change, Internal Forces of Change, External Forces of Change, Types of Organizational Change, Impact of Change in Organizations, Strategies for Change; Models of Change: Kotter's change management theory, Lewin's change management model, The McKinsey 7-S change management model; Factors affecting Change, Minimizing Resistance to Change, Techniques to Overcome Change.

Module 2: Organizational Development: Meaning and Definition, History of Organizational Development, Relevance of Organizational Development for Managers, Characteristics of Organizational Development; Role of OD Practitioner; Process of OD: Process of Organizational Development, Organizational Development phases; Values and Ethics in OD; Issues Faced in OD: Introduction, Issues Related to Client Relationships, Power, Politics and Organizational Development

Module 3: OD Interventions: Models of Organizational Development: Action Research Process, Diagnostic Models; Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organizations, OD Map, Factors Affecting Success of Interventions; Human Resource Interventions, Managing Workforce Diversity; Structural Interventions: Quality Circles, Total Quality Management.

Module 4: Team Building, Power and Control- Team and Intergroup Development interventions, Stages of Group Development, Group Structure, Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions; Power: Concept of Organizational Politics, Power-Meaning & Definition, Types of Power, Issues of Power and Control.

Suggested Readings:

1. Organizational Change and Development, 3e, Kavita Singh, 2010, Excel Books
2. Organization Development & Change, 10e, Thomas Cummings, 2015, Cengage Learning
3. Organization Theory, Design, and Change- Text and Cases, 7e, Gareth R. Jones, 2017, Pearson
4. Handbook of the Psychology of Leadership, Change, and Organizational, 1e, H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, and Jonathan Passmore, 2013, Blackwell Publishing
5. Organization Theory, 3rd, Stephan P. Robbins, and Mary Matthew, 2016, Pearson

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4
CO1		M	M	
CO2			H	M
CO3			H	M
CO4		L		M
CO5		M		H
CO6			M	M
CO7	H	M		
CO8	H			
CO9	M	L		
CO10	L	L	H	
CO11	H	M	L	

SEMESTER 4 (HUMAN RESOURCES MANAGEMENT)
SUBJECT: ORGANIZATIONAL STAFFING & HUMAN RESOURCE ANALYTICS
CREDITS: THEORY-04

Course Objective: The objectives of a course on organizational staffing and human resource analytics can include understanding HR analytics: Learning the importance of HR analytics and the metrics it measures and analyzing trends: Learning to use data to analyze trends and make effective decisions.

Course Outcomes:

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

Explain fundamental concepts, principles, techniques, and judgment in supply-demand forecasting and supply programs in determining HR planning. (Understanding)

Identify the essential elements of human resources planning (HRP) processes in organizations. (Applying)

Analyse the significance of global business trends and their implications for human resource planning. (Analysing)

Evaluate the effectiveness of HRP processes in an organization. (Evaluating)

Develop an organization plan at the operational or strategic level in an organization. (Creating)

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)

Elaborate on the roles that activities such as data mining, predictive analytics, and operational experiments play in increasing organizational effectiveness. (Creating)

Syllabus

Module 1: Introduction to Human Resource Planning: Concepts, benefits, and processes (macro & micro); HRP components; HR Planning & Corporate Strategies; Staffing Systems; HR Forecasting; Job Analysis; Techniques, Methods, and Practices; Competency-Based Approach.

Module 2: Human Resource Supply and Quantitative Techniques: Determining HR Supply; Sources - Internal vs. External; Skill and Management Inventory; Forecasting Techniques; Markov Analysis; HR Retention Programs; Index Analysis; Delphi Technique; Nominal Group Technique; HR Budget and Staffing Table.

Module 3: Issues in Downsizing, Career Planning, and Succession Management: Career Planning and Succession Management; Downsizing - methods, implications, and issues; Information Technology for HR Planning; HR Management Systems; Succession Management; Restructuring Strategies; Evaluation of HR Programs and Policies.

Module 4: Human Resource Analytics: Evolution of HR Analytics; Workforce Analytics; Predictive Analytics; Measuring Human Capital's Contribution to Enterprise Goals; The Balanced Scorecard

Suggested Readings:

Strategic Human Resource Planning, 5e, Monica Belcourt and Kenneth J. McBey, 2015, CengageLearning

Planning and Managing Human Resources, 2e, Rothwell & Kazanas, 203, Jaico Publishing.

The ROI of Human Capital: measuring the Economic Value of Employee Performance, 2e, Dr. Jac Fitz, 2018, Amacom

Human Capital Management, 1e, Angela Baron & Michael Armstrong, 2008, Kogan Page Limited

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

SEMESTER 4: HUMAN RESOURCES MANAGEMENT

SUBJECT: PERFORMANCE MANAGEMENT

Credits: Theory-04

Course Objective: The objective of the course is to make the students understand critical dimensions of performance that constitute the basis for continuously planning, reviewing and developing employee performance.

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. Analyze job-related performance standards and performance indicators that reflect the employee's range of responsibilities. (Analyzing)
7. Formulate the appropriate policies and practices involved the performance discipline process. (Creating)

Syllabus:

Module 1: Introduction to Performance Management: Concept and Definition of Performance Management, Basic Principles of Performance Management, Characteristics of Performance Management, Scope of Performance Management; Process of Performance Management, Linkage of Performance Management to Other HR Processes, Process of Performance Management, Keys to High Performance.

Module 2: Introduction to Performance Appraisal: Concept of Performance Appraisal, Objectives of Performance Appraisal, Necessity of Performance Appraisal and its Usage by Organizations; Process of Performance Appraisal: Planning Performance Appraisal System, Job analysis, Process of Performance Appraisal, Performance Appraisal Traditional and Modern Methods.

Module 3: Competency based Performance Management System: Concept, Managerial skills and competencies, Competency models: Balanced Scorecard and Performance Management; Feedback: Validating Performance Appraisal System, Ethical and Legal issues in Performance Appraisal; Team Building: Types, Social Loafing, Team Building process, Evaluation of Team Building.

Module 4: Motivation and Career Development: Concept of Motivation, Relation of Motivation with Performance Management; Theories of Motivation, Performance based Compensation: Concepts of compensation, Performance related compensation and benefits, skill-based pay, competency-based pay, Executive compensation. Career Development: Concept, Performance based Career Planning, Career Development and Succession planning.

Suggested Readings:

1. Performance Management Systems & Strategies;1e, Dipak KumarBhattacharyya,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:

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

SEMESTER 4: HUMAN RESOURCES MANAGEMENT

SUBJECT: STRATEGIC HUMAN RESOURCES MANAGEMENT

CREDITS: THEORY-04

Course Objective:

This course aims to equip students with advanced knowledge of strategic human resource management, focusing on HR planning, competency-based job analysis, and career management systems. Through theoretical exploration and practical application, students will analyze strategic HR linkages and develop mentoring techniques that align with business strategy for organizational success.

Course outcomes

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

- Define strategic human resource management (Remembering)
- Define human resource evaluation (Remembering)
- Illustrate the theoretical perspective of strategic human resource management (Understanding)
- Build competency-based job analysis techniques (Applying)
- Develop HR planning horizons and process (Applying)
- Analyse the strategic linkage between training and development and business strategy (Analysing)
- Assess the special issues related to mentoring (Evaluating)
- Develop effective mentoring techniques (Creating)
- Design career planning of employees in an organisation (Creating)
- Develop and design a career management system (Creating)

Syllabus:**Module 1 Introduction to Strategic Human Resources Management:**

Evolution of SHRM, Theoretical Perspectives on SHRM, Alternative HR Strategies

Human Resource Planning: Business Strategy and HRP, Significance of HRP, Objectives and perspectives of HRP, Job Analysis and SHRM, Competency based Job analysis,

Module 2 Human Resource Evaluation:

Definition and overview, Rationale for HR evaluation, Measures of HR Performance, Approaches to HR evaluation.

Module 3 Acquiring Human Resources:

Recruitment sources, approaches and methods, staffing process, evaluation of staffing process, Strategic recruitment and selection, 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 4 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, International HRM Practices, Types of International organizations, External environment and IHRM.

Suggested readings:

Strategic Human Resource Management, 2e, Tanuja Agarwal, 2007, Oxford
 Strategic Human Resources: Framework for General Managers, 2e, Baron & Kreps, 2009, Wiley India
 Human Resource Strategy, 1e, Dougherty Dreher, 2005, Tata McGraw Hill
 Strategic HRM: A General Managerial Approach, 2e, Charles R. Greer, 2002, Pearson Education
 Strategic Human Resource Management and Development, 1e, Richard Regis, 2008, Excel Books
 Human Resource management, 15e, Gary Dessler & Biju Varkkey, 2017, Pearson Education

Mapping of COs to syllabus

	M1	M2	M3	M4
CO1	H			M
CO2		H		
CO3	H			M
CO4		L	H	L
CO5			L	H
CO6			H	
CO7		L	M	
CO8		H	L	M
CO9	M	H	L	H
CO10	L	M		H

SEMESTER 4: HUMAN RESOURCES MANAGEMENT

SUBJECT: CROSS CULTURAL MANAGEMENT

CREDITS: THEORY-04

Course Objectives

The course focuses on international human resource management, emphasizing how culture influences HR practices worldwide and addressing strategies for managing cross-cultural issues in multinational corporations and organizations operating outside their home countries. The course will develop analytical skills to identify and assess cultural differences and similarities, as well as their implications for human resource management.

Course outcomes

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

1. List out the retention strategies in cross cultural context (Remembering)
2. Interpret the changing global business environment, emerging business and cross-cultural issues, and implications for management. Explain the framework for mapping of cross culture (Understanding)
3. Identify differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (Applying)
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 a global management cadre necessary to build a high performance organisation. (Creating)

Syllabus:

Module 1 Introduction to Cross Culture in HRM

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, Framework for Mapping Culture: Geert Hofstede, Clyde Cluckhohn, TE Hall.

Module 2 Role of Culture in Global Context

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 3 Strategic Cross-Cultural Decisions

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 4 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.

Mapping of COs to syllabus

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

SEMESTER 4: FINANCE

SUBJECT: FIXED INCOME SECURITIES AND DERIVATIVES

CREDITS: THEORY-04

Course Objectives:

To understand the fundamental concepts of derivative, comprehensive understanding of fixed income securities and derivative instruments also focusing on their pricing, risk management, and strategic applications.

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: Introduction to Derivatives

Derivatives: Meaning of derivatives, players in derivatives, components of derivatives (options and futures) Forwards Contract: Forward Contract and its distinguishing features, Motives for forward contract, Settlement of Forward Contracts, Future Contract: Types of Futures, Open Interest & Trading Volume, Convergence of Futures Price to Spot Price, Hedging using Futures: Long Hedge, Short Hedge, Cross Hedging; Stock Index Futures

Module 2: Mechanism of Futures markets

Future Market: Futures Prices of Stock Indices, Currency Futures, Futures on Commodities.

Swaps: Introduction to Swaps, Interest Rate Swaps, Currency Swaps , Use of Swaps in terms of Assets & Liabilities , Interest Rate Swaps: Comparative Advantage , Argument & its Valuation

Currency Swaps: Comparative advantage, Argument, & its Valuation

Module 3: Options Contracts and Pricing

Options: Concept of Options, Option Contract and its features, Types of Options, Properties of Stock Options, Put-Call Parity, Option Price Valuation: Binomial Tree & Black-Scholes-Merton Model, Hedging Strategies with Options: Hedging with Index Options, Hedging with Currency Options, Income generation with Options

Module 4: Fixed Income Securities

Overview of Fixed Income Securities: fixed income instruments: Bonds, Treasury bills, notes, corporate debt, characteristics of fixed income securities Pricing and Valuation of Bonds: Basics of bond pricing, Impact of interest rates on bond prices, Yield to Maturity (YTM). Interest Rate Risk and Bond Duration: Duration, Convexity, The variation in Interest Rates, Interest Rate Risk.

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

SEMESTER 4: FINANCE

SUBJECT: MICROFINANCE

CREDITS: 04

Course Objective: The main objective of this course is to make the students understand about how financial services are provided to help encourage entrepreneurs in impoverished nations to act on their ideas and obtain the financial tools available to do so and to eventually become self-sustainable.

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. (Analyzing)
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: Introduction: Concept & Meaning, Structure and Characteristics of Microfinance, , Evolution of Microfinance, Banks as Micro-finance Providers; Types of Micro-finance Institutions: Significance of NGOs: their Role and Responsibilities, SHG's Federations, Mutually Aided Cooperative Societies (MACS), Non-Banking Financial Companies; Functioning of Microfinance, Code of Conduct related with Microfinance, Intermediary (or) Apex Institutions, Sustainability of SHGs, Capacity Building, Issues Related with Micro-Finance.

Module 2: Micro Finance products: Micro credit, Micro savings, Micro insurance, Micro Finance Service, Rural Financial Service, Agriculture Micro Finance; Risks in Micro Finance Institutions: Functional Risks, Financial Risks, External Risks, Risks in Agriculture Micro finance and Feasibility tests for agricultural credit, Strategic Risk minimization, Accounting and Financial Reporting, Financial Analysis.

Module 3: Micro Finance Credit Lending Models & Financial Sources: Association Model, Community Banking Model, Credit Union model, Co-operative model, Grameen joint liability group model, village banking model, Constraints in Mainstreaming of MFIs, Governance and the Constitution of the Board of various Forms of MFI, Micro Finance versus Informal Sources of Lending, Cascading effect of failures in Microfinance lending into other related sectors of the economy, Role of Stakeholders in Developing the Micro-Finance Sector.

Module 4: Legal and Regulatory Framework: Legal and Regulatory Framework, Growth and Scaling up of an MFI, Governance and Regulation of an MFI, Poverty: Sources and Consequences of Poverty, Understanding the construct of Poverty Indices - The Human Poverty Index (HPI) developed by UN and Global Multidimensional Poverty Index (MPI), Micro- Finance Delivery Methodologies, Emerging Trends in Microfinance, Cascading effect of failures in microfinance lending into other related sectors of the economy.

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, Microentrepreneurship, 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

SEMESTER 4: FINANCE

SUBJECT: BANKING AND OTHER FINANCIAL SERVICES

CREDITS: 04

Course Objectives:

To introduce and understand basic concept banking, different financial services, intermediaries and institutions those are predominant in present business environment.

Course outcomes

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

1. Define the basic concepts and terms of banking, banking laws, security types, central bank, insurance and other related financial services. (Remembering)
2. 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)
3. Apply the instruments of monetary policy to regulate money supply in an economy. (Applying)
4. Examine the fundamental principles of insurance used to determine the admissibility of insurance claim. (Analyzing)
5. Assess the suitability of different insurance products based on real life situations and select the appropriate one in a given situation. Justify the importance of microfinance to achieve financial inclusion. (Evaluating)

Syllabus

Module 1: Introduction to Banking and Financial System

Overview of the Banking System: Evolution of Banking, Bank - Meaning and definition, Structure of Indian Banking, Reserve bank of India, Bank Nationalization, and Types of banks.

Indian financial system: Functions of the Financial System, Constituents of the Financial System, Relationship between Financial System and Economic Development, Financial development indicators.

Role of Financial Institutions in the Economy: Facilitating Savings and Investments, Supporting Economic Growth, Financial Inclusion

Module 2: Commercial Bank:

Overview of Commercial Banks: Definition, Structure of Commercial banks, Functions of Commercial bank, Process of Credit creation.

Regulatory framework: Role of the Reserve Bank of India, Reserve Bank of India Act, 1934, Recent Guidelines of RBI – BASEL I, BASEL II, BASEL III, Banking Regulation Act, Other Relevant Laws (Negotiable Instruments Act, etc.)

Managing Liabilities and Assets of Commercial Banks: Definition and Importance of ALM, Objectives of Managing Assets and Liabilities, ALM guidelines, Components of Assets and liabilities.

Classification of Capital of Banks: Definition of Bank Capital, Importance of Capital in Banking Operations, Types of capital.

Module 3 : Introduction to Financial Markets:

Money Market: Structure of Money Market, Role and functions of Money Market, Money market Instruments.

Capital Market: Dimensions, Constituents and Structure of Capital Market, Role of Capital Market, Functions of Capital market, Regulators of Capital market.

The New Issues Market – The Concept of Public Issues, Distinctive Features & Functions of the New Issues Market, Types of Issues.

Raising funds in International Markets: American Depository Receipts (ADRs) and Global Depository Receipts (GDRs), FCCB and Euro Issues.

Module 4: Other Financial Services:

Insurance: Concept of Insurance, Types of Insurance, Need for Insurance, Insurance Industry in India. Insurance as a Risk Management Technique.

Mutual Fund: Structure of MFs, Operations of MFs, Types of MFs, Advantages of Investing in MFs, Major illis of MFs.

Non-Banking Financial Companies: Growth of NBFCs, Classification of NBFCs, Types of NBFCs

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
7. 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
CO1	H		M	L
CO2	L		M	M
CO3	L	H	H	
CO4		M		H
CO5		L		
CO6				
CO7		L		

SEMESTER 4: FINANCE

SUBJECT: MULTINATIONAL FINANCIAL MANAGEMENT

CREDITS: THEORY-04

Course Objectives: To equip students a deep understanding of global financial markets, foreign exchange market, investment strategies in international market, cross-border financing on financial decision-making.

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: Introduction to Multinational Financial Management

Overview of Multinational Corporations (MNCs): Definition and role of MNCs in the global economy, Differences between domestic and multinational firms, 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 and Crisis.

Module 2: Foreign Exchange Theory and Markets

Overview of Foreign Exchange Markets: The Foreign Exchange Market, International Parity Conditions, Major currencies and exchange rate quotations, Types of Exchange Rates: Spot, forward, and cross exchange rates, Fixed vs. floating exchange rate systems, Theories of Exchange Rate Determination:

Purchasing Power Parity (PPP), Interest Rate Parity (IRP), Foreign Exchange Exposure: Transaction Exposure, Operating Exposure, Translation Exposure

Module 3: International Capital Budgeting

Fundamentals of Capital Budgeting: NPV, IRR, and payback period in international investments, Sources of International Financing: Financing the Global Firm, the Global Cost and Availability of Capital, Sourcing Equity Globally, Sourcing Debt Globally, Cost of Capital for MNCs: Calculating the cost of debt and equity in an international context, Impact of country risk on the cost of capital, Risks and Returns of International Investing: Diversification benefits of international portfolios, Risks associated with foreign investments (currency, political, etc.)

Module 4: Multinational Working Capital Management and Multinational Tax Management:

Cash Management for Multinational Corporations: Centralized vs. decentralized cash management, Cash pooling and netting techniques, Receivables and Inventory Management: Managing receivables in different currencies and markets, Inventory control strategies in global operations, Short-Term Financing in Global Markets: Sources of short-term financing for MNCs, Trade credit, international factoring, and short-term loans, Global Taxation Environment: Overview of tax systems across different countries, Transfer pricing rules and regulations.

Mapping of COs to Syllabus

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

SEMESTER 4: FINANCE

SUBJECT: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

CREDITS: THEORY-04

Course Objective: The objective of a Mergers, Acquisitions, and Corporate Restructuring course is to make the students understand the strategic potential and limitations of mergers, acquisitions, and corporate restructuring.

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. (Analyzing)
5. Evaluate the different regulations and policies on mergers and acquisitions. (Evaluating)
6. Develop managerial strategies on mergers and acquisitions. (Creating)

Syllabus:

Module 1: Introduction to Merger & Acquisition: Meaning and Definition of Mergers, Types of Mergers, Types of Acquisition, Characteristics of mergers, Motives behind Mergers, Merger Waves, Meaning and Definition of Acquisition, Characteristics of Acquisition, Advantages of Mergers & Acquisitions, Differences between Mergers & Acquisitions; The Buyers Motives, The Sellers' Motives, Pre-Merger Planning, The Role of Holding Companies in Mergers and Acquisitions, The Role of Employee Stock Ownership Plans (ESOPs) in M&A, Growing Need for Corporate Restructuring.

Module 2: Corporate Restructuring: Meaning of Corporate Restructuring, Need, Scope and Modes of Restructuring, Rationale of Restructuring, Restructuring-Underlying Issues, Major Reasons for Restructuring, Historical Background, Planning, Formulation and Execution of Various Corporate Restructuring Strategies, Types of Restructuring strategies.

Module 3: Regulatory framework: Regulatory framework of Merger, Merger Process, Premerger Returns to Shareholders, Post-merger Returns to Shareholders; Strategic Planning Process: Basic Steps in Strategic Planning in Mergers, Corporate Strategy Development, Organizing for Acquisitions, Deal Structuring and Negotiation, Post-acquisition Integration, Post-acquisition Audit and Organizational

Learning, Business Alliances as Alternatives to M&A, The Implications of M&A for Shareholders, Bondholders, and Society.

Module 4: Takeover & Valuation: Meaning and Concept of takeover, Types of takeovers, Takeover defenses, Disclosure and Open Offer Requirements, Bail Out Takeovers and Takeover of Sick Unit, types of Anti-takeover amendments; Valuation: Need and Purpose, Objective & Scope of Valuation, Principles of Valuation, Preliminary Work relating to Valuation, Valuation Standards and Valuation Analysis, Valuation Techniques: Asset Based Valuation, Market Based Valuation, Valuations for Different Strategies.

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

Annexure III

Course wise dedicated Faculty and Course Coordinators

Name	Designation	Role
Mr. Amal Dev Sarma	Asst Professor	Programme Coordinator
Dr. Rinku Mani Roy	Asst Professor	Course Coordinator
Dr. Debanjalee Chakravorty	Asst Professor	Course Coordinator
Dr. Pankaj Kumar Sharma	Asst Professor	Course Coordinator
Neeraj Kumar Phookan	Asst Professor	Course Coordinator
Mahar Swrang Daimary	Asst Professor	Course Coordinator
Kirtika Uzir	Asst Professor	Course Coordinator
Rajkamal Rakshit	Asst Professor	Course Coordinator
Dr. Suman Mahanta Bordoloi	Asst Professor	Course Mentor
Dr. Harjyoti Kalita	Asst Professor	Course Mentor
Dr. Jamal Hussain	Asst Professor	Course Mentor