

GANDHI INSTITUTE FOR TECHNOLOGY (GIFT)

BHUBANESWAR

(An Autonomous Institution)

Syllabus

Master of Business Administration

(First year)

With Effect from the Batch 2022-23



GIFT Autonomous College

(Approved by AICTE, New Delhi, Affiliated to BPUT, Rourkela)

Recognized under section 2(f) of the UGC Act, 1956

At. Gramadiha, Po. Gangapada, Via. Janla, Dist-Khorda, Pincode:752054

Course Structure (MBA) 2023-24

SL NO	TYPE	SUBJECT	CODE	CREDIT	COURSE
1	L	IT & MIS Lab I	MB-P-PC-102	2	MBA
2	L	CAPSTONE Project	MB-P-PS-103	2	MBA
3	L	EET	MB-P-SC-114	1	MBA
4	L	Empowering Communication Lab	MB-P-BS-111	2	MBA
4	T	Quantitative Analysis for Business Decision	MB-T-BS-105	3	MBA
5	T	Organization Behavior	MB-T-HS-103	3	MBA
7	T	Managerial Economics	MB-T-PC-101	3	MBA
8	T	Marketing Management	MB-T-PC-102	3	MBA
9	T	Principle of Management & Practice	MB-T-PC-104	3	MBA
10	T	Human Resource Management	MB-T-PC-106	3	MBA
11	T	Financial Accounting & Analysis	MB-T-PC-107	3	MBA
Total				28	

Curriculum Structure – MBA 1st.Year

Semester I								
Type	Cod e	Course Title	WCH L-T-P			Credits L-T-P		
THEORY								
MB	MB-T-ME-101	Managerial Economics	3	0	0	3	0	0
MB	MB-T-MM-102	Marketing Management	3	0	0	3	0	0
MB	MB-T-OB-103	Organization Behavior	3	0	0	3	0	0
MB	MB-T-PMP-104	Principles of Management and Practice	3	0	0	3	0	0
MB	MB-T-QABD-105	Quantitative Analysis for Business Decisions	3	0	0	3	0	0
MB	MB-T-HRM-106	Human Resource Management	3	0	0	3	0	0
MB	MB-T-FAA-107	Financial Accounting and Analysis	3	0	0	3	0	0
PRACTICAL								
MB	MB-P-ECSL-109	Empowering Communication Skill Lab	0	0	2	0	0	2
MB	MB-P-ITM-110	IT and MIS Lab I	0	0	2	0	0	2
MB	MB-P-IP-111	CAPSTONE Project	0	0	2	0	0	2
MB	MB-P-EETL-112	Employability Enhancement Training Lab	0	0	1	0	0	1
SUB-TOTAL			21	0	7	21	0	7
TOTAL			28			28		

Semester II								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
THEORY								
MB	MB-T-OM-201	Operation Management	3	0	0	3	0	0
MB	MB-T-BR- 202	Business Research	3	0	0	3	0	0
MB	MB-T-FM - 203	Financial Management	3	0	0	3	0	0
MB	MB-T-IED-204	Innovation and Entrepreneurship Development	3	0	0	3	0	0
MB	MB-T-IB- 205	International Business	3	0	0	3	0	0
MB	MB-T-BL-206	Business Law	3	0	0	3	0	0
MB	MB-T-SBM-207	Strategic Business Management	3	0	0	3	0	0
MB	MB-T-GMM-208	(NPTEL)	2	0	0	2	0	0
PRACTICAL								
MB	MB-P-ITML-209	IT and MIS Lab II	0	0	2	0	0	2
MB	MB-P-CP-210	CAPSTONE Project	0	0	2	0	0	2
MB	MB-P-PMSL-211	Professional Management Skills and Employability Enhancement Training Lab	0	0	3	0	0	3
		SUB-TOTAL	23	0	7	23	0	7
		TOTAL	30			30		

MBA SYLLABUS: 02 Years Duration

Scheme of Credit distribution

1. First Year MBA:

- i. 1st.Semester 7 Theory papers of 3 credits each = 21 credits**
- ii. Lab = 5 Credits**
- iii. Capstone Project = 2 Credits**

Total (1st.Semester) = 28 Credits

- i. 2nd Semester 7 papers of 3 credits each = 21 credits**
- ii. L a b = 3 credits**
- iii. Capstone Project = 2 Credits**
- iv. NPTEL = 2 Credit**

Total (2nd.Semester) = 30 credits

Evaluation process – MBA & MBA(GM)

1. Evaluation Process of Theory Subjects:

Components	Marks	Frequency	Assigned To
Quiz Test	5	2	Concerned Faculty
Surprise Test	5	2	Concerned Faculty
Assignment	5	2	Concerned Faculty
Attendance	5	Closing of Instruction	To be retrieved from CMS
Indicating Project	10	1 (Before Closing of Instruction)	Concerned Faculty
Mid-Semester Examination	20	1	Examination Cell
End-Semester Examination	100	1	Examination Cell
Total	150		

2. Evaluation Process of Practical Subjects:

Components	Marks	Frequency	Assigned To
Attendance	10	Closing of Instruction	To be retrieved from CMS
Daily Performance	40	On the day of Presentation	Concerned Faculty (Upload in CMS in weekly basis)
Record	20	On the day of Presentation	Concerned Faculty
End-Semester Test	30	1	At the end of the semester as per the schedule published by Examination Cell
Total	100		

3. Evaluation Process of Skill Courses:

Components	Marks	Frequency	Assigned To
End-Semester Examination	100	1	Examination Cell/ Concerned Faculty
Total	100		

4. Evaluation Process of Mandatory Courses:

Components	Marks	Frequency	Assigned To
In-Semester Evaluation	50	1	Examination Conducted by NPTEL
Total	50		

Contents

First Year MBA

Curriculum Structure

Item

Curriculum Structure

Evaluation Process

Theory (1st.Semester)

Managerial Economics

Marketing Management

Organization Behavior

Principles of Management and Practice

Quantitative Analysis for Business Decisions

Human Resource Management

Financial Accounting and Analysis

Understanding Incubation and Entrepreneurship (NPTEL)

Theory (2nd.Semester)

Operation Management

Business Research

Finance Management

Innovation and Entrepreneurship Development

International Business

Business Law

Strategic Business Management

Stress Management (NPTEL)

Practical (1st.Semester)

Empowering Communication Skill Lab

IT and MIS Lab I

CAPSTONE Project

Employability Enhancement Training

Practical (2nd.Semester)

IT and MIS Lab II

CAPSTONE Project

Professional Management Skills and Skill Enhancement and Personality Development

Part I
1st Year MBA

Curriculum Structure

Semester I								
Type	Code	Course Title	WCH L-T-P			Credits L-T-P		
THEORY								
MB	MB-T-ME-101	Managerial Economics	3	0	0	3	0	0
MB	MB-T-MM-102	Marketing Management	3	0	0	3	0	0
MB	MB-T-OB-103	Organization Behavior	3	0	0	3	0	0
MB	MB-T-PMP-104	Principles of Management and Practice	3	0	0	3	0	0
MB	MB-T-QABD-105	Quantitative Analysis for Business Decisions	3	0	0	3	0	0
MB	MB-T-HRM-106	Human Resource Management	3	0	0	0	0	0
MB	MB-T-FAA-107	Financial Accounting and Analysis	3	0	0	3	0	0
PRACTICAL								
MB	MB-P-ECL-109	Empowering Communication Skill Lab	0	0	2	0	0	3
MB	MB-P-ITM-110	IT and MIS Lab I	0	0	2	0	0	2
MB	MB-P-CP-111	CAPSTONE Project	0	0	2	0	0	3
MB	MB-P-SEPD-112	Skill Enhancement and Personality Development Lab	0	0	1	0	0	1
		<i>SUB-TOTAL</i>	21	0	7	21	0	7
		<i>TOTAL</i>	28			28		

Semester II								
Type	Code	Course Title	WCH L-T-P			Credits L-T-P		
THEORY								
MB	MB-T-OM-201	Operation Management	3	0	0	3	0	0
MB	MB-T-BR- 202	Business Research	3	0	0	3	0	0
MB	MB-T-FM - 203	Financial Management	3	0	0	3	0	0
MB	MB-T-IED-204	Innovative Entrepreneurship and Development	3	0	0	3	0	0
MB	MB-T-IB- 205	International Business	3	0	0	3	0	0
MB	MB-T-BL-206	Business Law	3	0	0	3	0	0
MB	MB-T-SBM-207	Strategic Business Management	3	0	0	3	0	0
MB	MB-T-GMM-208	(NPTEL)	2	0	0	2	0	0
PRACTICAL								
MB	MB-P-ITML-209	IT and MIS Lab II	0	0	2	0	0	2
MB	MB-P-CP-210	CAPSTONE Project	0	0	2	0	0	2
MB	MB-P-PMSL-211	Professional Management Skills and Skill Enhancement and Personality Development Lab	0	0	3	0	0	3
		SUB-TOTAL	23	0	7	23	0	7
		TOTAL	30			30		

Type	Code	Managerial Economics	L-T-P	Credit	Marks
MB	MB-T-ME-101		3-0-0	3	100

Objectives	The objective of this course is to familiarize the students with elementary principles of economics, provide the tools needed for analyzing different theories in decision making, profit/revenue data, and make economic analysis for projects and alternatives
Pre-requisites	Basic knowledge on interest formula and derivatives is required.
Teaching Schemes	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module	Topics	Hours
Module-1	Introduction Managerial Economics, Role of Managerial Economists. Demand, Supply, Market equilibrium, Individual demand, Market demand, Individual supply, Market supply. Elasticity of demand and supply, Price elasticity of demand Income elasticity of demand, Cross price elasticity of demand, Elasticity of supply <i>Case let on Application of Elasticity in pricing decision</i>	10 hours
Module-2	Producer and optimal production choice Optimizing behavior in short run (product curves, law of diminishing margin productivity, stages of production); optimizing behavior in long run (isoquants, isocost line, optimal combination of resources); traditional theory of cost (short run and long run); modern theory of cost (short run and long run); economies of scale and scope. Case let on Economies of scale and Economies of Scope	10 hours
Module-3	Theory of firm and market organization Perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, Multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model. Case let on Cartel System and its practices in real life	10 hours
Module-4	Game Theory; Oligopolistic behavior (dominant strategy, Nash equilibrium, business dilemma, pure strategy, mixed strategy, pure strategy equilibrium, mixed strategy equilibrium).Pricing Strategy: Full cost pricing, product pricing; Price skimming, penetration pricing .input pricing; Concepts of consumption, saving, and investment, Phases of business cycle. Case let on pricing system in FMCG market	10 hours
Total		40 hours

Text Books:

- T1. Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press
- T2. Pindyck, Rubinfeld and Mehta (2009). Micro Economics (7th Edition). Pearson
- T3. Managerial Economics Theory and Applications, DM Mithani HPH
- T4. Managerial Economics, PL Mehta Sultanchand& Co.
- T5. Managerial Economics, DN. Dwivedi, Vikash

Reference Books:

- R1. Akerlof, G. A. (1970). The market for “lemons”: Quality, uncertainty, and the market Mechanism. Quarterly Journal of Economics 84(3), 488–500.
- R2. Arrow, K. J. (1962). The economic implications of learning by doing. Review of Economic Studies 29(3), 155–173.
- R3. Baumol, W. J., Panzar, J. C., & Willig, R. J. (1982). Contestable markets and the theory of industry structure. San Diego, CA: Harcourt Brace Jovanovich.
- R4. Baye, M. R. (2010). Microeconomics and business strategy. New York, NY: McGraw-Hill Irwin.
- R5. Boston Consulting Group. (1970). The product portfolio. Retrieved December 13, 2010, from <http://www.bcg.com/documents/file13255.pdf>.
- R6. Brandenburger, A. M., & Nalebuff, B. J. (1996). Co-opetition. New York, NY: Currency Doubleday.

Online Resources:

1. <https://nptel.ac.in/courses/112107209/>: Managerial Economic Analysis
2. <https://www.icai.org/post.html?post id=10058>: Study Materials by ICAI
3. <http://www.m5zn.com/newuploads/2013/05/28/pdf/ed6f3d1f87b9cd2.pdf>: eBook

Course Outcomes:

CO1	To apply the knowledge of the mechanics of supply and demand to explain working of markets.
CO2	To describe how changes in demand and supply affect markets understand the choices made by a rational consumer.
CO3	To explain relationships between production and costs
CO4	To define key characteristics and consequences of different forms of markets
CO5	To apply of pricing system and decision making mechanisms

Type	Code	Marketing Management	L-T-P	Credit	Marks
MB	MB-T-MM-102		3-0-0	3	100

Objectives	To sensitize the students to the dynamic nature of Marketing Management. To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers. To introduce the concept of Marketing Mix as a framework for Marketing Decision making
Pre-requisites	Marketing will enhance the careers & the job prospects In the industry.
Teaching Schemes	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module	Topics	Hours
Module-1	Definition & Functions of Marketing , Needs and Wants and Demands, Scope of Marketing, Marketing concept, Selling versus Marketing, Concept of Marketing Myopia. 80: 20 Principle, Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept; Concept of Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment. Contemporary Topics: Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Social Media Marketing, Network Marketing (Concepts only) GD : Sales vs Marketing. Case let.	10 hours
Module-2	Market segmentation , Bases for market segmentation, Targeting , Positioning; Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process. Role Play: Buyer Decision Process. Case Let	10 hours
Module-3	Product: Classification of consumer products and industrial products, Product Mix, New Product Development Process: Idea Generation to commercialization. Product Life Cycle, Strategies across stages of the PLC. Packaging & Labeling, Basic concept of Branding Pricing Basics: Meaning, Importance of pricing, Factors Influencing pricing decisions., Pricing strategies and approaches Place: The Role of Marketing Channels: Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only) Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices. Promotion: The role of marketing communications, Elements of promotion mix,	10 hours

	IMC approach (Overview) Practical (Group Assignment): 1. Formulate a marketing campaign for a product 2. Designing and developing marketing strategy for a new product Case Let.	
Module-4	Marketing Research: Marketing Research, Types of MR, Quantitative and qualitative, The MR process, Demand estimation, sales forecasting, forecasting methods. Case Let.	10 hours
Total		40 hours

Text Books:

- T1. Marketing: Baines, Fill and Page , Sinha , Oxford
- T2. Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
- T3. Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
- T4. Marketing Management, Ramaswamy & Namakumari, McGrawHill
- T5. Marketing Management – K Karunakaran, Himalaya Publishing House
- T6. Marketing Management – Text and Cases, Tapan K Panda, Excel Books
- T7. Marketing Management – J.P Mahajan, Vikas
- T8. Marketing Management -Rudani , S Chand

Reference Books:

- R1. Philip Kotler (1987) Marketing: An Introduction. Prentice-Hall; International Editions.
- R2. Ramaswamy, V.S., 2002, Marketing Management, Macmilan India, New Delhi.
- R3. Kotler P, Armstrong G, 2008, Principles of Marketing, 9th Edition, Prentice Hall, New Delhi

Online Resources:

- 1. www.unilorin.edu.ng/.../product%20classification%20strategy.pdf
- 2. <http://www.mbanotesworld.in/2008/04/classification-of-produc>

Course Outcomes:

CO1	To apply the knowledge of the mechanics of supply and demand to explain working of markets.
CO2	To describe how changes in demand and supply affect markets understand the choices made by a rational consumer.
CO3	To explain relationships between production and costs
CO4	To define key characteristics and consequences of different forms of markets
CO5	To apply of pricing system and decision making mechanisms

Type	Code	Organizational Behavior	L-T-P	Credits	Marks
MB	MB-T-OB-103		3-0-0	3	100

Objectives	To understand the concepts and theories useful for diagnosing human behavior in modern-day organizations. To examine different aspects of organizational structure such as formation of organizational systems, structure, and processes. To develop an understanding of these theories and of related ideas and concepts and critically evaluate them. To develop skills to deeply analyze human behavior and apply the learning's to organizational context. Understanding the group dynamics and Leadership in the Organization.
Pre-Requisites	To stimulate specific goals and achieve optimal performance from workers, it is useful to explore ways of stimulating fruitful behaviors from workers by studying organizational behavior.
Teaching Scheme	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module-#	Topics	Hours
Module-1	Introduction- Nature, Scope, Purpose, Function, Elements of OB. Evolution of OB - Classical, Scientific, Administrative, Human Relation Movement, Bureaucracy, System Theory. Contribution to the field of Management by different Disciplines, Model of OB, and Application of OB. Case Let.	9 Hours
Module-2	Individual Behavior- Perception & Learning- Understanding of perception and its basic elements, perceptual selection, social perception, self-perception and identity, and perceptual biases. Learning in organization and classical and operant conditioning. Personality- Meaning of Personality, Personality Development, Determinants of personality, Personality Theories, Self-esteem & Self-awareness, Application of personality at the organizational level. Motivation- Concept of motivation, motivation and behavior, Misbehavior, Types of motives, Management Intervention. Theories of motivation, Need theory, Hygiene theory, Theory X and Theory Y, ERG Theory, Vroom's Expectancy Theory, Equity Theory, Elements of sound motivational system, Money as a motivator, and Motivation in Indian organizations. Case Let.	14 Hours

Module-3	<p>Attitude- Definition, key elements and related concepts (value, opinion, belief, and ideology), characteristics of attitudes, attitude formation, and measurement, changing attitude, attitude at workplace (job satisfaction, work attitude, and organizational commitment).</p> <p>Group Behavior-</p> <p>Leadership- Meaning, Leader Vs Manager, leadership theories, Leadership styles, Leadership in Indian Organization. Group Dynamics- Define Groups & teams, Types of Group, Group Behavior, Group Formation, Group Decisions, and Techniques to improve group decision, merits and de-merits of group decision. Interpersonal relations: Communication, Control. Transactional Analysis, Johari Window. Conflict Management. Case Let.</p>	9 Hours
Module-4	<p>Organizational Change- Meaning and Nature of organizational change, Factors of organizational change, Resistance to change, Managing resistance to change, Overcoming resistance to change. Organizational culture- Impact of culture on individuals, Cultural dimensions, Types of culture. Emotions at workplace: Definition, types, related concepts (mood, temperament), Managing emotions at workplace, emotional intelligence , meaning of stress , Work Stressors, Stress at work place, General Adaption syndrome, emotional labor, Balancing work and Life. Case Let.</p>	8 Hours
Total		40 Hours

Text Books :

- T1.A Textbook of Organizational Behavior, by S.S. Khanka, S Chand.
- T2.Organizational Behaviour, by M. N. Mishra, Vikas Publishing House.
- T3. Organizational behavior by N. Kumar & R. Mittal, Anmol Publication.
- T4.Organizational behavior by K.C.S. Ranganayakulu Atlantic Publishers & Distributors (P) Limited.
- T5.Organizational behavior by S. Fayyaz Ahmad, Atlantic Publishers & Distributors (P) Limited.
- T6.A Textbook of Organizational Behavior by C. B. Gupta, S Chand.
- T7.Organizational Behaviour, by Robbins/Vohra, Pearson.

Reference Books:

- R1. Organizational Behavior, K. Aswathappa, Sadhana Dash, Himalaya Publishing House.
- R2. Organizational Behavior. Arun Kumar and N. Meenaskshi .Vikas Publishing House, 2009.
- R3. Managing Organizational Behavior, Moorhead & Griffin. CENGAGE Learning, 2014.
- R4. Human Behavior at Work. Keith Davies, 2002.
- R5. Understanding Organizational Behaviour . Pareek, U. Oxford University Press, (2012).
- R6. Strategic Human Capital Development and Management in Emerging Economies. Anshuman Bhattacharya, 2017, IGI Global.

Online Resources:

1. <https://www.studynama.com/community/threads/organisational-behaviour-pdf-ebook-lecture-notes-download-for-mba-students.497/>

Course Outcomes:

CO1	To discuss the development of the field of organizational behavior and explain the micro and macro approaches.
CO2	To analyse and compare different models used to explain individual behavior related to motivation and rewards
CO3	To explain group dynamics and demonstrate skills required for working in groups.
CO4	To identify the various leadership styles and the role of a leader in a decision-making process.
CO5	To explain the organizational culture and describe its dimensions and to examine various organizational designs.
CO6	To discuss the implementation of organizational change.

Type	Code	Principles of Management and Practice	L-T-P	Credits	Marks
MB	MB-T-PMP-104		3-0-0	3	100

Objectives	Explanation of Evolution of Management. Examination of different functions of Management such as Planning, organizing, leading, and controlling and their impact on business organization. Gives an insight into the necessary skills and functions required for an efficient manager in a contemporary business environment. Help enables students to analyze and understand the contemporary changing business environment, and the role of ethics, social responsibility, and environmental issues of the organization. To meet the scope and sequence requirements of the introductory course on management
Pre-Requisites	Planning and Goal setting. Managerial decision making. Designing organizational structure. Innovation and changing workplace.
Teaching Scheme	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module-#	Topics	Hours
Module-1	Introduction to Management: Management – An Emerging Profession, Definition, Nature, Scope, Purpose, and characteristics of Management, Functions, roles, and skills of an effective Manager. Evolution of Management Thought: Classical Theory, Scientific Management, Management Process or Administrative Management, Bureaucracy, Behavioral Science Approach, Quantitative Approach, Systems Approach, Contingency Approach, Operational Approach, Contribution in the field of Management: by Peter F Drucker, Michael Porter, CK Prahalad, Brand, McGregor, Rensisd, Likert and Mc. Kinsey. Case Let.	10 Hours
Module-2	Planning: Elements and Types of Plans, Planning Process, Introduction to Strategic Management, Types of Strategies, Understanding environment of business: Environmental appraisal – Industry Analysis - Porter's Model of competitive advantage, analysis of organizational resources and capabilities. Planning in learning organizations: Types and steps. Planning premises, Formal & informal, Line & Staff Relationship, Centralization Vs Decentralization, Basic issues in organizing, Work –specialization, Chain of command, Delegation, the span of management, organizational structure for departmentalization, Organizational culture (Common with OB), Cultural Diversity (common with OB), Multi-ethnic workforce organizing knowledge resources. Case Let.	10 Hours
Module-3	Management by Objectives and Styles of Management: Core Concepts of MBO, Characteristics of Management by Objectives, Process of MBO, Defining the Goal, Action Plan, Final Review, Benefits of Management by Objectives, MBE, Limitations of Management by Objectives, Styles of Management, American Style	10 Hours

	of Management, Japanese Style of Management, Indian Style of Management. Concept of Coordination, Need for Coordination, Importance of Coordination. Principles of Coordination, Coordination Process, Types of Coordination, Issues and Systems Approach to Coordination, Techniques of Coordination. Case Let.	
Module-4	Decision-making: Introduction, Components of Decision-making, Decision-making Process, Group Decision-making, Creativity Problem-solving; Decision Tree, Decision-Making process, Increasing participation in Decision making, Creativity in decision making. Group Decision-making, Creativity Problem-solving Controlling: Process, standards, and Benchmarking. Case Let.	10 Hours
Total		40 Hours

Text Books:

T1.Management Theory and Practice – Subbarao P & Hima Bindu HPH

T2.Management – Robbins, Coulter & Vohra, Pearson

T3.Stephen P. Robbins, David A. Decenzo, 2016. Fundamentals of Management, Pearson Education, 9th Edition

T4.Harold Koontz, O'Donnell and Heinz Weihrich, 2012. Essentials of Management. New Delhi, 9th edition, Tata McGraw Hill

T5.Management Fundamentals: Concepts, Applications, & Skill Development, 6th edition, Sage. 2014

T6.Richard L. Daft, Principles Of Management, Cengage Learning. 2009

T7.Robbins, Management, 9th edition Pearson Education. 2008

T8.Organizational Behavior, by Robbins/Vohra, Pearson.

Reference Books:

R1.Organizational Behavior, K. Aswathappa, Sadhana Dash, Himalaya Publishing House.

R2.Strategic Human Capital Development and Management in Emerging Economies. Anshuman Bhattacharya, 2017, IGI Global.

Online Resources:

1. Link for E-Book : <https://www.studynama.com/community/login>

Course Outcomes:

CO1	Understand the concepts related to Business.
CO2	Demonstrate the roles, skills and functions of management.
CO3	Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
CO4	Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.
CO5	To analysis isolate issues and formulate best control methods.

Type	Code	Quantitative Analysis For Business Decisions	L-T-P	Credits	Marks
MB	MB-T-QABD-105		3-0-0	3	100

Objectives	The course should enable the students to: Apply the quantitative methods for business decision making. Maintain fundamental applications in industry and public sector to face uncertainties and scarcity of resources. Facilitate mathematical and computational modeling of real decision making problems including the use of modeling tools. Familiarize with the design implementation and analysis of computational experiments
Pre-Requisites	Applying mathematical models for real decision making problems by using different tools.
Teaching Scheme	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module-#	Topics	Hours
Module-1	Linear Programming problems:- Introduction, LP Formulation, Graphical solution and Simplex method. Transportation Models: - Introduction, Classification of Models, Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI method only. Assignment Models:- Hungarian Method, applications including restricted & multiple assignments.	10 Hours
Module-2	Statistical Methods: Measures of central tendency and dispersion, Mean Median & Mode and Quartile, Standard Deviation.	10 Hours
Module-3	Correlation Analysis: Karl Pearson correlation, Spearman Rank correlation. Regression: Linear regression, calculation of regression coefficients.	10 Hours
Module-4	Queuing Theory: Queuing Discipline and Single servers (M/M/I). Markov Chains & Simulation Techniques: Markov chains and Applications related to management functional areas. Decision Theory: Concept, Decision under risk (EMV) & uncertainty. Game Theory: Saddle point Determination, Dominance Property, Two Person Zero- sum game.	10 Hours
Total		40 Hours

Text Books:

- T1. . K. Sharma, "Operations Research", Theory and applications, MacMillan, 5th Edition, 2013.
T2. R. Pannerselvam, "Operations Research", PHI, 3rd Revised Edition, 2012.

Reference Books:

- R1. Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 1 Edition, 2010.
R2. Prem Kumar Gupta "Introduction to Operations Research" S.Chand, 5 Edition, 2012.
R3. K.L Schgel "Quantitative Techniques and Statistics", 3rd Revised Edition, 2012.
R4. Hillier / Lieberman, "Introduction to operations research", 9th Edition, TMH, 2012.
R5. Hamdy A Taha, "Operations Research: An Introduction", Pearson, 9th Edition, 2013

Online Resources:

1. <https://www.goodreads.com/shelf/show/operations-research>
2. https://books.google.co.in/books/about/Operations_Research

Course Outcomes:

CO1	Apply quantitative techniques to translate a real-world problem for business decisions using Mathematical tools. Understand the topic of linear programming problem and its use in practical problems for optimization.
CO2	Develop fundamental applications of those tools in industry and public sector in contexts involving uncertainty and scarce or expensive resources. Illustrating with the design implementation and analysis of computational experiments
CO3	Understand the concept of operation research to optimize the solution. Ability to work in a team: specifically to solve larger problems, communicate technical knowledge, partition a problem into smaller tasks, and complete tasks on time.
CO4	Facilitate to identifying, accessing, evaluating, and interpreting information and data in support of assignments, projects, or research.
CO5	Develop a report that describes the model and the solving technique, analyze the results and propose recommendations in language understandable to the decision-making processes in Management Engineering.

Type	Code	Human Resource Management	L-T-P	Credits	Marks
MB	MB-T-HRM-106		3-0-0	3	100

Objectives	To introduce & explain process & sub-process of HRM. To enlighten & enrich the students understanding people management & its effectiveness management system. To conceptualize the students on various segments of HRM & its implication.
Pre-Requisites	To acquire hands on exposure of people, process and management. Also acquire healthy and harmonious managerial style and function in organization.
Teaching Scheme	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module-#	Topics	Hours
Module-1	<p>Concept, definition, meaning, scope, objective of HRM.</p> <p>Strategic HRM- Its role & functions in organization.</p> <p>HRP- Meaning, process, steps and functions. Segmentation of job-Job evaluation, jobdescription , job specification , job enrichment ,job rotation</p> <p>Hiring- Meaning, scope, definition , objective ,methods& various process & Techniques .Effectiveness and cycle time in sourcing</p> <p>Selection- Meaning &process, job interviews, induction & socialization.</p> <p>Organization changes & HR Climate</p> <p>Case Let on effective hiring process</p> <p>Managing the values of talent –Arcelor</p> <p>Mittal case Let.</p>	10 Hours
Module-2	<p>Performance Appraisal—Meaning, scope, objectives, methods & processes.</p> <p>Potential Appraisal – Meaning & methods of evaluation, importance.</p> <p>Performance Appraisal & career growth- Blind spot in performance evaluation.</p> <p>Performance feedback & counseling Managing unsatisfactory & poor performance.</p> <p>Case Let on uniliver- people, place & performance</p>	10 Hours
Module-3	<p>Meaning of compensation , Performance linked compensation & frame work.</p> <p>Types of compensation- Wage theories, pay structure, compensation philosophy, compensation benchmarks.</p>	10 Hours

	<p>Balance score card Objective ,purpose ,goal</p> <p>HR score card – Linkages, weightage in evaluation process.</p> <p>Employee career planning- Meaning, scope, objectives.</p> <p>Concepts of career, process of cp. Case Let on bench mark compensation strategy.</p>	
Module-4	<p>Training and Development Concept, meaning, scope, methods, process, & techniques. Training needs identification, evaluation of effectiveness. Training cost effectiveness. Concept of promotion, transfer, separation.</p> <p>Talent Management, talent pipeline & alignment, talent movement & strategies. Competency Mapping, HRIS, Organization citizenship. Employee engagement.</p> <p>Case Let on Training Effectiveness/ talent management process/ Employee engagement drivers ---selective bench mark practices in industrie</p>	10 Hours
Total		40 Hours

Text Books:

- T1. HRM TEXT&CASES by Aswathappa, TMH.
- T2. Personnel & HRM by P.Subba Rao, HPH.
- T3. HRM by VSP Rao , excel.
- T4. HRM by Joyti Venkates , oxford .
- T5. HRM &IR by Sahoo & Tripathy, Enkay, New delhi.

Reference Books:

- R1. HRM practice- Michael Armstrong- Kogan Page publication, London, E-book.

Online Resources:

- 1. <http://www.nptel.ac.in/courses/111105035>
- 2. <http://www.nptel.ac.in/courses/122104017>
- 3. <http://nptel.ac.in/courses/122102009>

E-Book:

- E1.Hand book on HRM practice ---Michael Aramstrong ---- 10th Edition

Course Outcomes:

CO1	To develop the understanding of the concept of human resource management and to understand its relevance in organizations..
CO2	To develop necessary skill set for application of various HR issues.
CO3	To analyse the strategic issues and strategies required to select and develop manpower resources.
CO4	To integrate the knowledge of HR concepts to take correct business decisions
CO5	Ability to handle employee issues and evaluate the new trends in HRM.

Type	Code	Financial Accounting and Analysis	L-T-P	Credits	Marks
MB	MB-T-FAA-107		3-0-0	3	100

Objectives	To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements. To develop their ability to read annual reports and develop their skills to interpret financial statements. To familiarize the students with different financial accounting concepts affecting stakeholders.
Pre-Requisites	Make the students understand in statistics, principles of accounting, finance and pre-calculus.
Teaching Scheme	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module-#	Topics	Hours
Module-1	Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, GAAP, Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Depreciation and its methods. Case Let.	10 Hours
Module-2	Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance. Preparation of Financial Statements: Income statement and Balance Sheet with and without adjustments, Corporate Accounts. Case Let.	10 Hours
Module-3	Share and Share Capital, Issue of Shares, Payment in instalment, Buy-back of shares, Surrender of shares, Right shares Forfeiture of shares, Debentures and Bonds, Issue of Debentures, Emerging Capital Markets: Case Let. Basics of Company final account.	10 Hours
Module-4	Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies based on case Let ; Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis Cash Flow and Funds flow Statement , Cash Flow Analysis as per AS – 3 (Revised).	10 Hours
Total		40 Hours

Text Books:

- T1.Financial Accounting for Management; Paresh Shah, Oxford
- T2.Financial Accounting A managerial Perspective-Bapat&Raitha, McGrawHill
- T3.Financial Accounting for Managers-Sanjay Dhamija, Pearson
- T4.Financial Accounting and Analysis- Athma, HPH
- T5.Financial Accounting for Management, A.K.Bhattacharya
- T6.Financial Accounting for Management, Narayanswamy
- T7.Financial Accounting by S.N Maheswari Vikas Publications

Reference Books:

R1. S. Pal and S. C. Bhunia, *Engineering Mathematics*, 1st Edition, Oxford University Press, 2015.

R2. B. V. Ramana, *Higher Engineering Mathematics*, 1st Edition, McGraw Hill, 2017.

Online Resources:

1. <http://ezproxy.lcsc.edu:2048/login?url=http://www.mylibrary.com/search/sd.asp?ID=44790>

2. <http://ezproxy.lcsc.edu:2048/login?url=http://site.ebrary.com/lib/lcsc/docDetail.action?docID=10630621>

Course Outcomes:

CO1	To provide a broad overview of financial accounting focusing on different practical purpose in general.
CO2	To be familiar with different standards of Accounting.
CO3	To provide the knowledge of double entry system and financial statements which are used in different organizations.
CO4	To encourage the students how to deal with corporate terms and annual reports of the company.
CO5	To provide the extensive idea about the evaluation of financial data utilizing various financial statement analysis techniques.
CO6	To assess managerial accounting decision-making techniques and evaluate managerial accounting performance techniques by practicing practical cases.

Type	Code	Employability Enhancement Training	L-T-P	Credits	Marks
MB	MB-P-SEPD-112		0-0-1	1	50

Objectives	The objective of this course is to familiarize the students with the knowledge and concepts of curve tracing, ordinary differential equations and applications, solution of system of linear equations using matrix methods, and Eigen vectors & Eigen values of matrices with applications.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Sl.No.	Topic	Sub-Topic
1	Quantitative Aptitude	Number system
		Percentage and application
		SI and CI
		Profit and Loss
		Ratio and Proportion
		Average and Allegation
		Mixture and Solution
2	Quantitative Aptitude	Time –Speed-Distance
		Time and Work
		Function and equation Series
		Progression
		Trigonometric
3	Logical Reasoning	Arrangement based problem
		Blood relation problem
		Deductive Logic
		Data Interpretation
		Age related problem
		Coding and Decoding Problems
4	Verbal ability	Sentence correction
		Grammar, Para jumbles
		Idioms and Phases
		Syllogisms and Deductive logic

Type	Code	Empowering Communication Skill Lab	L-T-P	Credits	Marks
MB	MB-T-ECL-109		0-0-2	2	100

Objectives	Objective of this course is to develop the comprehension, listening, speaking, reading, writing skills of the students through different exercises and activities in English language with the basics of Applied Grammar to enhance their language ability.
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Detailed Syllabus

SL.NO	LS	Name of the Activity
1	S1	INTRODUCTION TO THE COURSE
2	S2	DESCRIBING OBJECT, PEOPLE& PLACE
3	S3	NARRATING YOUR UNFORGETTABLE MOMENT
4	S4	ROLE PLAY ON NEGOTIATION SKILLS
5	S5	WELCOME & FAREWELL SPEECH
6	W1	REPORTING AN EVENT
7	L1	LISTENING 1
8	L1	LISTENING
9	L3	LISTENING WITH NOTEMAKING
10	S6	DEBATE
11	S7	GROUP DISCUSSION
12	S8	GROUP DISCUSSION
13	W2	E MAIL WRITING
14	W3	E MAIL WRITING
15	S9	NEWSPAPER READING
16	R1	READING COMPREHENSION
17	W4	FORMAL LETTERS 1
18	W5	FORMAL LETTERS 2
19	W6	CV WRITING-1
20	S10	PERSONAL INTERVIEW
21	S11	PERSONAL INTERVIEW
22	S12	PANEL DISCUSSION
23	W7	CV WRITING-2
24	S13	ORGANISING A MEETING
25	W8	PREPARING AGENDA & MINUTES
26	S13	BUSINESS PRESENTATION
27	PL1	PRACTICE
28	PS1	PRACTICE
29	PS2	PRACTICE
30	PR1	PRACTICE
31	PW1	PRACTICE
		<i>PROJECT-To be decided by the faculty concerned pertaining to the activities.</i>

Course Outcomes:

CO1	Listening Skills: To help students develop the Listening skills to comprehend, analyze and interpret the structured talk pertaining to do different business issues.
CO2	Speaking Skills: To enhance the speaking skills of the students with communicative efficiency. Learners should be able to make themselves understood, using their current proficiency to the fullest. Contemporary skills like presentation and public speaking along with debate and extempore are incorporated to help the students to develop knowledge and skills in various communication situations
CO3	Reading Skills: To acquaint the students with reading comprehension strategies that facilitates their understanding and analysis. It helps the students to infer the appropriate meaning from the contextual clue. SIT can also enhance the ability of the students to recognize and understand the meaning without referring to a dictionary. The student can also be aware of the reading speed of a text.
CO4	Writing Skills: To make the students efficient in writing to persuade, writing to explain, and writing to convey real or imagined experiences in different professional contexts. Different business documents like E mails, letters and reports will be practiced to learn to meet different professional purposes.

Type	Code	IT and MIS Lab I	L-T-P	Credits	Marks
MB	MB-P-ITML-110		0-0-2	2	50

Objectives	To give basic information about the computer system. To familiarize students with the use of MS Windows. To familiarize students with the use of MS Office-MS Word, MS Excel, MS PowerPoint and MS Access.
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Detailed Syllabus

Experiment -#	Assignment/Experiment
1	Introduction to Windows Os
2	OS Commands and operations.
3	Introduction to MS Office
4	MS-Word - Create, open, save, print command of file
5	Home tab - Edit (cut,copy,paste,format painter, find, replace) texts, Format (font, size, bold, italic ,underline, superscript, subscript, change case, texthighlight color, font color, clear formatting), Paragraph setting (alignment, line spacing, border, shading, bullet, numbering, multilevel list, sorting), Apply styles
6	Insert tab - Cover page, blank page, page break, table, picture, clip art, shape, chart, hyperlink, header and footer, textbox, word art, equation and symbols
7	Determination of Flash-point/fire point of a lubricant by Pensky-Martain's apparatus.
8	Mailing tab - Mail merge
9	Page Layout tab - margin, orientation, size, columns, watermark, page color, page border, spelling and grammar checking.
10	MS-Excel - Create workbook.
11	Insert tab - Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art.
12	Page Layout tab - : Margin, Orientation, Paper size, print area, Background.
13	Formulas tab - Auto sum(sum, average, count numbers, max, min), Insert Function(if, sum if, count if, average if, max if, min if).
14	Data Tab - Sort and filter, Text to column, Remove Duplicate, Data Validation, Group.
15	MS-Power Point - Create file, Insert new slide, change layout.
16	Insert tab - Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art, Header Footer, movie, sound.
17	Design tab - Theme, color, font, background style.
18	Animation Tab - Custom animation, Transition (style, sound, speed), Slide show.
19	MS-Access - Overview
20	Home Tab - Views, Records, Sort & Filter
21	Create Tab - Create new Table, Table Template, Table Design, Insert data.
22	External Data Tab - Import, Export.

Type	Code	CAPSTONE PROJECTS	L-T-P	Credits	Marks
MB	MB-P-CP-111		0-0-2	2	100

SL.NO	NAME OF PROJECT
1	Manufacturing and Marketing of Namkeen Products.
2	Marketing of Bakery Products.
3	Poultry Firm
4	Fast food and Home food
5	Fish Farming.
6	Ground nut oil processing.
7	Steel Fabrication Home Furniture.
8	Backyard Fish Farming using Biofloc methods.
9	Automobile Spare parts Retail Store

2ND Semester Syllabus

Type	Code	Operation Management	L-T-P	Credit	Marks
MB	MB-T-OM-201		3-0-0	3	100

Objectives	<ol style="list-style-type: none"> 1. To understand the concepts, principles, problems, and practices of Operations Management. 2. To understand the importance of an effective operations strategy in an organization. 3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
Pre-requisites	Basic knowledge on operation system of an organization required.
Teaching Schemes	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module	To pic s	Hours
Module-1	Overview of Operations Management and Capacity Planning: Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness Process Analysis, Job Design and Work Measurement; Capacity Planning– Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies. Case Let.	10 hours
Module-2	Facility Location and Layout, Inventory Management: Facility location - Factors, Techniques (single facility and multi- facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of Layout and Line Balancing, Inventory Management – concept, EOQ, MRP. Case Let.	10 hours
Module-3	Scheduling, Project Management: Scheduling; Single Machine, Flow shop (Johnson’s and extension of Johnson’s rule, CDS Heuristic) Gantt chart; Project Management – concept and technique PERT and CPM, Crashing of Project Network. Case Let.	10 hours
Module-4	Quality Management: Basics of supply chain management; Quality management – concept, quality design, control chart (X, R, P), TQM, Production Management tools: JIT, Introduction to ISO 9000 and 14000 series. Case Let.	10 hours
Total		40 hours

Text Books:

- T1. Production and Operation Management. R.Panneerselvam , PHI
- T2. Operation Management. Krajewski , Malhotra , Ritzman.
- T3. Operation Management. Nigel Slock, AlistairBrandon-Jones, Robert Johnshon.
- T4. Operation Management. S.Anil Kumar, N.Suresh.

Reference Books:

- R1. Production and Operations Management” by Adam and Ebert
- R2. Operations Management” by William Stevenson
- R3. Modern Production/Operations Management” by Buffa
- R4. Operations Management” by Heizer.

Online Resources:

- 1. https://www.researchgate.net/publication/349836532_Operation_management

Course Outcomes:

CO1	To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
CO2	To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
CO3	To reinforce analytical skills already learned, and build on these skills to further increase your "portfolio" of useful analytical tools for operations tasks.
CO4	To understand how Enterprise Resource Planning and MRPII systems are used in managing operations
CO5	To understand the managerial responsibility for Operations, even when production is outsourced, or performed in regions far from corporate headquarters.
CO6	To gain some ability to recognize situations in a production system environment that suggests the use of certain quantitative methods to assist in decision-making on operations management and strategy

Type	Code	Business Research	L-T-P	Credit	Marks
MB	MB-T-BR-202		3-0-0	3	100

Objectives	To gain familiarity with a phenomenon or to achieve new insights into it. To provide an insight into the application of dynamic analytical techniques to face the challenges, aimed at fulfilling the objective of business decision making. To portray accurately the characteristics of a particular individual, situation or a group. To determine the frequency with which something occurs or with which it is associated with something. To test a hypothesis of a causal relationship between variables. To <i>understand the nature of problem to be studied and identifying the related area of knowledge</i> . To develop research sense, formulating hypotheses, in case the research topic demands, and then applying appropriate techniques and methods to test the hypotheses.
Pre-requisites	To find answer intellectual and practical questions through application of systematic methods.
Teaching Schemes	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module	Topics	Hours
Module-1	Foundations of Research: Meaning, Objectives, Motivation. Characteristics of the scientific method - Understanding the language of Research - Concept, Construct, Definition, Variable. Research Process. Types of research – Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical, concept of applied and basic research process, criteria of good research. Problem Identification & Formulation. Measurement and Scaling Techniques. Hypothesis Testing. Research Design. Case Let.	10 hours
Module-2	Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Probability Sample- Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining the size of the sample. Case Let.	10 hours
Module-3	Hypothesis Testing. Z-test, t-test, F-test, chi-square test. Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test. Factor analysis, Regressions Analysis. Case Let.	10 hours
Module-4	Preparation of a Report-Type of Report- significance of Report. Research Report Format- Principles of Writing Reports-Documentation- Footnotes and Bibliography. Case Let.	10 hours
Total		40 hours

Text Books:

- T1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002. An introduction to Research Methodology, RBSA Publishers.
- T2. Kothari, C.R., 1990. Research Methodology: Methods and Techniques. New Age International.
- T3. Sinha, S.C. and Dhiman, A.K., 2002. Research Methodology, Ess Ess Publications. 2 volumes.
- T4. Trochim, W.M.K., 2005. Research Methods: the concise knowledge base, Atomic Dog Publishing.
- T5. Research Methodology, V. Upadade & A. Shende (S. Chand)

Reference Books:

- R1. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 4th Edition, by John W. Creswell.
- R2. Introducing Research Methodology: A Beginner's Guide to Doing a Research Project 2nd ed. Edition, by Uwe Flick.
- R3. Writing a Successful Thesis or Dissertation: Tips and Strategies for Students in the Social and Behavioral Sciences, by Fred C. Lunenburg and Beverly J Irby.

Online Resources:

1. https://www.amazon.in/dp/8194835178?ref=myi_title_dp
2. https://prog.lmu.edu.ng/colleges_CMS/document/books/EIE%2010%20LECTURE%20NOTE%20first.pdf
3. <https://www.studynama.com/community/login>

Course Outcomes:

CO1	To demonstrate the ability to choose methods appropriate to research aims and objectives
CO2	To understand the limitations of particular research methods
CO3	To develop skills in qualitative and quantitative data analysis and presentation
CO4	To develop advanced critical thinking skills
CO5	To demonstrate and enhanced report writing skills
CO6	To explain key research concepts and issues

Type	Code	Financial Management	L-T-P	Credit	Marks
MB	MB-T-FM-203		3-0-0	3	100

Objectives	To provide students with concepts, techniques, and tools to study, analyze and improve their knowledge of the financial management practices of an organization The program is concerned with understanding the major financial decisions facing corporate managers and what finance professionals do and why.
Pre-requisites	Basic knowledge of financial decisions and derivatives is required.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets.

Detailed Syllabus

Module	Topics	Hours
Module-1	Foundations of Finance: Nature & Scope. Organization of Financial Functions. The emerging role of FMs in India and in the Global context. Financial Goal. Sources of Finance Time value of money, Compounding and discounting, Risk and Return concepts. Short-term and long-term sources of funds. Case let.	10 hours
Module-2	Investment Decisions. Capital Budgeting: Features, types, and Techniques of capital budgeting decision. Cost of Capital. Financing Decision: Operating Leverage, Financial Leverage, and Combined Leverage Capital structure. Theory and Policy. Dividend Decision Dividend Theory, Dividend Policy. Case let.	10 hours
Module-3	Current Assets Management: Working Capital concepts, Determinants of Working Capital. Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of Cash: Cash budget, Management of collections and disbursement, Investment of Surplus cash. Case let	10 hours
Module-4	Management of Receivables: Terms of Credit, Credit Policy decision; Management of Inventory: Techniques of Inventory planning and control. FIFO, LIFO, ABC & VED Analysis, Case let.	10 hours
Total		40 hours

Text Books:

- T1. Fundamentals of Financial Management, Van Horne, Pearson
- T2. Financial Management, G Sudarsan Reddy, HPH
- T3. Essentials of Financial Management, IM Pandey, Vikas
- T4. Financial Management, Khan & Jain, McGraw Hill
- T5. Financial Management, Srivastav & Misra, Oxford.

Reference Books:

- R1. Financial Management – Tulsian (S Chand)
- R2. Fundamentals of Financial Management, Brigham, Cengage
- R3. Financial Management by Prasanna Chandra , Tata McGraw Hill

Online Resources:

- 2. <https://www.icai.org/post.html?post id=10058>: Study Materials by ICAI
- 3. <http://www.m5zn.com/newuploads/2013/05/28/pdf/ed6f3d1f87b9cd2.pdf>: eBook

Course Outcomes:

CO1	To study the concepts, techniques, and tools of Financial Management.
CO2	To analyze and improve the knowledge of the Financial Management practices of an organization
CO3	To understand the decisions taken by a Finance Manager.
CO4	To understand the concept of Working capital requirement.
CO5	To make the student understand Inventory Management
CO6	To make the student understand practical credit policy with the help of a case study.

Type	Code	INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT	L-T-P	Credit	Marks
MB	MB-T-IED-204		3-0-0	3	100

Objectives	To sensitize the students to understand entrepreneurship as a career and skill required for it. To provide knowledge on entrepreneurial environment and related issues To encourage learner to take entrepreneurship as profession and to participate in business incubation To equip them with skills that will enable them to launch new enterprise. To give them knowledge that will induce in them an entrepreneurial culture and help them to look at a bigger picture
Pre-requisites	Students should develop Entrepreneurship bent of mind through motivational speech and attending Entrepreneurship program.
Teaching Schemes	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets.

Detailed Syllabus

Module	Topics	Hours
Module-1	Introduction to Entrepreneurship Introduction, Concept of Entrepreneur, Entrepreneurship and Enterprise, Definition of Entrepreneurship, Objectives of Entrepreneurship Development, Phases of Entrepreneurship Development, • Function of Entrepreneurship, Role of Entrepreneurship, The Entrepreneurial Mindset, Characteristics of Entrepreneurship, Distinction between an Entrepreneur and a Manager Distinction between Entrepreneur and Intrapreneur Role of Entrepreneurship in economic development •Types of Entrepreneurs • Gender and Entrepreneurship. Case Let.	10 hours
Module-2	Entrepreneurial Motivation and Skill Why to become entrepreneur, Entrepreneurship as a career: Role of family, Society, Government & EDIs, Entrepreneurial Success Stories. Meaning of Entrepreneurship skill, Types of Entrepreneurship Skills: Business management skills, Teamwork and leadership skills, financial skills, Analytical and problem-solving skills, Critical thinking skills, Strategic thinking and planning skills, technical skills, Time management and organizational skills, Branding, marketing and networking skills, Entrepreneurial skills in the workplace, Skill gap analysis, Procedure on setting up a small enterprise. Case Let.	10 hours

Module-3	<p>Entrepreneurship Environment in India and Odisha</p> <p>Entrepreneurial Environment and Identification of Opportunities in India: National Policy on Skill Development and Entrepreneurship, Make in India, Atma Nirvar Bharat, Atal Incubation Centre (AIC), MSME, National Small Industries Corporation, MUDRA and other related programs.</p> <ul style="list-style-type: none"> • Environmental Pollution Act and Regulations on Entrepreneurship, Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness. <p>Entrepreneurship and the role of Odisha government: IPR 2022, Make in Odisha, Startup policy: Startup ecosystem, Startup Odisha Yatra 2.0. Case Let.</p>	10 hours
	<p>Startup and Business Incubation: Startup; Definition, startup ecosystem, Startup Development Phases, Startup Business Partnering, Startup Culture.</p> <p>Startup Financing: Different stages of financing: Co-founders, FFF, Angels, Venture Capitals.</p> <p>Business Incubation: Business Incubation Definition and Principles, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of Business Incubation.</p> <p>Business Plan Presentation: Group Presentation by the students. Case Let.</p>	10 hours
Total		40 hours

Text Books:

- T1. Entrepreneurship Development and Management, Vasant Desai, HPH
- T2. Entrepreneurship Management, Bholanath Dutta, Excel Books
- T3. Entrepreneurial Development, Sangeeta Sharma, PHI

Reference Books:

- R1. Disciplined Entrepreneurship: 24 Steps to a Successful Startup by Bill Aulet
- R2. The Entrepreneurial Connection: East Meets West in the Silicon Valley by Gurmeet Naroola

Online Resources:

1. <https://startupodisha.gov.in/startup-policy>
2. <https://www.startupindia.gov.in/content/sih/en/startup-scheme.html>
3. <https://dpiit.gov.in/>

Course Outcomes:

CO1	Acquire a basic understanding of entrepreneurial skills.
CO2	Develop critical thinking entrepreneurial skills that will enable them to identify and evaluate entrepreneurial opportunities, manage risks, and learn from the results.
CO3	Analyze the process that enables entrepreneurs with limited resources to transform a simple idea into a sustainable success. Establish goals, identify resources, and determine the steps required to start and manage a business.
CO4	Develop a business plan for starting up a business
CO5	Apply the knowledge to a real-world perspective through cases and examples derived from real entrepreneurial skills and actions hence developing their ability to apply theory to practice.

Type	Code	International Business	L-T-P	Credits	Marks
MB	MB-T-IB -205		3-0-0	3-0-0	100

Objective	<p>1: This course will provide the student with information about business operations and business vocabulary in International Business and explores the techniques for entering the international marketplace.</p> <p>2: Emphasis on the impact and dynamics of socio-cultural, demographic, economic, technological, and political-legal factors in the foreign trade environment.</p> <p>3: Get familiarized with other topics include patterns of world trade, internationalization of the firm, and operating procedures of the multinational enterprise.</p>
Pre –Requisites	Basic knowledge of Micro and Macroeconomics
Teaching Scheme	Regular classroom lectures with use of ICT as needed. Each session is planned to be interactive with focus on real-world problem solving through case lets

Detailed Syllabus

Module	Topics	Hours
Module -1	Introduction to International Business; Importance, Nature, and Scope /Modes of Entry –I, Modes of Entry; Challenges and Approaches, EPRG Framework, New Economic Policy, LPG Framework, International Trade Theories, Competitive advantage and factor mobility theory	8 Hours
Module -2	International Business Environment, Bretton Wood agreement, IMF- Its role and function, World Bank, WTO, GATT –Origin and Function, MNF Principles, Uruguay Round Agreement on Agriculture, GATS, TRIMS, TRIPS, Regional Blocks – Brief about EU, NAFTA. BOP – Component, BOT, capital account, current account, Unilateral transfers, Reserve account, SDR, Brief about foreign exchange market, currency convertibility, Purchasing power parity, Hedging, FERA and FEMA, RBI, and its Power.	14 Hours
Module -3	Commercials/Trade policy, Tariff Barriers, Subsidies, on-tariff Barriers, Trade Protectionism, Trade promotion, Foreign Trade regulation in India, Exporting, Stages, Difficulties; Foreign Trade promotion Measures and Schemes. Institutions involved in Export Finance, Trade organizations, Commodity boards, EPCs,	12 Hours

Module -4	Global sourcing, Survey Methods for International Research, Supply Chain Management, Global Production and Distribution, Global Firms Success Strategies	6 Hours
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Text Books:

- T1. International Marketing Management, by RL VARSHINEY & B. BHATTACHARYYA, Sultan Chand & Sons.
- T2. International Business Text and Cases by P Subba Rao; @ndRevised and Enlarged, Himalaya Publishing House
- T3. International Business, By Gupta C.B.
- T4. International Marketing Text and Cases, by: Francis Cherunilam,, Himalaya Publishing House
- T5. International Business: The Challenges of Globalization, by: J wild John & L.wild Kenneth

Reference Books:

- R1. International Marketing Management, Author: F.L. Bascunan, P.V. Khatri & Ms Rashmi
- R2. International Business – Competing in the Global Marketplace, 12 Edition, By Charle W L Hill

Course Outcomes:

CO1	This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural, and social environment within which firms operate.
CO2	It will examine the strategies and structures of international business and assess the special roles of different international business machinery and their role and various functions. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.
CO3	Provide knowledge about India’s different policies and measures adopted for the promotion and regulation of foreign trade.
CO4	Provide insight about different institutions and export promotion bodies with roles and responsibilities.
CO5	Analyze the principles of international business and strategies adopted by firms to expand globally.
CO6	Integrate concepts in international business with that of the functioning of global trade.

Type	Code	Business Law	L-T-P	Credit	Marks
MB	MB-T-BL-206		3-0-0	3	100

Objectives	The objective of this course is to provide the students with practical legal knowledge of general business law issues. To acquire knowledge and develop an understanding of the regulatory framework of various Business Laws.
Pre-requisites	Basic knowledge of the Indian legal system of business houses.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets.

Detailed Syllabus

Module	Topics	Hours
Module-1	Law of Contract: Indian Contract Act 1872, Agreement & Contract and Classification of Contract, Essential elements of Contract: Offer & Acceptance, Consideration, Capacity of the Parties, Free Consent and Legality of Object, Performance of Contract and Discharge of Contract. Remedies for breach of contract. Case Let.	10 hours
Module-2	Contract of Agency: Mode of Agency creation and revocation, Duties and Rights of Agent and Principal. Contract of Bailment: Duties and Rights of Bailor and Bailee. Sale of Goods Act: Sale and Agreement to Sale, Conditions, and Warranties, Finder of Lost Goods, Performance of Contract of Sale, Rights of Unpaid Seller Rights of Buyer. Case Let	10 hours
Module-3	Consumer Protection Act: Consumers, Rights of Consumers, Procedure of Complaint, Procedure of filing appeal, Appeal Redressal Machinerics, Relief available to Consumers, Power of Redressal Agencies. The Competition Act 2002: The Competition Act 2002; Aim and objectives of Competition Commission; Concept and Provisions, Information Technology Act, 2000: Aim, The Competition Act 2002; Aim and objectives of competition commission; concept and provisions. Case Let	10 hours
Module-4	Partnership Act: The Indian Partnership Act 1932; Nature of Partnership; Formation of Partnership; Rights, Duties and Liabilities of Partners; Dissolution of a Partnership Firm. Company Law: The Indian Companies Act 2013, Classes of Companies, Procedure of Certification and Commencement of Business, Memorandum and Articles of Association, Lifting the Corporate Veil, Doctrine of Ultra Vires and	10 hours

	Indoor Management. Management of Companies: Qualification and Appointment of Directors, Company Meetings, Resolutions, Winding-up of the Companies and modes of winding-up. Case Let	
Total		40 hours

Text Books:

- T1. Business Law, N.D. Kapoor, Sultan Chand & Sons
- T2. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
- T3. Business Law, P.C. Tulisan, Bharat Tulisan, McGraw Hill Education

Reference Books:

- R1. Business Law For Management, K.R. Bulchandani, Himalaya Publishing House
- R2. Business Law, M.C Kuchhal, Vikas Publication
- R3. Business Law by Tejpal Sheth, PEARSON

Online Resources:

1. <https://legislative.gov.in/sites/default/files/A1872-09.pdf>
2. https://legislative.gov.in/sites/default/files/A2003-12_0.pdf

Course Outcomes:

CO1	To Gain basic knowledge of the provisions of the Indian Contract Act,1872 in relation to general principles of contract and other specific contracts
CO2	To assess and apply the fundamental legal rules regarding contractual agreements pertaining to the business world to manage business effectively.
CO3	To interpret and apply the law relating to Agency and the Sale of Goods Act including Performance of Contract of Sale.
CO4	To understand and implications of the law relating to Consumer protection and various machinery to protect the Consumers' interest
CO5	To understand and interpret the Law relating to Market Competition and Information Technology Act.
CO6	To Gain basic knowledge of the provisions of the Companies Act, 2013.

Type	Code	Strategic Business Management	L-T-P	Credit	Marks
MB	MB-T-SBM-207		3-0-0	3	100

Objectives	To learn the major initiatives taken by a company's topmanagement on behalf of corporates, involving resources and performance in the business environment. To specify the Organization's mission, vision and objectives anddevelop policies. To understand the analysis and implementation of strategic management in strategic business units.
Pre-requisites	To be equipped with an exposé on strategic formulation and cascading the down below for horizontal implementation.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets.

Detailed Syllabus

Module	Topics	Hours
Module-1	STRATEGY AND PROCESS: External& Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses - Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit. Case Let.	10 hours
Module-2	INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE: Industry Analysis- Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution- Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case Let.	10 hours

Module-3	STRATEGY IMPLEMENTATION AND EVALUATION: The generic strategic alternatives – Stability, Expansion, Retrenchment, and Combination strategies - Business level strategy- Strategy in the Global Environment- Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card. Politics-Power and Conflict-Techniques of strategic evaluation & control. Case Let.	10 hours
Module-4	Business Level Strategy: Types of BL strategy cost of leadership strategy, corporate level strategy, corporate diversification strategy, corporate relatedness, Acquisitions & restructuring strategies. Case Let.	10 hours
Total		40 hours

Text Books:

- T1. Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press
T2. Pindyck, Rubinfeld and Mehta (2009). Micro Economics (7th Edition). Pearson
T3. Managerial Economics Theory and Applications, DM Mithani HPH
T4. Managerial Economics, PL Mehta Sultanchand & Co.
T5. Managerial Economics, DN. Dwivedi, Vikash

Reference Books:

- R1. Akerlof, G. A. (1970). The market for “lemons”: Quality, uncertainty, and the market Mechanism. Quarterly Journal of Economics 84(3), 488–500.
R2. Arrow, K. J. (1962). The economic implications of learning by doing. Review of Economic Studies 29(3), 155–173.
R3. Baumol, W. J., Panzar, J. C., & Willig, R. J. (1982). Contestable markets and the theory of industry structure. San Diego, CA: Harcourt Brace Jovanovich.
R4. Baye, M. R. (2010). Microeconomics and business strategy. New York, NY: McGraw-Hill Irwin.
R5. Boston Consulting Group. (1970). The product portfolio. Retrieved December 13, 2010, from <http://www.bcg.com/documents/file13255.pdf>.
R6. Brandenburger, A. M., & Nalebuff, B. J. (1996). Co-opetition. New York, NY: Currency Doubleday.

Online Resources:

1. <https://nptel.ac.in/courses/112107209/>: Managerial Economic Analysis
2. <https://www.icaai.org/post.html?post id=10058>: Study Materials by ICAI
3. <http://www.m5zn.com/newuploads/2013/05/28/pdf/ed6f3d1f87b9cd2.pdf>: eBook

Course Outcomes:

CO1	To learn the major initiatives taken by a company's top management on behalf of corporations involving resources and performance in a business environment
CO2	To specify the organization's mission, vision, and objectives and develop policies
CO3	To understand the analysis and implementation of strategic management in strategic business units. Also, collaborative and co-created bottom-to-top strategies.
CO4	To understand the corporate-specific business strategies and implementation process of the same.
CO5	To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in a business environment.
CO6	To understand strategy implementation and evaluation.

Type	Code	IT and MIS Lab II	L-T-P	Credits	Marks
MB	MB-P-ITML-209		0-0-2	2	50

Objectives	To give basic information about the computer system. To familiarize students with the use of MS Windows. To familiarize students with the use of MS Office-MS Word, MS Excel, MS PowerPoint and MS Access.
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Detailed Syllabus

Experiment-#	Assignment/Experiment
1	Introduction to Windows Os
2	OS Commands and operations.
3	Introduction to MS Office
4	MS-Word - Create, open, save, print command of file
5	Home tab - Edit (cut,copy,paste,format painter, find, replace) texts, Format (font, size, bold, italic ,underline, superscript, subscript, change case, texthightlight color, font color, clear formatting), Paragraph setting (alignment, line spacing, border, shading, bullet, numbering, multilevel list, sorting), Apply styles
6	Insert tab - Cover page, blank page, page break, table, picture, clip art, shape, chart, hyperlink, header and footer, textbox, word art, equation and symbols
7	Determination of Flash-point/fire point of a lubricant by Pensky-Martein's apparatus.
8	Mailing tab - Mail merge
9	Page Layout tab - margin, orientation, size, columns, watermark, page color, page border, spelling and grammar checking.
10	MS-Excel - Create workbook.
11	Insert tab - Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art.
12	Page Layout tab - : Margin, Orientation, Paper size, print area, Background.
13	Formulas tab - Auto sum(sum, average, count numbers, max, min), Insert Function(if, sum if, count if, average if, max if, min if).
14	Data Tab - Sort and filter, Text to column, Remove Duplicate, Data Validation, Group.
15	MS-Power Point - Create file, Insert new slide, change layout.
16	Insert tab - Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art, Header Footer, movie, sound.
17	Design tab - Theme, color, font, background style.
18	Animation Tab - Custom animation, Transition (style, sound, speed), Slide show.
19	MS-Access - Overview
20	Home Tab - Views, Records, Sort & Filter
21	Create Tab - Create new Table, Table Template, Table Design, Insert data.
22	External Data Tab - Import, Export.

Type	Code	CAPSTONE PROJECTS	L-T-P	Credits	Marks
MB	MB-P-CP-210		0-0-2	2	100

SL.NO	NAME OF PROJECT
1	Low Cost Sanitary Napkeen
2	Milkco Dairy
3	Organic Farming of Turmeric
4	Mushroom farming
5	Fish Farming.
6	Ground nut oil processing.
7	Mama's Choice Bakery
8	Backyard Fish Farming using Biofloc methods.
9	Automobile Spare parts Retail Store

Type	Code	Professional Management Skills and Skill Enhancement and Personality Development Lab	L-T-P	Credits	Marks
MB	MB-P-PSEPD-211		0-0-1	1	50

Objectives	The objective of this course is to help students work on their personality development through an understanding of Soft skills, participate in Group Discussions (GD), present their views in public, perform well in Personal Interviews, and become successful in a corporate scenario
Teaching Scheme	Ample tasks designed to facilitate communication through pair work, group/teamwork, individual and group presentations, discussions, role plays, listening to the audio, watching videos, business writing, and vocabulary

Detailed Syllabus

Sl. No.	Topic	Sub-Topic
Module -1	Self-knowledge:	1. Exploring habits, attitudes, preferences, and experience
		2. Become aware of strengths and weaknesses, talents and problems, emotions and ideas
		3. Identifying the optimum means of improving personal performance
		4. Identifying areas of expertise and using these to solve problems in new contexts
		5. Knowing your ambitions, goals, and values
		6. Understanding feelings and emotions: primary feelings and secondary feelings, Self-regulating emotions
Module -2	Self-management:	1. IQ, EQ, SQ, MI
		2. Understanding of life story
		3. Focusing on Internal narratives
		4. Managing change, confusion and uncertainty
		5. Sharpening the Intellect
		6. Schooling the mind
		7. Socializing the individual
Module -3	Introduction to Group Discussions (GD):	1. Mock GD 1
		2. Mock GD 2.
	Interview skills:	1. Preparing for interviews through mock interview session.

		2. Writing a good and effective C.V. and SWOC presentation.
Module -4	Assertiveness and EI:	1. Theory inputs and activities.
		2. Conducting Mock Interviews
	Teamwork activity:	1. Building blocks of a team - discussion & activity.
		2. Panel Discussion.
	Summarizing and note making:	1. Techniques and important tips.
Personality assessment:	1. self-assessment and discussion	

NPTEL COURSE:

Type	Code	(NPTEL)	L-T-P	Credits	Marks
MB	MB-T-GMM-208		2-0-0	2	50

Detailed Syllabus

Week	Topic (Video Lecture)
Week 1	Globalization, Global Economic Environment.
	Assignment 1
	Quiz 1
Week 2	Financial Environment, Cultural Issues and Buying Behaviour, Political/Legal Environment-Part-1.
	Assignment 2
	Quiz 2
Week 3	Political/Legal Environment- Part-2, Global Marketing Research, Global Segmentation and Positioning.
	Assignment 3
	Quiz 3
Week 4	Global Marketing Strategies, Global Market Entry Modes, Global Product Development.
	Assignment 4
	Quiz 4
Week 5	Global Product Development, Marketing Products and Services, Global Pricing.
	Assignment 5
	Quiz 5
Week 6	Communicating with the World Consumer, Sales Management, Global Logistics and Distribution-Part-1.
	Assignment 6
	Quiz 6
Week 7	Global Logistics and Distribution- Part-2, Export/Import Management, Planning, Organization, and Control of Global Marketing Operations-Part-1.
	Assignment 7
	Quiz 7
Week 8	Planning, Organization, and Control of Global Marketing Operations-Part-2, Marketing in Emerging Markets, Global Marketing and the Internet.
	Assignment 8

	Quiz 8
Week 9	Introduction to business-to-business marketing, How business organizations buy, Strategic planning for global business markets, Ethical considerations for business marketers.
	Assignment 9
	Quiz 9
Week 10	Market research, Segmentation, targeting, and positioning, Services for business markets.
	Assignment 10
	Quiz 10
Week 11	Pricing, Supply chain management Managing distribution channels, Business to business marketing communications.
	Assignment 11
	Quiz 11
Week 12	Customer relationships and key account management, Sales promotion, exhibitions, trade fairs, corporate reputation management, Marketing planning, implementation, and control.
	Assignment 12
	Quiz 12

Reference Books:

1. Global Marketing Management by Kotabe and Helsen, Wiley Publication.
2. Global Business by Czinkota, Ronkainen, Moffett, and Moynihan, Dryden Publication.
3. International Marketing by Onkvisit and Shaw, PHI Publications.
4. International Business by Daniels, Radebaugh, Sullivan, and Salwan, Pearson Publication.
5. Global Marketing Management by Warren Keegan, Pearson Education
6. Business to Business Marketing Management a Global Perspective by Alan Zimmerman, and Jim Blythe, Routledge.

The syllabus and video lecture are available on the NPTEL site. Students have to follow NPTEL guidelines.

GANDHI INSTITUTE FOR TECHNOLOGY (GIFT)

BHUBANESWAR

(An Autonomous Institution)

Syllabus

Master of Business Administration

(Second year)

(2022-24 Batch)

With Effect from the Batch 2022-23



GIFT Autonomous College

(Approved by AICTE, New Delhi, Affiliated to BPUT, Rourkela) Recognized
under section 2(f) of the UGC Act, 1956

At. Gramadiha, Po. Gangapada, Via. Janla, Dist-Khorda, Pincode:752054

Curriculum Structure - MBA & MBA (GM) 2nd Year

Specialization Papers

Marketing Management								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-MM-301A	Consumer Behaviour	3	0	0	3	0	0
MB	MB-T-MM-302A	Sales and Distribution Management	3	0	0	3	0	0
MB	MB-T- MM -303A	Retail Management	3	0	0	3	0	0
MB	MB-T- MM -304A	Service Marketing	3	0	0	3	0	0
MB	MB-T- MM -401A	Digital Marketing	3	0	0	3	0	0
MB	MB-T- MM -402A	Product and Brand Management	3	0	0	3	0	0
MB	MB-T- MM -403A	B2B Marketing	3	0	0	3	0	0

Human Resource Management								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-HR-301B	Industrial Legislation	3	0	0	3	0	0
MB	MB-T-HR-302B	Compensation and Reward Management	3	0	0	3	0	0
MB	MB-T- HR -303B	Employee Relations	3	0	0	0	0	0
MB	MB-T- HR -304B	Manpower Planning	3	0	0	0	0	0
MB	MB-T- HR -401B	Team Dynamics at Work	3	0	0	0	0	0
MB	MB-T- HR-402B	Strategic HRM	3	0	0	0	0	0
MB	MB-T- HR -403B	Performance Management	3	0	0	0	0	0

Finance Management

Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-FM-301C	Security Analysis and Portfolio Management	3	0	0	3	0	0
MB	MB-T-FM-302C	Financial Institution, Market, and Services	3	0	0	3	0	0
MB	MB-T-FM-303C	Project Appraisal and Financing	3	0	0	3	0	0
MB	MB-T-FM-304C	Advance Management Accounting	3	0	0	3	0	0
MB	MB-T-FM-401C	Business Taxation	3	0	0	3	0	0
MB	MB-T-FM-402C	Behavioural Finance	3	0	0	3	0	0
MB	MB-T-FM-403C	Financial Derivatives	3	0	0	3	0	0

Type	Code	Course Title	WCH			Credits		
MB	MB-P- SIP -304	Summer Internship Project	0	0	4	0	0	4

Type	Code	Course Title	WCH			Credits		
MB	MB-T- SP -404	Winter Internship Project	0	0	2	0	0	2

Second Year MBA

- i. 3rdSemester Specialization- I 4 papers = 12 credits**
- ii. Specialization- II 4 papers = 12 credits**

Internship during vacation after 2nd Semester = 4 credits

Total (3rd.Semester) = 28 Credits

- iii. 4th-semester Specialization – I 3 papers = 9 credits**
- iv. Specialization – II 3 papers = 9 credits**

Internship during vacation after 3rd Semester = 2 Credits

Total (4th.Semester) = 20 Credits

Grand Total = 48 Credits

Details of Specialization Combination: MAX.40 Students based on attendance and merit.

1. FINANCE & MARKETING

2. HR & MARKETING

Course Types & Definitions

L	Lecture
T	Tutorial
P	Laboratory/Practical/Sessional
WCH	Weekly Contact Hours
MM	Marketing Management
HRM	Human Resource Management)
FM	Finance Management
SIP	Summer Internship Project
WIP	Winter Internship Project

Part-I 2ndYear

Third Semester

MBA and MBA (General Management)

Contents

Second Year

MBA and MBA (GM)

Curriculum Structure

3rd Semester	4th Semester
Marketing Management	
Consumer Behaviour	Digital Marketing
Digital Marketing	Product and Brand Management
Sales and Distribution Management	B2B Marketing
Product and Brand Management	
Human Resource Management	
Industrial Legislation	Team Dynamics at Work
Team Dynamics at Work	Strategic HRM
Compensation and Reward Management	Performance Management
Strategic HRM	
Finance Management	
Security Analysis and Portfolio Management	Business Taxation
Business Taxation	Behavioral Finance
Financial Institution, Market and Services	Financial Derivatives
Behavioral Finance	
Summer Internship Project	Winter Internship Project

Evaluation process–MBA& MBA(GM)

1. Evaluation Process of Theory Subjects:

Components	Marks	Frequency	Assigned To
Quiz Test	5	2	Concerned Faculty
Surprise Test	5	2	Concerned Faculty
Assignment	5	2	Concerned Faculty
Attendance	5	Closing of Instruction	To be retrieved from CMS
Case let /Options in Syllabus	10	1(Before Closing of Instruction)	Concerned Faculty
Mid-Semester Examination	20	1	Examination Cell
End-Semester Examination	100	1	Examination Cell
Total	150		

2. Evaluation Process of SIP:

Components	Marks
Report Writing	60
Viva-voce	40
Total	100

Marketing Management								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-MM-301A	Consumer Behaviour	3	0	0	3	0	0
MB	MB-T-MM-302A	Sales and Distribution Management	3	0	0	3	0	0
MB	MB-T-MM-303A	Retail Management	3	0	0	3	0	0
MB	MB-T-MM-304A	Service Marketing	3	0	0	3	0	0

Type	Code	Consumer Behaviour	L-T-P	Credit	Marks
MB	MB-T-MM-301A		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> To understand the conceptual foundations of consumer buying behavior To create awareness of the theories of motivation and perception as applied to consumer behavior, and To acquaint with communication and consumer decision-making.
Pre-requisites	An essential marketing component is consumer insight – both the obvious needs and wants that are on the surface of conscious thought and the deeper, possibly unconscious motives that drive human behavior at an implicit level. Psychological science has produced numerous theoretical and technological advances in recent years that offer unprecedented access to the inner workings of the mind, and allow for new ways to assess opinion, test new products, evaluate packaging, predict emerging needs, design promotion and advertising executions, and map out overall marketing strategy.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to Consumer Behaviour: Nature, Scope and Importance. Consumer Motivation: Nature of Motivation; Types of Consumers Needs and Wants. Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation. Theories of Motivation and its Applications Personality and Consumer Behaviour: Definition of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics. Case Let.	10 hours
Module-2	Consumer Perception: Elements of Perception; Dynamics of Perception, Elements of Consumer Learning; Behavioural Theories and Process; Structural Models of Cognitive Theories of Learning. Perception and Marketing Strategy; Perceived Risk. Consumer Attitude Formation: Definition of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude. Case Let.	10 hours
Module-3	Reference Group and Family Influences: Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Cultural and Subcultural Influences on Consumer Behaviour: Definition of Social Class: Definition; Measurement of Social Class; Social Class Dynamics. Family Decision Making and Consumption Related Roles; Family Life Cycle. Culture and Subculture; Effect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Sub-cultural Categories. Case Let.	10 hours
Module-4	Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Diffusion of Innovation; Diffusion Process; Adoption Process. Motivation behind Opinion Leadership Consumer Decision Making: Consumer Decision Process; Types of Decisions; Models of Consumer Behaviour. Information Search Process; Alternative Evaluation and Selection; Decision Rules. Case Let.	10 hours

Total	40 hours
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Text Books:

T1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.

T 2. Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011.

Reference Books:

R1. Bennet and Kassarjian, CONSUMER BEHA VIOUR, Prentice Hall of India, New Delhi

R2. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011.

R3. Efraim Turban, Jae Lce, David King, & I-I.Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.

R4. Loudon and Della Bitta, Consumer Behaviour: Concepts And Applications, Tata McGraw Hill. New Delhi,2007.

R5. Berkman& Gilson, Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.

Online Resources:

- <https://www.gopalancolleges.com/gcem/course-material/mba/marketing/subjects/consumer-behaviour-14MBAMM301.pdf>
- <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/General/1ConsumerBehaviour.pdf>

Course Outcomes:

CO1	To explain the concept of Consumer Behaviour& describe Consumer research process in detail.
CO2	To evaluate the factors affecting consumer behavior in detail.
CO3	To analyze the consumer decision process.
CO4	To assess the impact of consumer motivation, and personality on buying behaviour
CO5	To impart the basic knowledge of consumer protection rights.

Type	Code	Sales and Distribution Management	L-T-P	Credit	Marks
MB	MB-T-MM-302A		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> The course investigates factors influencing the optimal design and management of distribution channels with particular emphasis on sales force management and channel designs for improving efficiency. The objective of the Course is to provide an understanding of Sales Management, with particular emphasis on sales force management
Pre-requisites	Students need to know about business, management, sales, finance, and data, as well as psychology, market research, and communications.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to Sales Management, The Selling process, Managing Sales Information, Sales Organization, Managing of sales territory, Management of Sales Quota. Case Let.	10 hours
Module-2	Recruitment and Selection of Salesforce, Training the sales force, Sales force motivation, Sales force compensation, Evaluating and controlling sales force. Case Let.	10 hours
Module-3	Distribution Channel Management, Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising. Case Let.	10 hours

Module-4	Channel Design and Planning Process, Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, and Performance Measures. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press

T2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata Mc Graw-Hill

Reference Books:

R1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition

R2. Sales Management: Concepts Practice, and Cases, Johnson F. M., Kurtz D. L., Scheuing E.E., Tata McGraw-Hill, Latest Edition

R3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition

R4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
R5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition

Online Resources:

https://gurukpo.com/Content/MBA/Sales_Management.pdf

https://baou.edu.in/assets/pdf/PGDM_104_slm.pdf

Course Outcomes:

CO1	The ability to create value and execute sales deals effectively
CO2	The strategic skills and competencies needed for achieving sales targets
CO3	The ability to avoid common mistakes made by sales professionals and negotiators;
CO4	The ability to work with people with different backgrounds, expectations, and values
CO5	To understand and assess the challenges of turbulent business marketing
CO6	To evaluate and design sustainable sales & distribution strategies

Type	Code	Retail Management	L-T-P	Credit	Marks
MB	MB-T-MM-303A		3-0-0	3	100

Objectives	<ul style="list-style-type: none">• To develop knowledge of contemporary retail management issues at the strategic level. To describe and analyze the way retailing works, specifically the key activities and relationships.• To provide an academic underpinning to the above through the application of retailing theory and research.
Pre-requisites	Retail Management deals with selling goods and services to consumers. It involves direct interactions with the customers and co-coordinating business activities from the designing of a product to its delivery and post-delivery services.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to retailing: Definition and scope, the evolution of retailing, types of retail, trends in the retailing industry, benefits of retailing, retailing environment. Case Let.	10 hours
Module-2	Retail purchasing and pricing: Purchase management: - Merchandise purchasing, open to buy, open to buy planning, analyzing the merchandise performance. Pricing strategies include everyday pricing, competitive-based pricing, price skimming, market-oriented pricing, and marginal cost pricing. Retail price strategies: - mark-up pricing, vendor pricing, competitive pricing, psychological pricing. Case Let.	10 hours
Module-3	Retail marketing and promotion: Nature and relationship marketing, market strategies, retail research Understanding the retail customer: - retail market, population analysis, demographic analysis, consumer behavior Retail Promotion Mix: - Retail promotion program, retail advertising media, promotional budget. Customer services: - customer services, services quality gaps, service recovery. Case Let.	10 hours
Module-4	Information system in retailing: Acquiring and using information strategies, technology in retail, information sources, and retail information systems. Ethical and legal issues in Retailing: Dealing with ethical issues, social responsibility, environmental orientation, and waste reduction at retail stores. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Retailing Management, Levy & Weitz, 9th edition, McGraw Hill, 2014.

T2. Newman A. J. and Cullen P - Retailing: Environment and Operations (Vikas).

Reference Books:

R1. Berman B and Evans J. R., Retail Management (Pearson Edition).

R2. Dunne Patrick M, Lusch Robert F and Griffith David A - Retailing (CengageLearning).

R3. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education)

Online Resources:

<https://www.imit.ac.in/note/18MBA401Arm.pdf>

<https://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf>

Course Outcomes:

CO1	Understanding of the retail history and its function
CO2	The buying process, retail market strategy, and target market
CO3	Growth strategy for retailing
CO4	Choosing a retail location and its evaluation
CO5	Inventory management, Warehousing, and Logistics in SCM
CO6	Retail Formats application

Type	Code	Service Marketing	L-T-P	Credit	Marks
MB	MB-T-MM-304A		3-0-0	3	100

Objectives	The course focuses on enabling students to apply marketing concepts and principles to the unique challenges and opportunities of service marketing to create customer value.
Pre-requisites	This course will help students to learn the fundamentals of services marketing from a practical point of view. The course focuses on the needs of the customers, who are to be kept satisfied for a business to prosper. The course

	will help students understand service marketing from various perspectives and will also be useful if participants wish to establish a new service business or manage an existing one.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Foundation of Services Marketing: Introduction, The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios, Distinctive Characteristics of Services - Four I’s of services - Intangibility, Inconsistency, Inseparability, and Inventory. Case Let.	10 hours
Module-2	Segmentation, Targeting, and Positioning: Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marking in the Indian Economy, Growth of the service sector in Indian Economy. Case Let.	10 hours
Module-3	The Services Marketing Mix: Service Product, Service Products; 8 LH Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability. Services in Organized Retailing: Healthcare industry in India, Marketing E- services, Business process outsourcing (BPO), medical transcription, knowledge process outsourcing (KPO) E-learning (Indian context). Case Let.	10 hours

Module-4	Distribution Strategies for Services: Challenges in Distribution of Services, Personal Selling – Advertising and Sales Promotion in Service Industry, Customer Satisfaction & Service Quality in Service Marketing – Service Triangle, Service Encounter -Role of HR & Internal Marketing - Monitoring and Measuring customer satisfaction – SERVQUAL & GAP model - Handling complaints effectively – Service Failure – Recovery. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Rampal. M.K & Gupta S. L, Service marketing, Galgotia Publishing, New Delhi 2000.

T2. Christopher Lovelock, Services Marketing: People, Technology & Strategy, Seventh Edition, Pearson Education, New Delhi 2011

Reference Books:

R1. Ravi Shanker, Services Marketing, First Edition, Excel Books, New Delhi 2008.

R2. Bryson, J. M., Strategic Planning for Public Service and Nonprofit Organizations, First Edition, Pergamon Press 1993.

R3. S M Jha, Services Marketing, Himalaya Publishing House, Mumbai 2000.

R4: Valarie A Zeithaml, Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill 2003.

R5: Services Marketing – Text and Cases, Rajendra Nargundkar, 3rd Edition, McGraw-Hill

Online Resources:

- <https://www.drnishikantjha.com/booksCollection/Service%20Sector%20Marketing%20TYBMS%202016-17.pdf>
- <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/General/2ServiceMarketing.pdf>

Course Outcomes:

CO1	Able to provide a theoretical and practical basis for assessing service performance using company examples.
CO2	Able to explain the nature and scope of services marketing
CO3	Effectively understand what quality means in service delivery and how perceptions of service quality are developed by customers.
CO4	Identify critical issues in service design including the nature of service products & markets, building the service model, and creating customer value.
CO5	Identify critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions, and outcomes.
CO6	Able to explain describe and utilize key service frameworks and concepts including the 7's of marketing, the Gaps Model, customer satisfaction, loyalty, and customer lifetime value.

Human Resource Management								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-HR-301A	Industrial Legislation	3	0	0	3	0	0
MB	MB-T-HR-302A	Compensation and Reward Management	3	0	0	3	0	0
MB	MB-T-HR-303A	Employee Relations	3	0	0	3	0	0
MB	MB-T-HR-304A	Manpower Planning	3	0	0	3	0	0

Type	Code	Industrial Legislation	L-T-P	Credit	Marks
MB	MB-T-HR-301B		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> To acquire knowledge of various rules and regulations prevalent in the present business scenario. To gain insight into various legal Acts passed to protect the health, safety & welfare of the employees.
Pre-requisites	Industrial Relations and Labour Legislation Laws are concerned with the improvement of workers' economic conditions in India. These laws aim to develop and promote compatible labor management systems and relations, regulate work and production by the minimization of industrial conflicts, and socialize various industries by establishing the government as the employer.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Industrial Employment (Standing Orders) Act 1946 – Standing Orders - Submission of Draft Standing Orders - Conditions for certification of Standing Orders (SO) - Appeals - Duration and modification of SO – Penalties and procedure - Worker's participation in Management. The Contract Labour (Regulation and Abolition) Act, 1970, Industrial Dispute Act-1947. Case Let.	10 hours
Module-2	Wages and Bonus: Concept of Wages - Living Wage, Fair Wage and minimum wage - Fixation machinery - Payment of Wages Act, 1936 -Minimum Wages Act, 1948 - Payment of Bonus Act, 1965. Case Let.	10 hours

Module-3	The Child Labour (Prohibition & Regulation) Act, 1986 - The Children (Pledging of Labour) Act, 1933 - The Payment of Gratuity Act, 1972- The Employees' Provident Fund & Miscellaneous Provisions Act, 1952-the Inter-State Migrant Workmen (regulations of Conditions of Service) Act,1976. Case Let.	10 hours
Module-4	The Equal Remuneration Act, 1976, The Maternity Benefit Act, 1961. Employee's Compensation Act, 1923, The Taxation Laws (Amendment), 2021. Case Let.	10 hours
Total		40 hours

Text Books:

- T1.** S.N. Misra: Labour and Industrial Laws: Central Law Publications, Allahabad.
- T2.** V. G. Goswarny: Labour and Industrial Laws, Central Law Agency, Allahabad.
- T3.** J.N. Pandey: The Constitutional Law of India, Central Law Agency, Allahabad.
- T4.** Khan & Khan: Commentary on Labour and Industrial Laws, Asia Law House, Hyderabad.

Reference Books:

- R1.** Srivastava S.C.: Treaties on Social Security and Labor Laws, Eastern Book Company, Lucknow.
- R2.** Jiwitesh Kumar Singh: Labour Economics, Deep and Deep Publications, New Delhi.
- R3.** Y.J. Rao : Factories Laws in A.P., Asia Law House., Hyderabad.
- R4.** K. D. Srivastava: Workmen's Compensation Act, EBC, Lucknow.
- R5.** Mishra S.N.: Labour and Industrial Laws, Central Law Publications, Allahabad.
- R6.** Dr. Goswami Y.G.: Labour and Industrial Laws, Central Law Agency, Allahabad.

Online Resources:

- <https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf>
- <https://www.nagarjunauniversity.ac.in/pgsyllabus/Semester2.pdf>

Course Outcome:

CO1	A student should be able to summarize the important provisions relating to Working Hours, Conditions of Services, and Employment Legislations, about Factories Act, 1948, the Industrial Employment (Standing Orders) Act, 1946, the Contract Labour (Regulation and Abolition) Act, 1970, Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979.
CO2	Students should be able to summarize the important provisions relating to the Equality and Empowerment of Women Legislations, about Equal Remuneration Act, of 1976, Maternity Benefits Act, of 1961.
CO3	Students should be able to outline the important causes & impact of industrial disputes.
CO4	Students should be able to summarize the important provisions relating to Prohibitive Labour Laws, about Child Labour (Prohibition & Regulation) Act, 1986.
CO5	A student should be able to summarize the important provisions of Wage Legislation, including the Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965.
CO6	Students should be able to summarize the important provisions of Social Security Legislation, including the Employees State Insurance Act of 1948, the Employees Provident Fund Act of 1952, Payment of Gratuity Act of 1972.

Type	Code	Compensation and Reward Management	L-T-P	Credit	Marks
MB	MB-T-HR-302B		3-0-0	3	100

Objectives	The objectives of this course are to familiarize the students with the dynamics of wage and salary administration and current trends in India.
Pre-requisites	The course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions

	of different fields. It also serves to develop and strengthen the overall analytical skills of students Related to various HR Functions.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction –Definition of Compensation Management - objectives of Compensation – Principles of Compensation Management – Importance of Compensation Management - Types of wages. Exploring and defining the compensation context – Intrinsic compensation - Extrinsic compensation -- Compensation Trends in India. - The 3-P compensation concept. Case Let.	10 hours
Module-2	Compensation and its components - Compensation Planning: Level, Structure and Systems Decision – Compensation level planning- factors influencing compensation level planning: internal factors and external factors. Traditional Bases for Pay-Seniority and Longevity Pay, Merit Pay- Performance Appraisal- Methods- Biases -Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay Program. Case Let.	10 hours
Module-3	Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives, Types of Individual Incentives- Advantages and Disadvantages. Group Incentives- Types of Group Incentives- Advantages and Disadvantages. Companywide Incentives- Types- Designing Incentive Pay Programs. Person-Focused Pay- Competency-Based Pay, Pay for Knowledge and Skill-Based Pay, team-based pay-Concepts. Case Let.	10 hours
Module-4	Building internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System – compensation surveys - Integrating	10 hours

	Internal Job Structures with External Market - Building Pay Structures that Recognize Individual Contribution: Constructing pay structure. Pay structure variations – Broad banding- two tier pay structure. International compensation – components of international compensation – Executive compensation – components of executive compensation - Compensating the Flexible Workforce Contingent Employees – core and fringe compensation. Wage Board: Structure, Importance. Case Let.	
Total		40 hours

Text Books:

T1. Compensation Management in a Knowledge-based World, Richard I. Henderson, Pearson Education.

T2. Tapomoy Deb, Compensation Management text & cases, Excel Publication, 2014

Reference Books:

R1. Compensation planning, George T Mulkovich & Jerry Newmann, McGraw Hill Publication

R2. Compensation and reward management, B. D. Singh, Excel Publication

R3. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, 2014

R4: Joseph J. Martocchio, Strategic Compensation- A Human Resource Management Approach- Pearson Education, 2012, 3rd Ed.

Online Resources:

- <http://agi.anurag.edu.in/wp-content/uploads/CBM.pdf>
- <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/3CompensationManagement.pdf>

Course Outcomes:

CO1	To discuss the principles and importance of compensation management.
CO2	To relate the bases of compensation.
CO3	To appraise the present trends in the calculation of incentives and other pay systems.
CO4	To develop and design a compensation system.
CO5	To identify the contemporary compensation practices.
CO6	To Develop various measures for dealing with international compensation.

Type	Code	Employee Relations	L-T-P	Credit	Marks
MB	MB-T-HR-303B		3-0-0	3	100

Objectives	<ul style="list-style-type: none">• The objective of the course is to help the students recognize the growing interest in the use of employee relations to improve the quality of work life.• The course will help the students understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees.
Pre-requisites	To make industrial relations practices highly effective, continuous monitoring is required in various aspects. Like Exit interviews, Analysis of union demands, analysis of practices followed by surrounding industries, and understanding of prevailing labor issues in surrounding industries.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Industrial Relations: Scope and Significance, approaches to Industrial Relations. Causes and Consequences of Industrial Disputes, Evolution and contemporary scenario, Role of government; Role of management; Role of Trade Unions, Labour Policy in Five Year Plans, Bipartism, Tripartism, Recent Trends in Industrial Relations. Case Let.	10 hours
Module-2	Problems Of Industrial Relations: Good and Bad/poor Industrial Relations. Causes for poor industrial relations. Major indicators of the state of industrial relations: Absenteeism, Labour turnover, Grievances [with special reference to women employees in India, Strikes, Lockouts, and Retrenchment. Case Let.	10 hours
Module-3	Trade Union Structure and Movement in India, Role of Trade Unions in Industrial Relations, Industrial Disputes, Causes of disputes, Award and Settlement of industrial dispute, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, Grievance Settlement Procedure, settlement mechanism. Employee Participation and Empowerment: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. Case Let.	10 hours
Module-4	ILO- Objectives, principles. Impact of ILO on Indian trade union movement. Concept. Essential Prerequisites for collective bargaining, types of collective bargaining, Levels of Collective Bargaining, Plant Level, Industry Level, and National Level. Negotiation. New economic policy and employee relations; Changing role of employee and employer relations. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Mamoria, C.B., SatishMamoria, and S.V Gankar., (1997), Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi

T2. Davar, R.S. (1991). Personnel Management and Industrial Relations. New Delhi, India: Vikas Publishing House Pvt. Ltd.

Reference Books:

R1. Agnihotri, Vidyadhar. (1970). Industrial Relations in India. New Delhi, India: Atma Ram and Sons.

R2. Bhangoo, Singh Kesar. (1995). Dynamics of Industrial Relations. New Delhi, India: Deep & Deep Publications.

R3. Bhargava, P.P. (1995). Trade Union Dynamism, Jaipur, India: Printwell.

R4. Nagaraju, D.S. (1981). Industrial Relation System in India. Allahabad, India: Chugh Publications.

R5. Khan N U, 2008, Industrial Relations in India: A Historical Perspective, New Delhi Sanjay Prakashan

Online Resources:

- <https://www.studynama.com/community/threads/industrial-relations-notes-ebook-for-bba-hr-free-pdf-download.3209/>

Course Outcomes:

CO1	Outline the history of employee relations aligned with advances in the industrial age.
CO2	Describe the framework for organizing, along with strategies and tactics used by employers and unions during organizing campaigns.
CO3	Conduct contract negotiations.

CO4	Describe the process of arbitration and problems with this method to resolve disputes.
CO5	Apply a model of performance management that includes planning, monitoring, evaluating, and developing a performance improvement process.
CO6	Apply major theories of the psychology of bargaining, negotiation, group dynamics, and conflict resolution.

Type	Code	Manpower Planning	L-T-P	Credit	Marks
MB	MB-T-HR-304B		3-0-0	3	100

Objectives	The course aims to develop the analytical abilities founder standing the implications of change in the manpower situation of a company and of the availability of HR within the organization and outside to advise and assist the authorities concerned in their manpower planning and development activities.
Pre-requisites	The planner of human resources must be aware of the corporate objectives as manpower planning is an integral part of corporate planning. Manpower planning responsibilities should be centralized to coordinate consultation between different management levels. All personnel records must be completed. The impact of external forces like technological changes, changes in labor market composition, etc. needs consideration while developing the manpower plan. The time horizon of the plan must be long enough to permit any remedial action. Plans must be prepared by skill levels.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to MP: Concept, Benefits, Types of manpower planning, Macro Level Scenario of manpower planning, Factors affecting manpower planning, Process of manpower planning, Manpower planning at different levels, barriers, requisites for successful manpower planning. Methods and Techniques: Demand Forecasting & Supply Forecasting, Benefits of forecasting. Balancing Supply & Demand. Case Let.	10 hours
Module-2	Manpower Planning Tools and Techniques: Job Analysis, Job Description, Job Specification; Job Enlargement, Job Enrichment, Job Evaluation, Skill Inventory; Succession Planning. Manpower Planning Implementation Strategies: Recruitment, Redeployment, Downsizing Plan, Retention Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan, Recent Trends in Manpower Planning. Case Let.	10 hours
Module-3	Strategic Manpower Planning: Concepts, objectives, SMP Process, Tools, Evaluation, Balance Score Card, HR Dash Boards, HR scorecard, Competency Mapping. Case Let.	10 hours
Module-4	Manpower Inventory Management: Manpower Inventory; Quantitative Aspects; Qualitative Aspects; Methodology of Computerized Manpower Planning Information System; Use and Applicability of Statistical and Mathematical Models in Manpower Planning, Cohort Analysis, Census Analysis, Markov Models. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Bhattacharyya D. K., (2006) Human Resource Planning 2nd ed. Excel Books, New Delhi.

T2. Chhabra. T. N., (2011) Human Resource Planning 5th ed. Dhanpat Rail & CO. (P) Ltd., New Delhi.

Reference Books:

R1. McBeyo Kenneth J et al, Strategic Human Resource Planning 2nd edition, Cengage Learning.

R2. M. S. Reddy (2005) Globalization and Manpower Planning, Discovery Publishing House.

R3. Gautam, Vinayshil. (1988) Comparative manpower planning practices, National Pub. House.

R4. Uday Kumar Haldar – Human Resource Development, Oxford Publications.

Online Resources:

- <https://egyankosh.ac.in/bitstream/123456789/38378/1/Unit-12.pdf>

Course Outcomes:

CO1	To apply the conceptual knowledge of Manpower Planning in managing the workforce.
CO2	To analyze the various models involved in manpower planning, barriers, and competency models.
CO3	To analyze the recruitment process, recruitment outsourcing, E-recruitment, techniques of selection, and training.
CO4	To implement, evaluate, and control the process of talent engagement and gain an overall knowledge in the field of HR to plan, recruit, and select the human resource.
CO5	To understand how manpower planning is related to the overall strategic plan of the organization.
CO6	To understand the concepts of demand and supply of manpower.

Finance Management								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-FM-301C	Security Analysis and Portfolio Management	3	0	0	3	0	0
MB	MB-T-FM-302C	Financial Institution, Market and Services	3	0	0	3	0	0
MB	MB-T-FM-303C	Project Appraisal and Financing	3	0	0	3	0	0
MB	MB-T-FM-304C	Advance Management Accounting	3	0	0	3	0	0

Type	Code	Security Analysis and Portfolio Management	L-T-P	Credit	Marks
MB	MB-T-FM-301C	Security Analysis and Portfolio Management	3-0-0	3	100

Objectives	<ul style="list-style-type: none"> To enable students to understand the nuances of stock market operations and understand the techniques involved in deciding upon purchase or sale of securities. To describe how to frame Portfolio management. To explain the relationships between Risk and Return. To define key characteristics and consequences of different models used to describe SAPM. To apply knowledge of SAPM in real-life investment.
Pre-requisites	This course is designed to teach the fundamentals of investments along with the analysis and strategies to become successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how market works, students will be taught

	the stock market fundamentals. It discusses the risk-return tradeoff of an individual investor, it also details how investment in the securities market is evaluated based on Fundamental and Technical analysis. It also discusses the application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. This course will also emphasize students to learn forces that affect the security market.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive, focusing on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Investment: Features and objectives, Alternative forms of investment, Risk-free rate and its influencing factors and Risk Premium, Risk & Return on investment, measuring risk and return on single Asset and on 'n' assets portfolio, Stock Market Indices, Indices Calculations. Computation of Risk and Return on a portfolio, Interpretation of portfolio, Basics of Stock Market Operations. Case Let.	10 hours
Module-2	Investment Models, Selection, Markowitz Model for portfolio selection, Feasible set portfolios. Efficient set, selection of optimal portfolio, Sharpe's Single Index model, Alpha, Beta Efficient frontier with risk-free lending and borrowing. CAPM. pricing of securities with CAPM, Arbitrage pricing theory, and Efficient Market Hypothesis. Case Let.	10 hours
Module-3	Fundamental and Technical Analysis and evaluation, Economic, Industry, and Company Analysis, Technical Analysis, and Charting tools. Volume and price trends, technical indicators, Performance Evaluation of portfolio, and Portfolio management strategies. Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model. Case Let.	10 hours

Module-4	Bond Fundamentals, Valuation and Bond Yield, The Analysis and Valuation of Bond. Determinants of Interest Rates, Term structure Interest Rates Theories, Bond Theorems, Bond Portfolio Management Strategies, Overview and Strategies, Passive and Active Management Investment, Phases of the business cycle. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Investment Analysis and Portfolio Management by Reilly and Brown, Cengage Learning, India Ed.

T2. Security Analysis and Portfolio Management by S. Kevin, PHI.

T3. Security Analysis and Portfolio Management by Donald E. Fischer and Ronald J. Jordan

Reference Books:

R1. Investment Analysis and Portfolio Management by Prasanna Chandra

R2. Investments by Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty

R3. Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan.

Online Resources:

- <https://www.pdfdrive.com/investment-analysis-and-portfolio-management-books.html>

Course Outcomes:

CO1	To acquire knowledge on various investment alternatives like shares, debentures, and real estate with different risk and return analyses.
CO2	Designing and managing the bond as well as equity portfolios in the real world.
CO3	To provide insight into the risk and return relationship between various types of investors like Arbitrators, Speculators, and gamblers.
CO4	To know the different investment policies and the various factors influencing

	investment decision of the Indian financial system.
CO5	To explore sound theoretical knowledge on Capital Asset Pricing Theory (CAPM) & Arbitrage Pricing Theory (APT).
CO6	To analyze the various techniques followed by the investors in forecasting the behavior of the Indian market and their major influence on macroeconomic variables.

Type	Code	Financial Institution, Market, and Services	L-T-P	Credit	Marks
MB	MB-T-FM-302C		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> • To provide students with basic concepts and theories of Finance, its markets, and various services provided in the Finance sector. • To provide students with knowledge of various instruments traded in the financial markets. • To provide information to students about the current financial system in India. • To help them understand the various financial intermediaries and their importance in the financial system. • To familiarize students with recent changes and elements of financial markets and services.
Pre-requisites	Financial markets, or markets for financial assets, play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently. The course studies the fundamental principles that govern financial markets and institutions. We attempt to understand the workings of the Banking Industry, the Federal Reserve, and the behavior of financial intermediaries.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Indian Financial System: Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems. Indian Banking and Insurance Systems: Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of the banking system in India. Case Let.	10 hours
Module-2	Money Market and Capital Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. Primary Market: Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. Secondary Market: Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De- Materialization Account Brokers, Kinds of brokers, Registration of Brokers. Case Let.	10 hours
Module-3	Mutual funds: Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers& Functions), Mutual fund investment v/s Stock market investment. Venture Capital: Meaning, Types of venture capital, Stages of venture capital financing, exit routes, Leasing: Concept and classification, financial evaluation of leasing. Hire Purchase: Conceptual framework, financial evaluation of hire purchase, leasing v/s hire purchase. Case Let.	10 hours
Module-4	Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re-Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Products & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan). Case Let.	10 hours
Total		40 hours

Text Books:

T1. Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition.

T2. V. K. Bhalla, Management of Financial Services, New Delhi, Anmol Publication, 2nd edition 2005

T3. Marketing of Financial Services: V. A. Avdhani

Reference Books:

R1. M Y Khan, “Financial Services”, TMH, 7th edition

R2. Ravi M. Kishore, “Financial Management”, Taxman’s, 6th edition

R3. Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 5th edition

Online Resources:

- <https://www.himpub.com/documents/Chapter1321.pdf>
- https://ebooks.lpude.in/management/mba/term_3/DMGT512_FINANCIAL_INSTITUTIONS_AND_SERVICES.pdf

Course Outcomes:

CO1	Students can analyze the financial market processes and their factors, and make successful financial decisions at an individual as well as company level.
CO2	Students can analyze different credit instruments and ownership instruments to use statistical reasoning for research projects undertaken later.
CO3	Understand the role and function of the financial system about the Macroeconomy.
CO4	Demonstrate an awareness of the current structure and regulation of the Indian Financial services sector.
CO5	Evaluate and create strategies to promote financial products and services.
CO6	Evaluate the functions of merchant bankers and NBFC.

Type	Code	Project Appraisal and Financing	L-T-P	Credit	Marks
MB	MB-T-FM-303C		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> • The objective of the course is to introduce and familiarize the students with various aspects of preparation, financing and appraisal of projects in today's liberalized environment where mega projects have become the order of the day. • To enable students to understand mechanism of project appraisal in various stages. To appreciate the usefulness of different techniques applied in project appraisal and to understand new and innovative sources of financing projects in the present-day world. • To enable to understand that appraisal is a process which is required in all aspects of life, is important in narrowing down to choosing the best alternative and taking a feasible/best call.
Pre-requisites	To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Banks and financial institutions, principles of lending, types of securities, and methods of charge creation. Generation of business ideas, converting	10 hours

	the business idea into a business plan and then to a project, Preparation of a blueprint of the project that will need equity/debt financing. Case Let.	
Module-2	Components of TEFR, Market and demand analysis, technical & financial analysis, Estimation of project flows, Analysis of risk, assessment, and risk mitigation techniques. Sensitivity/DSCR/ISCR analysis. Forward and options for risk mitigation. Case Let.	10 hours
Module-3	Approaches of fundraising from angel financiers, equity funds, and business incubators.VC Funding, Stages of VC funding, types of VCs, Differences in approaches of financial institutions and seed financing institutions. FC Loan/FCCB/GDR/ADR. Institutional/Financial Assistance, Schemes about Term lending, Working capital finance, Bills finance, Export & Import finance. Case Let.	10 hours
Module-4	Board of Directors, Advisors and consultants, Managerial change, Key-man life insurance, Buy-sell agreements, Legal documentation, Investment agreement, Description of transaction, Representation, and warranties by Company, Company’s covenants and undertakings, Various agreements and documents: Stockholders agreements, Employee stock purchase agreements. Case Let.	10 hours
Total		40 hours

Text Books:

T1. P. Chandra, Latest Edition, Projects: Planning, Analysis, Selection, implementation, and review. Tata McGraw Hill

T2. Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition.

Reference Books:

R1. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi

R2. P.N. Varshney Banking law and practice

R3. Thummuluri Siddaiah, Financial Services, Pearson

Online Resources:

Any practical TEFR/Business plan, which is practiced in a financial institution.

Financial / RBI/SEBI/Bank Journals and Financial Dailies like ET/FE/.

Course Outcomes:

CO1	Perform appraisal of projects with detailed feasibility analysis.
CO2	Develop the profitability projections.
CO3	Develop the strategies employed in managing risk.
CO4	Practice project management decisions and control
CO5	Be able to carry out cost-benefit and cost-optimization
CO6	Understand the role of corporate governance.

Type	Code	Advance Management	L-T-P	Credit	Marks
MB	MB-T-FM-304C	Accounting	3-0-0	3	100

Objectives	<ul style="list-style-type: none">• Management accounting helps in analyzing and recording financial information which can be used by a company to increase its efficiency and productivity.• It presents the financial information in regular intervals using easy-to-understand techniques such as standard costing, marginal costing, project appraisal, and control accounting. However, the information required to make managerial decisions depends completely on financial statements.
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Pre-requisites	Managers use management accounting information to choose a strategy to communicate it and to determine how best to implement it. They use management accounting information to coordinate their decisions about designing, producing, and marketing a product or service.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to Management Accounting: Meaning and importance of Management Accounting- Tools of Management Accounting (Descriptive, Analytical, Diagnostic, and Predictive) –Skills required for Management Accountants- Strategic Role of Management Accountants- Functions of Management accountants. Case Let.	10 hours
Module-2	Performance Measurement: Financial and non-financial measurement of performance ROI – Residual Income – KPI-Economic Value Added (EVA) – concept and measurement –Balanced Score Card- concepts and objectives- Multiple Score Card measures- New horizons in management control- Responsibility Accounting- Performance Budgeting- ZBB and ABB – Social Cost-benefit Analysis- Modern production Management techniques originating from Japan – Flexible Manufacturing Systems (FMS)- TQM. Case Let.	10 hours
Module-3	Decision making under Risk and Uncertainty: Nature and Types of risk- Techniques for decision making under risk and uncertainty- Optimistic and Pessimistic estimates- Risk-adjusted Discount Rate- Certainty Equivalent Co-Efficient Method- Sensitivity technique- Probability Technique-	10 hours

	Standard Deviation method- Co-efficient of Variation method- Simulation Technique Decision Tree Analysis. Case Let.	
Module-4	<p>Standard Costing and Variance Analysis: Types of Standards – setting standards Variance Analysis- Importance- Material, Labour, Overhead, Sales and Profit Variance –Interpretation of variance - Control and Efficiency Ratios- Investigation of Variance – Techniques of interpretation of variance.</p> <p>Marginal Costing and its Application: CVP analysis and decision making – Managerial applications of CVP analysis make or buy decision- Alternative methods of production- Buy or Lease Decision- Shut down or continue- Repair or replace – Accepting bulk orders for Idle capacity utilization- pricing under different situations- suitable product mix and Key Factor. Case Let.</p>	10 hours
Total		40 hours

Text Books:

T1. Text Book of Management Accounting by Sanjay Patankar

T2. Management and Cost Accounting, Drury C, Thomson Business Press.

Reference Books:

R1. Management Accounting & Financial Analysis by Kishore

R2. Advanced Cost & Management Accounting by Saxena

R3. Management Accounting: Text, Problems & Cases by Khan & Jain.

Online Resources:

- <http://www.eiilmuniversity.co.in/downloads/Advanced-Management-Accounting.pdf>
- <https://mastermindsindia.com/AMA%20SM.pdf>

Course Outcomes:

CO1	Apply management accounting concepts in a case-based, collaborative setting, communicating the results effectively both orally and in writing.
CO2	Locate the role of management control systems (MCS) in both strategy and operations.
CO3	Describe results control and its applications.
CO4	Distinguish indirect controls from direct controls, based on action and personnel/culture.
CO5	Determine whether an entity or an area is better suited to tight or loose controls and the types of action and/or personnel/cultural controls that ensure the desired level of tightness.
CO6	Have a fundamental understanding of mainstream management accounting topics and their practical applications.

Type	Code	Summer Internship Project	L-T-P	Credit	Marks
MB	MB-P- SIP -304		0-0-4	4	100

- Every student of the MBA shall undergo Internship training after the completion of the second Semester of the program.
- This Internship period shall be for 30-60 days.
- The objective of the Internship training is to give the students a hands-on experience in real-life business operations.
- The students are required to choose an organization for a summer internship upon completion of the 2nd semester. The college authority needs to provide adequate counseling to the students looking at his / her area of interest during the second semester.
- The student shall be attached to a faculty in the relevant area for guidance during the internship. The students shall maintain an Internship diary at the summer training venue. The Internship diary shall form a part of the summer internship project report.

- He / She has to record progress and the discussion with the officials of the Organization. On completion of the summer training, the concerned faculty as well as the official of the concerned organization shall verify the record and authenticate it.
- The students while preparing the project report shall devote one chapter to what he/she has done during the training period. The students should not prepare vague or false reports.
- The students must make the following analysis in four chapters:

i. Industry Analysis

ii. Company Analysis

iii. SWOT Analysis

- The last chapter should mention his / her learning experience in the Organization.
- The Report should be limited to 30-50 pages.
- The summer internship evaluation should be done during the continuance of the 3rd semester.
- The principal shall form a committee of faculty members to take the viva voce.
- The Internship Report and the Viva-Voce Examination will be evaluated through the centralized evaluation process by a panel consisting of the HOD, the Internship Coordinator, the Professor-in-charge of the department, an internal guide, one member from the SD&P cell, and the principal.
- The Weight age for the Internship Report shall be 60 marks and the weight age for the Viva-Voce Examination shall be 40 marks (A total of 100 marks).

Part-II 2ndYear

Fourth Semester

MBA and MBA (General Management)

Marketing Management								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-MM-401A	Digital Marketing	3	0	0	3	0	0
MB	MB-T-MM-402A	Product and Brand Management	3	0	0	3	0	0
MB	MB-T-MM-403A	B2B Marketing	3	0	0	3	0	0

Type	Code	Digital Marketing	L-T-P	Credit	Marks
MB	MB-T-MM-401A		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> To understand online consumer behavior and concept of cyber branding. To understand the technological importance of SEO How to creates Google Ad Words campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight future trends that will affect future development of digital marketing.
Pre-requisites	Digital marketing uses online channels and tools to promote products and services. As the popularity of the internet continues to grow, digital marketing has become one of the most effective ways to publicize a business and help it succeed. Knowledge of digital marketing can be an asset to entrepreneurs and owners of businesses large and small, and many companies are hiring Digital Marketers to conduct research, build brand loyalty, and create community. Digital Marketers also analyze data collected from online marketing efforts to make a business more efficient and profitable.

Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.
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Detailed Syllabus

Module	Topic	Hours
Module-1	Basics of Digital Marketing: Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen’s expectation & influence wrt-Digital Marketing. Case Let.	10 hours
Module-2	Search Engine Marketing: PPC and online marketing through social media, Social Media Strategy, SEO techniques, On page and off page, Keyword advertising, Google webmaster and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, Segmenting & Customizing messages. Consumer Decision journey, POEM Framework. Case Let.	10 hours
Module-3	Google Analytics, Ad Words, Ad Sense: Display advertising, different types of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, A replacement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing: Best practices of mobile marketing, types of mobile marketing. Case Let.	10 hours
Module-4	The terminology used in Digital Marketing, PPC, and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google webmaster and analytics overview, Affiliate Marketing, and Email Marketing. Display advertising, Buying Models, and Programmatic Digital Advertising. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Digital Marketing –Kamat and Kamat-Himalaya

T2. Digital Marketing, V. Ahuja, Oxford University Press

Reference Books:

R1. Digital Marketing, S.Gupta, McGraw-Hill

R2. Quick win Digital Marketing, H. Annmarie, A. Joanna, Paperback edition

Online Resources:

https://josephcollege.ac.in/lms/Uploads/pdf/material/DigitalMarketing_Notes.pdf

Course Outcome:

CO1	Identify the issues in drafting a digital marketing plan.
CO2	Apply your knowledge about metrics in digital marketing.
CO3	Measure the success of a digital marketing campaign.
CO4	Students will demonstrate critical thinking characterized by the ability to define business problems with the evidence available, discern fact from opinion, determine underlying causes, and formulate and evaluate potential solutions.
CO5	Students should demonstrate their understanding of the various new media such as; social media, mobile technology, web analytics, search engine optimization, and viral advertising.
CO6	Students will demonstrate a solid understanding of core business principles in the primary areas of digital marketing, web technologies, new media, and management, as well as the interconnectedness of these disciplines in the running of an organization.

Type	Code	Product and Brand Management	L-T-P	Credit	Marks
MB	MB-T-MM-402A		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> The objective of Brand Management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.
Pre-requisites	Product Management is becoming an important function of marketing. With the passage of time, product management has undergone many changes. It is no more a department of churning out promotional materials but is has now become the nerve center of the organization. Effective product management is a practical, purposeful and positive approach of improving the company results, through the efforts of a competent and committed team, coordinating manufacturing, marketing and sales. In short, it can be said that product management involves.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to Product & Product Related Concepts: Product Management & Scope Marketing Organization & Types, Marketing Planning: Components of Marketing Plan Defining the Competitive Set: Levels of Market Competition, Methods for Determining Competitors	10 hours

	Category Attractiveness Analysis: Aggregate Market Factors, Category Factors, Environmental Analysis. Case Let.	
Module-2	Competitor Analysis: Sources of Information, Assessing Competitors' Current Objectives & Strategies, Differential Advantage Analysis Customer Analysis: Purpose, Segmentation Criteria. Market Potential & Sales Forecasting, Methods of Estimating Market & Sales Potential. Case Let.	10 hours
Module-3	Developing Product Strategies: PLC, and Product Strategies Over the Life Cycle Managing New Product Development, Product Modification, Line Extension & Brand Extension. Brands & Brand Management, Branding Challenges & opportunities, Concept of Brand Equity. Strategic Brand Management Process: Introduction & Phases. Identifying & Establishing Brand Positioning: Building A Strong Brand, Positioning Guidelines. Case Let.	10 hours
Module-4	Planning & Implementing Brand Marketing Programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building. Measuring & Interpreting Brand Performance: Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity. Growing & Sustaining Brand Equity: Designing & Implementing Branding Strategies Managing Brands Over Time. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.

T2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Reference Books:

- R1.** Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
- R2.** Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
- R3.** Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
- R4.** Building Brand Value: Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill
- R5.** Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
- R6.** Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House
- R7.** Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
- R8.** Successful Branding, Prank K Chaudhary, University (India) Press Limited, Hyderabad, 2001

Online Resources:

- <https://www.coursera.org/learn/brand-management>
- <https://www.classcentral.com/course/swayam-product-and-brand-management-91726>

Course Outcome:

CO1	Students will understand the advantages associated with creating strong product lines and brands while learning to leverage that strength to build future businesses.
CO2	Students will gain a better understanding of how marketers build the brand and brand equity.
CO3	Students will develop the ability to think critically about adjusting brand and product strategies over time to maximize long-term brand profitability.
CO4	Develop and execute a new brand launch plan.
CO5	Evaluate the impact of legal and privacy issues on the success of a brand.
CO6	Measure the value of a brand to an organization using industry-standard methods.

Type	Code	B2B Marketing	L-T-P	Credit	Marks
MB	MB-T-MM-403A		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> • This course aims at building a strong theoretical base as well as enhances the learner's knowledge on designing successful business strategies and programs. • As a part of this course, case studies from across the globe would be used to bring in experiential learning among the learners.
Pre-requisites	<p>Business to Business-to-business marketing (B2B) has been one of the most discussed topics in marketing. It involves all kinds of industries be it manufacturing or service-oriented ones. It encompasses small, medium, and large industries and creates employment for a large number of people. Business organizations have been constantly trying to optimize their processes and products to provide better products and services to other firms and thus constant innovation in such organizations has been the norm. With growing technology, better transport facilities, and advanced research it has grown at a much faster pace in comparison to others.</p> <p>This course aims to build a strong theoretical base as well as enhance the learner's knowledge of designing successful business strategies and programs. As a part of this course, case studies from across the globe will be used to bring in experiential learning among the learners.</p>
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to B2B Marketing: Business Marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers. Organizational Buying and Buyer Behaviour: Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers. Case Let.	10 hours
Module-2	B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market Channels the Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard. Case Let.	10 hours
Module-3	B2B Marketing STP: Market Segmentation, the basic framework of segmentation, choosing target segments and positioning- pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing, and CRM. Case Let.	10 hours
Module-4	Business Marketing Communications and Channels: B2B Advertising, Digital Marketing,- Trade shows, exhibitions, business meets - Managing the sales force – Deployment analysis -Business marketing channels and participants - Channel design and management decisions - B2B logistics Management. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.

Reference Books:

R1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.

R2. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2006

R3. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market. Management (B2B): Understanding, Creating, and Delivering Value, Pearson 2010, 3rd ed.

R4. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011.

R5. Krishna K Havaldar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.

Online Resources:

- <https://www.imit.ac.in/note/18MBA403Ab2bm.pdf>

Course Outcome:

CO1	To understand and identify opportunities in B2B Markets
CO2	To identify the Organizational buying process and Buyer-seller relationship
CO3	To Study on the customer relationship management and acquiring right customers
CO4	To learn about the formation of a business model
CO5	To familiarize myself with the business marketing channels (Direct and Indirect Channels)
CO6	To understand the pricing process in business markets

Human Resource Management								
Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-HR-401B	Team Dynamics at Work	3	0	0	3	0	0
MB	MB-T-HR-402B	Strategic HRM	3	0	0	3	0	0
MB	MB-T-HR-403B	Performance Management	3	0	0	3	0	0

Type	Code	Team Dynamics at Work	L-T-P	Credit	Marks
MB	MB-T-HR-401B		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> Identify the stages of team development. Identify what drives and directs them as leaders depending on the situational needs of the team. To familiarize the students with the functioning of individuals in group situations.
Pre-requisites	Cooperation and mutual trust are important determinants of performance-effective teams where member roles are highly interdependent. A high level of cooperation and mutual trust is more likely when members identify with the team or work unit, value their membership, and are very cohesive.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Team composition, formation of teams and development- Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making, Group dynamics, Dynamics of teams and Team building, Leadership-Team Decision Making, Discovering the interpersonal orientation through, training needs analysis, FIRO-B, Experiential learning methodologies-T-group sensitivity training, encounter groups. Case Let.	10 hours
Module-2	Introduction to Groups, Nature of Groups, stages of group development, Encounter groups, appreciative inquiry, Discovering facets of interpersonal trust through Johari window, communication skills. Case Let.	10 hours
Module-3	Introduction to Negotiation, Negotiation skills and strategies for team building, team morale, and team building strategies at workplace. Case Let.	10 hours
Module-4	Nature of conflict, theories of conflict, workplace conflict, Conflict resolution in teams, competitive v/s collaborative behavior, developing collaboration work stress, and Stress management. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Levi, Daniel. (2014). Group Dynamics for Teams, 5th Edition, SAGE Publications.

T2. Simon Hartley, Stronger Together: How Great Teams Work, Little, Brown Book Group UK

Reference Books:

R1. Team Building, Dyer and Dyer, Wiley

R2. Group Dynamics, Donelson R Forsyth, Thomson

R3. Successful Team Building Tools- Elaine Biech, Pfeiffer

Online Resources:

- <https://www.surveymonkey.com/r/NHQHW8N>
- http://www.morris.umn.edu/services/career/career_planning/valquestion.php
- <http://www.scribd.com/doc/22392547/Motivational-Needs-Questionnaire-2009>

Course Outcome:

CO1	To explain the dynamics of Team & Team Building.
CO2	To describe the different learning methodologies in team decision-making.
CO3	To analyze the different stages of a group and its development.
CO4	To evaluate the team building and Negotiation strategies.
CO5	To apply conflict resolution & stress management strategies.
CO6	Explain how group dynamics shape organizational outcomes.

Type	Code	Strategic HRM	L-T-P	Credit	Marks
MB	MB-T-HR-402B		3-0-0	3	100

Objectives	<ul style="list-style-type: none">• This course provides students with the understanding, knowledge, and skills to make strategic human resource management decisions and presents a thorough and systematic coverage of issues related to strategic human resource management.• This course is basically for the students who are specializing in the field of Human resource management. This course will help the students to think strategically and integrate the activities of HR with the organization's goals.
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Pre-requisites	Strategic human resource management involves a future-oriented process of developing and implementing HR programs that address and solve business problems and directly contribute to major long-term business objectives. SHRM is used to create a framework that links the management of people and the development of practices that align with long-term goals. By applying strategic HR practices, employees can be analyzed and the actions that will lead to value addition for the company can be identified.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Understanding Strategic HRM: Introduction: The Concept of Strategic Human Resource Management (SHRM), Strategic HRM Defined, The evolutionary stages of Strategic HRM, Objectives of SHRM, Traditional Vs. Strategic HR, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach, Linkage of corporate strategy, core competencies and competitive advantage with HRM; Emerging issues in strategic HRM. Case Let.	10 hours
Module-2	Strategic HRM in Action: HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Strategy formulation propositions, Implementing HR Strategy, SHRM: Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM, Corporate Ethics, Values and SHRM. Case Let.	10 hours
Module-3	Aligning HR Systems with business strategy: Alternative HR systems; Universalistic, contingency, configuration, congruence, and integrated HR systems, Designing Congruent HR Systems, Linking HRM practices to	10 hours

	organizational outcomes assessing and reducing cost; Human Resources Strategy Formulation; HR Strategy In workforce utilization; Strategic performance management; HR strategy for training and development. Case Let.	
Module-4	International and comparative strategic HRM: Managing global human resources; Evaluating HR functions in an International context; Multinational, Global, and Transnational strategies in HRM: Multinational, Global And Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High-Performance work practices. Case Let.	10 hours
Total		40 hours

Text Books:

T1: Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press.

T2: S.K. Bhatia, Strategic Human Resource Management: Winning Through People: Concepts, Practices and Emerging Trends, Deep & Deep, Publications, New Delhi

T3: Michael Armstrong, Strategic HRM, Kogan Page, London

T4: Jeffery Mello, Strategic HRM, Thompson publication, New Delhi

Reference Books:

R1. Mabey, Christofer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi.

R2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003

R3. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002

R4. Mahey C and Salman G. (1996), Strategic Human Resource Management, Oxford Blackwell.

Online Resources:

- <https://www.nagarjunauniversity.ac.in/pgsyllabus/Semester2.pdf>
- <https://www.kluniversity.in/mba/pdf/Strategic%20Human%20Resource%20Management.pdf>
- <https://amityonline.com/pdf/spcl/StrategicHumanResourceManagement.pdf>
- <https://uou.ac.in/sites/default/files/syllabus/MS-305.pdf>

Course Outcome:

CO1	Learn and understand various concepts like ‘Strategy’ and ‘Strategic human resource management’ and, the strategic role of HRM.
CO2	Learn and understand the emerging issues in SHRM.
CO3	Learn to link Business Strategy to HR Strategies – Policies & Systems.
CO4	Gain insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations.
CO5	Gain rational ability to manage performance strategically.
CO6	Develop competency to implement global HR practices.

Type	Code	Performance Management	L-T-P	Credit	Marks
MB	MB-T-HR-403B		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> • Understand the components of an effective Performance Management system in an organization and the importance of aligning with other HR systems
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	<ul style="list-style-type: none"> • Understand the role of Talent Management as a key component of the Performance Management Process Understand What Performance Management is, and its positive impact on organizations. • Understand how a Performance Management system is interdependent with recruiting, onboarding, compensation, and employee development.
Pre-requisites	This course aims to help students understand turnover intentions and will show them how they can assist organizations in gaining a competitive advantage by being able to keep their most valued employees Motivated & Loyal- using the tool of the “Performance Management System”. It also aims to examine the importance of an effective performance management system in helping organizations define and achieve short and long-term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Performance Management: Aims, Characteristics, Developments in Performance Management, Concerns, Understanding PM. Performance Appraisal and Performance Management, PM and MBO, 7 rules of excellence, 7 sins of HR professionals. Case Let.	10 hours

Module-2	Process of Performance Management: Performance Management cycle, PM Sequence, Working of PM. Performance Management Activities. PM in action – feedback management in PM. Performance Counseling, Objectives; Process; Conditions for Effective Performance Counseling and Planning, Performance Managing. Case Let.	10 hours
Module-3	Performance Monitoring: Assessment Centre, Designing and Measuring performance (KPI & KRA) , Criteria for performance measurement Setting Organizational, Team & Individual performance Standards, Methods for evaluating Performance, 360 Degree appraisal, Competency Mapping & Competency Modeling, Balance Scorecard. Case Let.	10 hours
Module-4	Role of Training and Development in PMS: Need Identification for Training and Development for Performance Management Rewards and Recognition, Team Performance, Performance Management linked Reward System, Role of HR Professionals in Performance Management, Potential Appraisal & its linkage to Performance Management, Performance Agreements, Performance Reviews; feedback – e-PM, Strategic role of HR professionals, Ethics in Performance Management. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong. Third Edition.

Reference Books:

R1. Human Resources Management – Gary Dessler & Biju Varkkey, 11th Edition.

R2. Performance Management, MAC MILAN, India Prem Chandra.

R3. Performance Management and Appraisal system, ‘HR Tool for Global Competitiveness’, Response Book – SAGE, T.V. Rao.

R4. Managing Human Resources, TATA McGraw-Hill Edition, Wayne F. Casio.

Online Resources:

- <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/HRM/2PerformanceManagement.pdf>
- https://ebooks.lpude.in/management/mba/term_3/DMGT517_PERFORMANCE_MANAGEMENT_SYSTEM.pdf

Course Outcomes:

CO1	Understand the Theory, Concept & Good practices in the area of PMS. Also, understand & appreciate the „Strategic Importance“ of PMS in any Organization.
CO2	Design an organization's performance management process that is compliant with the law and supports organizational mission and strategy.
CO3	Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
CO4	Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
CO5	Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
CO6	Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Finance Management

Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
MB	MB-T-FM-401C	Business Taxation	3	0	0	3	0	0
MB	MB-T-FM-402C	Behavioural Finance	3	0	0	3	0	0
MB	MB-T-FM-403C	Financial Derivatives	3	0	0	3	0	0

Type	Code	Business Taxation	L-T-P	Credit	Marks
MB	MB-T-FM-401C			3-0-0	3

Objectives	<ul style="list-style-type: none"> • The objective of this course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms. • The present course aims at familiarizing the participants with the principles, problems, and structure of different types of business taxes in Indian and the relevance of these taxes in business decisions.
Pre-requisites	<p>It is a well-known fact that income tax would be payable on the net taxable income (or total income) of the taxpayer. Thus, the final figure of net taxable income will have to be arrived at on which income tax would be payable by the individual the firm, or the corporate taxpayer. While proceeding to compute the net taxable income of different categories of taxpayers the most important first step would be to proceed to compute the net taxable income under different heads of income. While calculating the net income from different heads of income deductions would be allowed for various expenses which are allowed as a deduction in the computation of respective income under the specific head of income.</p>

Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.
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Detailed Syllabus

Module	Topic	Hours
Module-1	Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessment). Case Let.	10 hours
Module-2	Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems with salary Income). Case Let.	10 hours
Module-3	Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting scheme of business deductions/ allowance- deemed profits maintenance of books, Depreciation. (Problems on the computation of income from business/ profession of Individual assessment and Depreciation). Case Let.	10 hours
Module-4	Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain). Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (Problems on Computation of Taxable Income and tax liability of Individuals). Case Let.	10 hours

Total	40 hours
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Text Books

T1. Direct Taxes Law and Practice, Vinod Singhania and Kapil Singhania, Taxman Publications.

T2. Students Guide to Income Tax Vinod Singhania and Kapil Singhania, – Taxman Publications.

T3. Business Taxation – Mohapatra, Sahu - Himalaya

T4. Business Taxation - A. Pathak and S. Godiawala, Mc Graw Hill Publication

Reference Books

R1. TN Manoharan- Students Guide to Income Tax – Snow White

R2. Direct Tax – Lal & Vashisht – Pearson.

R3. Ahuja, G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999

R4. Srinivas, E A Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 1986.

Online Resources

- https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1304.pdf

Course Outcomes:

CO1	Understand the basics of taxation and the process of computing residential status.
CO2	Calculate taxable income under different heads.
CO3	Understand deductions and calculation of tax liability of Individuals.
CO4	Know the corporate tax system.
CO5	Apply a model of performance management that includes planning, monitoring, evaluating, and developing a performance improvement process.

CO6	Apply major theories of the psychology of bargaining, negotiation, group dynamics, and conflict resolution.
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Type	Code	Behavioural Finance	L-T-P	Credit	Marks
MB	MB-T-FM-402C		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> The purpose of this course is to introduce the student to the new field of behavioral finance. Students will deal with major implications of human psychology for financial decision-makers and for financial markets. Upon completion of this course, students will be able to have a good understanding of the major concepts and topics of behavioural finance.
Pre-requisites	This course will cover the behavioral aspects of financial decision making and personal finance planning. The students shall be introduced to the theoretical, mathematical, and empirical underpinnings of anomalies and biases that investors face in financial markets. The course also focuses the behavioral approach of investment and personal financial planning.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Detailed Syllabus

Module	Topic	Hours
Module-1	Introduction to Behavioral Finance: Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitation of Efficient Market Hypothesis, Behavioral Financial Market	10 hours

	Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory. Case Let.	
Module-2	Behavioral Biases theories: Heuristics, Overconfidence Bias, Representativeness, Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self-attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments. Case Let.	10 hours
Module-3	Risk Aversion and expected marginal utility, Risk aversion- Rabin and Thaler, Expected utility theories, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision-making model, Rational decision-making process, Dependency of Rationality on Time Horizon, Herbert Simon and Bounded Rationality. Dynamic Asset Allocation: CRRA Investors, Behavioral Clients, Mean Reversion Structured Wealth Management Process: Risk Ability, Risk Awareness, Risk Tolerance, and Investment Style. Case Let.	10 hours
Module-4	Group Behavior: Conformism, herding, fatal attractions. Emotion and Neuroscience, Geomagnetic storm: phase, types, causes, effect, Geomagnetic storm, and financial market, Impact of a geomagnetic storm on stock market return. Factors influencing stock & stock market, External factors and investors behavior, Classification of external factors influencing investors behavior, factors influencing on investors behavior. Case Let.	10 hours
Total		40 hours

Text Books:

T1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.

T2. Understanding Behavioral Finance by Ackert

T3. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)

T4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman,
McGraw-Hill

T5. Behavioral Finance by Shuchitasingh, ShilpaBahl

Reference Books:

R1. Chandra, P. (2017), Behavioural Finance, Tata McGraw Hill Education, Chennai (India).

R 2. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.

R 3. Forbes, William (2009), Behavioural Finance, Wiley.

R 4. Kahneman, D. and Tversky, A. (2000). Choices, values and frames. New York: Cambridge Univ. Press.

R5. Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioral Finance and Psychology of investing. New York; Oxford University Press

Online Resources:

- <https://www.imit.ac.in/note/18MBA402Bbf.pdf>

Course Outcomes:

CO1	Enumerate the key terms associated with behavior finance, investment in financial markets & corporate finance.
CO2	Illustrate the various theories associated with behavior finance and the parameters of investing in the financial market.

CO3	Identify persistent or systematic behavioral factors that influence investors and investment decisions.
CO4	Analyze the various behavioral finance factors related to corporate & individual investors.
CO5	Evaluating Interpret various investment strategies of effective investment in the financial market based on various theories and factors of behavioral finance.
CO6	Understanding of the concept of mean reversion and investment style.

Type	Code	Financial Derivatives	L-T-P	Credit	Marks
MB	MB-T-FM-403C		3-0-0	3	100

Objectives	<ul style="list-style-type: none"> To predict the price movement in the stock market and to provide commitments to prices for future dates to give protection against adverse movements in future prices. To understand the basics of the various instruments operating in the stock market along with their trading mechanism and regulations. To develop various pricing models of stock prices, trading, hedging of options and management of derivative exposure.
Pre-requisites	This course covers one of the most exciting and important areas in finance: derivatives. Financial derivatives such as forwards, futures, swaps, and options allow a risk manager to mitigate or even eliminate unwanted risks her company is facing, thereby allowing the company to focus on its comparative advantage.
Teaching Schemes	Regular classroom lectures with the use of ICT as needed. Each session is planned to be interactive with a focus on real-world problem solving through case lets, simulation games, exercises, workshops, etc.

Module	Topic	Hours
Module-1	Introduction to Derivatives: Definition – Types – Participants and functions – Development of exchange traded derivatives – Global derivatives markets – Exchange traded vs. OTC derivatives markets – Derivatives trading in India – L.C.Gupta Committee J. R. Varma committee-Requirements for a successful derivatives markets. Futures: Introduction – Futures terminology – Key features of futures contracts – Futures vs. Forwards – Pay off for futures – Equity futures in India – Index futures – Stock futures – Futures trading strategies – Hedging – Speculation – Arbitrage – Spread trading. Options: Introduction – Options terminology – Types –Options pay off – Equity options contracts in India – Index options– Stock options – Options trading strategies – Hedging – Speculation – Arbitrage – Straddle – Strangles – Strips and straps –Spread trading. Case Let.	10 hours
Module-2	Pricing of Futures and Options. The cost of carry models for stock and index futures – Cash price and futures price, arbitrage opportunity. Factors affecting options pricing – Option pricing models – Binomial pricing model – The Black and Scholes Model – Pricing of index options Sensitivity of option premia (Delta, Gamma, Lambda, Theta, Rho). Case Let.	10 hours
Module-3	Trading Clearing and Settlement of Options and Futures Futures and options trading system – Trader workstations –contract specification-specification for stocks and index eligibility for trading Charges. Clearing entities and their role –clear mechanism-adjustment for corporate actions-Open position calculation. Margining and settlement mechanism-Risk Management-SPAN Mechanics of SPAN-Overall portfolio margin requirement. Case Let.	10 hours
Module-4	Interest Rate, Credit, Currency and Weather Derivatives. Interest rate options- caps- floors -collars – swap options -hedging -credit derivatives-credit risk management. Currency futures and options trading strategies	10 hours

	Weather, energy, and insurance derivatives-Real Options-Derivative mishaps-lessons. Case Let.	
	Total	40 hours

Text Books:

T1: John Hull, Options, Futures and other Derivatives, Pearson Education

T2: S. L. Gupta, Financial Derivatives, Prentice Hall

T3: Parameswaran, Financial Derivatives, McGraw Hill.

T4: Sanjeev Aggarwal, A Guide to Indian Capital Markets, Bharat Publishing.

Reference Books:

R1. D. C. Patwari, Options and Futures- An Indian Perspective, Jaico Publishing House.

R2. Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.

R3. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw Hill.

R4. Satyajit Das, Traders, Guns and Money: Knowns and Unknowns in the Dazzling World of Derivatives.

Online Resources:

- <http://www.mlritm.ac.in/assets/img/FINANCIAL%20DERIVATIVES.pdf>
- <https://backup.pondiuni.edu.in/sites/default/files/downloads/Financial-derivatives-260214.pdf>

Course Outcomes:

CO1	Students will be able to analyze the risks in different financial markets.
CO2	Acquire the ability to select various options and then apply them to specific markets.
CO3	Students will be able to strategically manage financial derivatives.

CO4	Demonstrate an understanding of the risk management approaches and techniques
CO5	Describe and explain the fundamental features of a range of key financial derivatives instruments.
CO6	Understand global conventions of valuing financial derivatives.

Type	Code	Winter Internship	L-T-P	Credit	Marks
MB	MB-P- SIP -401	Project	0-0-2	2	100

- Every student of MBA shall undergo Internship training after the completion of Third Semester of the program.
- This Internship period shall be for 30 days.
- The objective of the Internship training is to give the students a hands-on experience of real-life business operations.
- The students are required to choose an organization for summer internship on completion of the 2nd semester. The college authority needs to provide adequate counseling to the students looking at his / her area of interest during the second semester.
- The student shall be attached to a faculty in the relevant area for guidance during the internship. The students shall maintain an Internship diary at the summer training venue. The Internship diary shall form a part of the summer internship project report.
- He / She has to record progress and the discussion with the officials of the Organization. On completion of the summer training, the concerned faculty as well as the official of the concerned organization shall verify the record and authenticate it.
- The students while preparing the project report shall devote one chapter to what he/she has done during the training period. The students should not prepare vague or false reports.
- The students must make the following analysis in four chapters:

iv. Industry Analysis

v. Company Analysis

vi. SWOT Analysis

- The last chapter should mention his / her learning experience in the Organization.
- The Report should be limited to 30-50 pages.
- The summer internship evaluation should be done during the continuance of the 3rd semester.
- The principal shall form a committee of faculty members to take the viva voce.
- The Internship Report and the Viva-Voce Examination will be evaluated by the centralized evaluation process by a panel consisting of the HOD, the Internship Coordinator, the Professor in charge of the department, an internal guide, one member from the SD&P cell, and the principal.
- The Weight age for the Internship Report shall be 60 marks and weightage for Viva-Voce The examination shall be 40 marks (A total of 100 marks).