

**GANDHI INSTITUTE FOR TECHNOLOGY (GIFT)  
BHUBANESWAR  
(An Autonomous Institution)**

**Syllabus**

**Master of Business Administration**

**(First year)**

**(2024-26 Batch)**

**With Effect from the Batch 2024-25**



**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**

<b>Course Code</b>	<b>1<sup>st</sup> Semester Course Title</b>	<b>WCH L-T-P</b>	<b>Credit</b>
MB-T-PC-111	Managerial Economics	4-0-0	3
MB-T-PC-112	Marketing Management	4-0-0	3
MB-T-HS-113	Organization Behavior	4-0-0	3
MB-T-PC-118	Principles of Management and Business Ethics	4-0-0	3
MB-T-BS-115	Quantitative Analysis for Business Decision	4-0-0	3
MB-T-PC-116	Human Resource Management	4-0-0	3
MB-T-PC-117	Financial Accounting and Analysis	4-0-0	3
MB-P-HS-111	Empowering Communication Skill Lab	0-0-2	2
MB-P-SC-115	Ability Enhancement Training (AET) H	0-0-2	1
MB-P-PS-102	CAPSTONE Project	0-0-2	2
MB-T-SC-101	Ability Enhancement Training (AET) J	6-0-0	1
		<b>Total Credit</b>	<b>27</b>

<b>Course Code</b>	<b>2<sup>nd</sup> Semester Course Title</b>	<b>WCH L-T-P</b>	<b>Credit</b>
MB-T-PC-211	Operation Management	4-0-0	3
MB-T-PC- 212	Business Research	4-0-0	3
MB-T-PC -213	Financial Management	4-0-0	3
MB-T-PC-214	Innovation and Entrepreneurship Development	4-0-0	3
MB-T-PC- 215	International Business	4-0-0	3
MB-T-PC-216	Business Law	4-0-0	3
MB-T-PC-218	Rural and Inclusive Marketing	4-0-0	3
MB-T-OO-218	NPTEL	1-0-0	3
MB-P-SC-215	Ability Enhancement Training (AET) I	0-0-2	1
MB-P-PS-202	CAPSTONE Project	0-0-2	2
		<b>Total Credit</b>	<b>27</b>

## First Semester MBA

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

<b>Objectives</b>	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.
<b>Pre-requisites</b>	Basic knowledge on interest formula and derivatives is required.
<b>Teaching Schemes</b>	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
<b>Module-1</b>	<b>Introduction Managerial Economics:</b> 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. <b>Case let on Application of Elasticity in pricing decision</b>	<b>10 hours</b>
<b>Module- 2</b>	<b>Producer and optimal production choice Optimizing behavior in the short run:</b> Short-run & Long-run production function, the modern theory of cost (short run and long run); economies of scale and scope. <b>Case let on Economies of scale and Economies of Scope</b>	<b>06 hours</b>
<b>Module- 3</b>	<b>Theory of firm and market organization Perfect competition:</b> (basic features, short-run equilibrium of firm/industry, long-run equilibrium of firm/industry, effect of changes in demand, cost, and imposition of taxes). <b>Case let on Short Route Bus services satisfies Perfect Competitive market</b>	<b>06 hours</b>
<b>Module- 4</b>	<b>Monopoly:</b> Basic features, short-run equilibrium, long-run equilibrium, the effect of changes in demand, cost, and imposition of taxes, comparison with perfect competition, the welfare cost of monopoly, price discrimination, Multiplant monopoly. <b>Case let on Indian Railway services enjoy Monopoly power.</b>	<b>05 hours</b>
<b>Module- 5</b>	<b>Monopolistic competition:</b> (basic features, demand, and cost, short-run	<b>06 hours</b>

	equilibrium, long-run equilibrium, excess capacity); oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model. Pricing Strategy. <b>Case let on pricing system in FMCG market</b>	
<b>Module- 6</b>	<b>Indian Economy:</b> Growth and economic reforms, Poverty and Inequality- Macroeconomic overview and Fiscal and Monetary Policy, Concepts of consumption, saving, and investment, Phases of business cycle. <b>Case let on India's Inflation and controlling mechanism.</b>	<b>07 hours</b>
<b>Total</b>		<b>40 hours</b>

**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 Sultan chand & 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](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:

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

Type	Code	Marketing Management	L-T-P	Credit	Marks
<b>MB</b>	<b>MB-T-PC-102</b>		<b>3-0-0</b>	<b>3</b>	<b>100</b>

<b>Objectives</b>	To sensitize the students to the dynamic nature of Marketing Management. To expose students to a systematic framework of marketing & implementations and to highlight the 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.
<b>Pre-requisites</b>	Marketing will enhance the careers & the job prospects in the industry.
<b>Teaching Schemes</b>	Regular classroom lectures with use of ICT as needed. Each session is planned

### Detailed Syllabus

Module	Topics	Hours
<b>Module-1</b>	<b>Definition &amp; Functions of Marketing:</b> 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; <b>Concept of Marketing Environment:</b> Macro and Micro, need for analyzing the Marketing Environment. <b>Case let.</b>	10 hours
<b>Module-2</b>	<b>Contemporary Topics:</b> Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing, Digital Marketing, Social Media Marketing, Network Marketing (Concepts only). Packaging & Labeling, Basic concept of Branding. <b>Case let.</b>	06 hours

<b>Module-3</b>	<b>Product:</b> Classification of consumer products and industrial products, Product Mix, Product Life Cycle, Strategies across stages of the PLC. <b>Pricing Basics:</b> Meaning, Importance of pricing, Factors Influencing pricing decisions., Pricing strategies and approaches. <b>Place: Promotion:</b> The role of marketing communications, Elements of the promotion mix, <b>Practical (Group Assignment):</b> <b>1. Formulate a marketing campaign for a product</b> <b>2. Designing and developing a marketing strategy for a new product. Case Let.</b>	10 hours
<b>Module-4</b>	<b>The Role of Marketing Channels:</b> Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only) <b>Channel Options:</b> Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices. <b>Case let.</b>	05 hours
<b>Module-5</b>	<b>Marketing Research:</b> Marketing Research, Types of MR, Quantitative and Qualitative, The MR process, Demand estimation, sales forecasting, and forecasting methods. <b>Case Let.</b>	05 hours
<b>Module-6</b>	<b>New Product Development Process:</b> Idea Generation to commercialization. IMC approach (Overview). <b>Case Let.</b>	04 hours
<b>Total</b>		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, Mc GrawHill  
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](http://www.unilorin.edu.ng/.../product%20classification%20strategy.pdf)

2. <http://www.mbanotesworld.in/2008/04/classification-of-product>

### Course Outcomes:

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

Type	Code	Organizational Behavior	L	T	P	Credit	Marks
<b>MB</b>	<b>MB-T-PC-103</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>

<b>Objectives</b>	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.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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
<b>Module- 1</b>	<b>Introduction:</b> Nature, Scope, Purpose, Function, Elements of OB. Evolution of OB - Classical, Scientific, Administrative, Human Relation Movement,	<b>08 hours</b>

	Bureaucracy, System Theory. Contribution towards different Disciplines, Model of OB. <b>Case Let.</b>	
<b>Module- 2</b>	<b>Perception &amp; Learning:</b> Basic elements, perceptual selection, and perceptual biases. Learning theory (Classical & Operant Conditioning). <b>Personality:</b> Determinants of personality, Personality Theories, Self-esteem & Self-awareness, Application of personality in the organizational level. <b>Case Let.</b>	<b>07 hours</b>
<b>Module- 3</b>	<b>Motivation:</b> 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. <b>Case Let.</b>	<b>6 hours</b>
<b>Module- 4</b>	<b>Attitude:</b> Attitude formation, attitude at the workplace (job satisfaction, work attitude, and organizational commitment). <b>Emotions at the workplace:</b> Definition, types, managing emotions at the workplace, emotional intelligence, Stress at the workplace, General Adaption syndrome, Balancing Work and Life. <b>Case Let</b>	<b>06 hours</b>
<b>Module- 5</b>	<b>Leadership:</b> Meaning, Leader V/s. Manager, leadership theories, Leadership styles, Leadership in Indian Organization. <b>Group Dynamics-</b> Define Groups & teams, Types of groups, Group Behavior, Group Formation, Group Decisions, and Techniques to improve group decisions, merits and de-merits of group decisions. <b>Case Let.</b>	<b>07 hours</b>
<b>Module- 6</b>	<b>Organizational Change:</b> Factors of organizational change, Organizational life cycle, and change management, Resistance to change. <b>Organizational culture:</b> Impact of culture on individuals, Cultural dimensions, Types of culture. <b>Case Let.</b>	<b>06 hours</b>
<b>Total</b>		<b>40 hours</b>

**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 Behavior . 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:

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

Type	Code	Principles of Management and	L-T-P	Credit	Marks
MB	MB-T-PC-108	Business Ethics	3-0-0	3	100

<b>Objectives</b>	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
<b>Pre-requisites</b>	Planning and Goal setting. Managerial decision making. Designing organizational structure. Innovation and changing workplace.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to Management:</b> Features of Management, Management Functions, Management Process, Management and Administration. Functional Areas of Management, Managerial Skills, Roles of a Manager, Levels of Management, Schools of Management Thought. <b>Case let</b>	<b>08 hours</b>
<b>Module-2</b>	<b>Organization Structure:</b> Organizing Process, Span of Management, Organizational Chart, Line Organization, Line and Staff, Functional, Project, Matrix, and Virtual. Informal Organization, Difference between Formal and Informal Organization. <b>Case let</b>	<b>08 hours</b>
<b>Module-3</b>	<b>Planning &amp; Decision-making:</b> Features, Steps in the Planning Process, Approaches, Principles, Types of Plans, Types of Planning, Decision-Making Process, Guidelines for Making Effective Decisions, Types of Decisions. <b>Case let</b>	<b>07 hours</b>
<b>Module-4</b>	<b>Directing, Controlling &amp; Coordinating:</b> Need and Importance, Principles of Directing, Supervision – Role and Functions of a Supervisor, Effective Supervision, Direction and Supervision, Control Process, Types of Control. <b>Coordination</b> –Characteristics, Essentials, Types, Principles and Techniques of Coordination. <b>Case let</b>	<b>06 hours</b>
<b>Module-5</b>	<b>Work Ethos:</b> Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Work Ethos and Values for Indian Managers- Relevance of Value-Based Management in Global Change. <b>Case let</b>	<b>06 hours</b>
<b>Module-6</b>	<b>Ethical values:</b> Understanding the need for ethics, myths and ambiguity, ethical codes, and Ethical Principles in Business; Developing codes of ethics	<b>05 hours</b>

	and conduct, Indian wisdom & Indian approaches towards business ethics.	
	<b>Case let</b>	
<b>Total</b>		<b>40 hours</b>

**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:**

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

Type	Code	Quantitative Analysis for Business Decisions	L-T-P	Credit	Marks
MB	MB-T-PC-105		3-0-0	3	100

<b>Objectives</b>	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
<b>Pre-requisites</b>	Applying mathematical models for real decision making problems by using different tools.
<b>Teaching Schemes</b>	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
<b>Module-1</b>	<b>Linear Programming problems:</b> Introduction, LP Formulation, Graphical solution and Simplex method. <b>BIG-M method.</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Transportation Models:</b> Introduction, Classification of Models, Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI method only. <b>Assignment Models:</b> Hungarian Method, applications including restricted & multiple assignments.	<b>06 hours</b>
<b>Module-3</b>	<b>Statistical Methods:</b> Measures of central tendency and dispersion, Mean Median & Mode and Quartile, Standard Deviation.	<b>08 hours</b>
<b>Module-4</b>	<b>Correlation Analysis:</b> Karl Pearson correlation, Spearman Rank correlation. <b>Regression:</b> Linear regression, calculation of regression coefficients.	<b>05 hours</b>
<b>Module-5</b>	<b>Queuing Theory:</b> Queuing Discipline and Single servers (M/M/I). Markov Chains & <b>Simulation Techniques:</b> Markov chains and Applications related to management functional areas.	<b>05 hours</b>
<b>Module-6</b>	<b>Decision Theory:</b> Concept, Decision under risk (EMV) & uncertainty. <b>Game Theory:</b> Saddle point Determination, Dominance Property, Two Person Zero-sum game.	<b>06 hours</b>
<b>Total</b>		<b>40 hours</b>

**Text Books:**

T1. J.K. Sharma, "Operations Research", Theory and applications, MacMillan, 5 Edition, 2013.

T2. R. Pannerselvam, "Operations Research", PHI, 3rd Revised Edition, 2012.

### Reference Books:

- Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson
- Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
- Operations Research by R. Pannerselvam, Prentice Hall
- Operations Research by Nita Shah, Ravi Gor, HardikSoni, PHI
- Statistics for Mangement Paperback, T N Srivastava ShailajaRego 2017
- Operation research Theory and Applicatios J.K.Sharma, 2017

### Online Resources:

1. <https://www.goodreads.com/shelf/show/operations-research>

2. [https://books.google.co.in/books/about/Operations\\_Research](https://books.google.co.in/books/about/Operations_Research)

### Course Outcomes:

<b>CO1</b>	To develop and investigate the OR models by facilitating the various problem solving techniques.
<b>CO2</b>	To analyze and examine the results with the proposed recommendation for decision making in order to incorporate in the organization.
<b>CO3</b>	Transportation problems are special types of LPP that involve Transportation of goods from supply point to the demand points. Whereas assignment problem arises due to varying degree of efficiency.
<b>CO4</b>	The objective of the course is to make the students familiar with statistical techniques and their applications in managerial decision making. Application of inferential statistics in managerial decision making.
<b>CO5</b>	Determines the validity and reliability of the co-variation or association between two variables.
<b>CO6</b>	Model a dynamic system as queuing model and compute important performance measures.

Type	Code	Human Resource Management	L-T-P	Credit	Marks
MB	MB-T-PC-106		3-0-0	3	100

<b>Objectives</b>	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.
<b>Pre-requisites</b>	To acquire hands on exposure of people, process and management. Also acquire healthy and harmonious managerial style and function in organization.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Human Resources Management:</b> Context and Concept of People Management in a Systems Perspective, Evolution, Organization and Functions of the HR and Personnel Department, HR Structure and Strategy. <b>Case Let.</b>	<b>07 hours</b>
<b>Module-2</b>	<b>Recruitment and Selection:</b> Human Resource Information System [HRIS], Manpower Planning, Induction & Orientation, Coaching and Mentoring. <b>Case Let.</b>	<b>07 hours</b>
<b>Module-3</b>	<b>Human Resources Development:</b> Training and Development Methods, Design & Evaluation of T & D Programs, Career Planning & Development, Promotions and Transfers, Personnel Empowerment including Delegation, Retirement and Other Separation Processes. <b>Case Let.</b>	<b>08 hours</b>
<b>Module-4</b>	<b>Performance Appraisal &amp; Job Evaluation:</b> Productivity, Employee Morale, Employee Engagement, Stress Management. <b>Case Let.</b>	<b>06 hours</b>
<b>Module-5</b>	<b>Meaning of Compensation:</b> Types of Compensation, types of wages, Wage differentials, Pay structure, Wage Law in India. <b>Case Let.</b>	<b>06 hours</b>
<b>Module-6</b>	<b>Building Relationships:</b> Facilitating Legislative Framework, Trade Unions, Managing Conflicts, Disciplinary Process, Collective Bargaining, Workers Participation in Management. <b>Case Let.</b>	<b>06 hours</b>
<b>Total</b>		<b>40 hours</b>

**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.

T6. HRM by RS Sharma.

T7. HRM by Am Sarma, Himalaya Publishing House.

T8. PERSONNEL MANAGEMENT by Arun Monappa Mirza Saiyadain, Tata McGraw-Hill.

T9. Human resource planning by Dipak kumar Bhattacharyya-Excel Books

**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>

**Course Outcomes:**

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

Type	Code	Financial Accounting & Analysis	L-T-P	Credit	Marks
MB	MB-T-PC-107		3-0-0	3	100

<b>Objectives</b>	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.
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<b>Pre-Requisites</b>	Make the students understand in statistics, principles of accounting, finance and pre-calculus.
<b>Teaching Scheme</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to Accounting:</b> Basic Terminologies of Accounting. External and Internal Users of Accounting Information. <b>Case Let.</b>	<b>5 hours</b>
<b>Module-2</b>	<b>Concepts and Convention:</b> Accounting concepts and conventions, accounting cycle, Accounting Principles, Accounting Standards, Limitations of Accounting, and Accounting Equation. <b>Case let.</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Mechanics of Accounting:</b> Introduction, Classification, Double Entry System, Journal, Subsidiary books, Ledger, Trial Balance, Rectification of errors, the concept of Depreciation and its methods. <b>Case let.</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Preparation of Financial Statements of the company:</b> Profit and Loss statement, Balance Sheet, and Cash flow Statements as per the Companies Act, 2013. <b>Case Let.</b>	<b>10 hours</b>
<b>Module-5</b>	<b>Company Accounts:</b> Share and Share Capital, Issue of Shares, Forfeiture of shares, Re-issue of shares, Debentures and Bonds, Issue of Debentures. <b>Case Let.</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Analysis and interpretation of Financial Statements:</b> Common size statement, Trend analysis, Ratio Analysis, and Cash flow Analysis as per AS-3 (Revised). <b>Case Let.</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

#### **Text Books:**

- T1. Financial Accounting for Management; Paresh Shah, Oxford
- T2. Financial Accounting A managerial Perspective- Bapat & Raitha, Mc GrawHill
- 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
- T8. Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda



**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.myilibrary.com/search/sd.asp?ID=44790>

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

D=10630621

**Course Outcomes:**

<b>CO1</b>	To provide a broad overview of financial accounting focusing on different practical purpose in general.
<b>CO2</b>	To be familiar with different standards of accounting.
<b>CO3</b>	To provide the knowledge of double entry system and financial statements which are used in different organizations.
<b>CO4</b>	To encourage the students how to deal with corporate terms and annual reports of the company.
<b>CO5</b>	To provide the extensive idea about the evaluation of financial data utilizing various financial statement analysis techniques.

Type	Code	Ability Enhancement Training	L-T-P	Credits	Marks
MB	MB-P-SC-114	(AET H)	0-0-1	1	100

<b>Objectives</b>	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.
<b>Teaching Scheme</b>	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**

Module	Course to be Covered	Hours
Module 1	<p>Introduction Windows OS, OS Commands and operations,</p> <p><b>Introduction to MS Office</b></p> <p><b>MS Word:</b> Create; open, save, print command of file.</p> <p><b>Home tab:</b> Edit texts, Format text, Paragraph setting and apply styles.</p> <p><b>Insert tab:</b> Cover page, blank page, page break, table, picture, clip art, shape, chart, hyperlink, header and footer, Textbox, word art, equation, and symbols.</p>	4 Hours
Module 2	<p><b>MS-WORD:</b> Mailing tab: Mail merge, Page</p> <p><b>Layout tab:</b> margin, orientation, size, columns, watermark, page color, page border, Review tab: spelling and grammar checking, Thesaurus.</p> <p><b>MS-EXCEL:</b> Create a workbook, Home tab,</p> <p><b>Insert tab:</b> Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art.</p>	6 Hours
Module 3	<p><b>MS-EXCEL:</b> Page Layout tab: Margin, Orientation, Paper size, Print area, Background</p> <p><b>Formulas tab:</b> Auto sum (sum, average, count numbers, max, min), Insert Function (if, sum if, count if, average if, max if, min if)</p> <p><b>MS-EXCEL:</b> Data Tab: Sort and filter, Text to column, Remove Duplicate, Data Validation, Group.</p>	6 Hours
Module 4	<p><b>MS-POWER POINT:</b> Create file, Home tab, insert new slide, change layout</p> <p><b>Insert tab:</b> Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art, Header Footer, movie, sound.</p> <p><b>MS-ACCESS:</b> Overview, Home Tab: Views, Records, Sort &amp; amp; Filter</p> <p><b>Create Tab:</b> Create a new Table, Table: Template, Table Design, Insert data.</p> <p><b>External Data Tab:</b> Import, Export</p>	4Hours
Module 5	<p><b>Internet Technology:</b> MS Outlook, E-mail</p> <p><b>Social media Applications:</b> Twitter, Linked-In, Facebook, Instagram</p> <p><b>GRAMMARLY:</b> Creating and uploading documents, Formatting text , Checking your document for plagiarism.</p> <p><b>Introduction to AI.</b></p> <p><b>ChatGPT:</b> Introduction, ChatGPT in general life, Uses and Applications of ChatGPT: Blog Topics and Keyword Research, Assist in Generating Copy</p>	4Hours

	for a Website Editing, Creating, Writing and Debugging Code	
Module 6	Introduction to Entrepreneurship, Present Growth of Entrepreneurship in Indian context, Traits of an Entrepreneur, Environmental factors affect an Entrepreneur, Idea generation and business Sketch Presentation, Idea generation and business Sketch presentation	6 Hours
TOTAL		30 Hours

**EXPERIMENTS:**

<b>Experiment No.</b>	<b>Course to be Covered</b>	<b>Hours</b>
<b>Experiment-1</b>	<b>Introduction Windows OS:</b> OS Commands and operations, Introduction to MS Office	<b>2 Hours</b>
<b>Experiment-2</b>	<b>MS-WORD:</b> Create; open, save, print command of file. Home tab: Edit texts, Format text, Paragraph setting and apply styles.	<b>2 Hours</b>
<b>Experiment-3</b>	<b>MS-WORD:</b> Insert tab: Cover page, blank page, page break, table, picture, clip art. shape, chart, hyperlink, header and footer, Textbox, word art, equation, and symbols.	<b>2 Hours</b>
<b>Experiment-4</b>	<b>MS-WORD:</b> Mailing tab: Mail merge Page Layout tab: margin, orientation, size, columns, watermark, page color, page border, Review tab: spelling and grammar checking, Thesaurus.	<b>2 Hours</b>
<b>Experiment-5</b>	<b>MS-EXCEL:</b> Create workbook Home tab: Edit texts, Format text, Paragraph setting and apply styles. Insert tab: Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art.	<b>2 Hours</b>
<b>Experiment-6</b>	<b>MS-EXCEL:</b> Page Layout tab: Margin, Orientation, Paper size, Print area, Background.	<b>2 Hours</b>
<b>Experiment-7</b>	<b>MS-EXCEL:</b> Formulas tab: Auto sum (sum, average, count numbers, max, min), Insert Function (if, sum if, count if, average if, max if, min if)	<b>2 Hours</b>
<b>Experiment-8</b>	<b>MS-EXCEL:</b> Data Tab: Sort and filter, Text to the column, Remove Duplicate, Data Validation, Group.	<b>2 Hours</b>
<b>Experiment-9</b>	<b>MS-POWER POINT:</b> Create a file	<b>2 Hours</b>

	<p>Home tab: Edit texts, Format text, Paragraph setting and apply styles. Insert new slide, change layout</p> <p>Insert tab: Table, picture, Clip art, Shapes, Charts, Hyperlink, Textbox, Word Art, Header Footer, movie, sound.</p> <p>Design tab: Theme, color, font, background style.</p> <p>Animation Tab: Custom animation, Transition (style, sound, speed), Slide show)</p>	
<b>Experiment-10</b>	<p><b>MS-ACCESS:</b> Overview, Home Tab: Views, Records, Sort &amp; Filter</p> <p><b>Create Tab:</b> Create a new Table,</p> <p><b>Table:</b> Template, Table Design, Insert data.</p> <p><b>External Data Tab:</b> Import, Export</p>	<b>2 Hours</b>
<b>Experiment-11</b>	<p><b>Internet Technology:</b> MS Outlook, E-mail</p> <p><b>Social media Applications:</b> Twitter, Linked-In, Facebook, Instagram</p> <p>GRAMMERLY: Creating and uploading documents, Editing text</p> <p>Using Grammarly GO, Formatting text, and Checking your document for plagiarism.</p>	<b>2 Hours</b>
<b>Experiment-12</b>	<p><b>ChatGPT:</b> Introduction, ChatGPT in general life,</p> <p><b>Uses and Applications of ChatGPT:</b> Blog Topics and Keyword Research, Assist in Generating Copy for a Website Proofreading and Editing, Creating WordPress Plugins, Writing and Debugging Code</p>	<b>2 Hours</b>
<b>Experiment-13</b>	Basic idea on entrepreneurship, Basic idea on different opportunities and challenges in India for an entrepreneur	<b>2 Hours</b>
<b>Experiment-14</b>	Basic idea on qualities of an entrepreneur, Basic idea on Internal and External factors.	<b>2 Hours</b>
<b>Experiment-15</b>	Idea generation and business Sketch presentation: Students will stretch their raw business idea in a chart paper and will present before judges and audience.	<b>2 Hours</b>
<b>TOTAL</b>		<b>30 Hours</b>

### **Reading Material (s)**

- AET Manual, Department of CSE, GIFT, Bhubaneswar
- Microsoft Office 2010 Introductory BY Gary B. Shelly, Misty E. Vermaat.
- Entrepreneurship Development by Dr. R. K. Singhal

- Entrepreneurship Development by M. L. Sharma

Type	Code	Empowering Communication	L-T-P	Credits	Marks
MB	MB-T-HS-111	Skill Lab	0-0-2	2	100

<b>Objectives</b>	The objective of this course is to develop the comprehension, listening, speaking, reading, and writing skills of the students through different exercises and activities in the 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
		PROJECT-To be decided by the faculty concerned pertaining to the activities.

### Course Outcomes:

<b>CO1</b>	Listening Skills: To help students develop the Listening skills to comprehend, analyze and interpret the structured talk pertaining to do different business issues.
<b>CO2</b>	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.
<b>CO3</b>	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.
<b>CO4</b>	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.

<b>Type</b>	<b>Code</b>	<b>CAPSTONE PROJECT</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Marks</b>
<b>MB</b>	<b>MB-P-PS-102</b>		<b>0-0-2</b>	<b>2</b>	<b>100</b>

<b>SL. NO</b>	<b>NAME OF PROJECT</b>
1	Low-Cost Sanitary Napkin
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

<b>Type</b>	<b>Code</b>	<b>Ability Enhancement Training (AET J)</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Marks</b>
<b>MB</b>	<b>MB-P-SC-114</b>		<b>0-0-1</b>	<b>1</b>	<b>100</b>

<b>Objectives</b>	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 Eigenvectors & Eigen.
<b>Teaching Scheme</b>	Regular classroom lectures with the use of ICT as and when required, sessions are planned to be interactive with a focus on problem-solving activities.

### **Detailed Syllabus**

<b>SI NO</b>	<b>TOPIC</b>	<b>HOURS</b>
<b>1</b>	Confidence Building	<b>2 HOURS</b>
<b>2</b>	English Fluency Building	<b>2 HOURS</b>
<b>3</b>	Delivery Style (Presentation Skills)	<b>2 HOURS</b>

<b>4</b>	Idea Generation and JAM	<b>2 HOURS</b>
<b>5</b>	Introduction Preparation	<b>2 HOURS</b>
<b>6</b>	Introduction Practice Activity	<b>2 HOURS</b>
<b>7</b>	Telephonic Etiquettes Orientation	<b>2 HOURS</b>
<b>8</b>	Telephonic Professional Conversations Activity -1	<b>2 HOURS</b>
<b>9</b>	Telephonic Conversation Activity -2	<b>2 HOURS</b>
<b>10</b>	Common Errors in Spoken English and Media Activity Roleplay	<b>2 HOURS</b>
<b>11</b>	Art of Storytelling Activity 2 HOURS	<b>2 HOURS</b>
<b>12</b>	Art of Anchoring and Award Show Activity	<b>2 HOURS</b>
<b>13</b>	Corporate Etiquettes and Corporate Roleplay	<b>2 HOURS</b>
<b>14</b>	Art of Formal Conversations Activity	<b>2 HOURS</b>
<b>15</b>	AD MAD Activity	<b>2 HOURS</b>
<b>16</b>	Objection Handling	<b>2 HOURS</b>
<b>17</b>	Shark Tank Activity	<b>2 HOURS</b>
<b>18</b>	Public Speaking Reality Show	<b>2 HOURS</b>
<b>19</b>	Accent Neutralization	<b>2 HOURS</b>
<b>20</b>	Situational Grammar and Error Detection	<b>2 HOURS</b>
<b>21</b>	Digital Communication Activity	<b>2 HOURS</b>
<b>22</b>	GD Orientation	<b>2 HOURS</b>
<b>23</b>	Mock Factual GD	<b>2 HOURS</b>
<b>24</b>	Mock Controversial GD	<b>2 HOURS</b>
<b>25</b>	Mock Abstract GD	<b>2 HOURS</b>
<b>26</b>	Mock Case Study GD	<b>2 HOURS</b>
<b>27</b>	Picture Perception and Video Perception Group Activity	<b>2 HOURS</b>
<b>28</b>	SWOT Analysis, strength, and weaknesses answer making, psychometric test	<b>2 HOURS</b>
<b>29</b>	Resume Building and Cover Letter	<b>2 HOURS</b>
<b>30</b>	Basics of Interview	<b>2 HOURS</b>
<b>TOTAL NO OF HOURS: 60 HOURS</b>		

**2<sup>nd</sup> Semester**



## Detailed Syllabus

Type	Code	Operations Management	L-T-P	Credit	Marks
MB	MB-T-PC-201		3-0-0	3	100

<b>Objectives</b>	<p>1.To understand the concepts, principles, problems, and practices of Operations Management.</p> <p>2. To understand the importance of an effective operations strategy in an organization.</p> <p>3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.</p>
<b>Pre-requisites</b>	Basic knowledge on operation system of an organization required.
<b>Teaching Schemes</b>	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
<b>Module- 1</b>	<b>Operations Management:</b> Distinction between Production and Operations, Product and Services Conversion process, Responsibility of Operations Manager, Strategic Decisions in Operations, Types of Production Processes, Production and Productivity. <b>Case Let.</b>	<b>05 hours</b>
<b>Module- 2</b>	<b>Process Analysis:</b> Concept and Elements of Job Design; <b>Work Measurement:</b> Work Study- Study Procedure, Techniques of Work Measurement; <b>Capacity Planning –</b> Concept, Types of Capacity, <b>Aggregate Planning -</b> Relevant cost and strategies. <b>Case Let.</b>	<b>06 hours</b>
<b>Module- 3</b>	<b>Facility location:</b> Factors influencing location decision, Location Decision Techniques (single facility and multi-facility), weighted Factor Rating Method, Break Even Analysis, Center of Gravity technique, Facility Layout – Concept, Types of Layouts, and Line Balancing. <b>Case Let.</b>	<b>06 hours</b>
<b>Module- 4</b>	<b>Inventory Management:</b> Relevant Costs of Inventory, Basic Economic Order Quantity (EOQ) Model, Materials Requirement Planning, Production Planning Control, and Basics of supply chain management, Forecasting and its types. <b>Case Let.</b>	<b>09 hours</b>
<b>Module- 5</b>	<b>Scheduling, Project Management:</b> Scheduling; Single Machine, Flow shop (CDS's and extension of Johnson's rule, CDS Heuristic), Gantt chart; <b>Project Management:</b> Project Life-cycle understanding. Concept and technique	<b>09 hours</b>

	PERT and CPM, Crashing of Project Network. <b>Case Let.</b>	
<b>Module- 6</b>	<b>Quality management:</b> Concept, Costs of Quality, Control Charts , Total Quality Management, Six Sigma; Production Management tools: JIT, Introduction to ISO 9000 and 14000 series, Sustainable Operations Management. <b>Case Let.</b>	<b>05 hours</b>
<b>Total</b>		<b>40 hours</b>

**Text Books:**

T1. Production and Operation Management. R. Panneerselvam, PHI

T2. Operation Management. Krajewski, Malhotra, Ritzman.

T3. Operation Management. Nigel Slock, Alistair Brandon-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](https://www.researchgate.net/publication/349836532_Operation_management)

**Course Outcomes:**

<b>CO1</b>	To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
<b>CO2</b>	To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
<b>CO3</b>	To reinforce analytical skills already learned, and build on these skills to further increase your "portfolio" of useful analytical tools for operations tasks.
<b>CO4</b>	To understand how Enterprise Resource Planning and MRP II systems are used in managing operations
<b>CO5</b>	To understand the managerial responsibility for Operations, even when production is outsourced, or performed in regions far from corporate headquarters.

Type	Code	Business Research	L-T-P	Credit	Marks
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<b>MB</b>	<b>MB-T-PC-202</b>		<b>3-0-0</b>	<b>3</b>	<b>100</b>
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<b>Objectives</b>	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 understand the nature of problem to be studied and identifying the related area of knowledge. To develop research sense, formulating hypotheses, in case the research topic demands, and then applying appropriate techniques and methods to test the hypotheses.
<b>Pre-requisites</b>	To find answer intellectual and practical questions through application of systematic methods.
<b>Teaching Schemes</b>	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**

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to Research:</b> Characteristics, the importance of research, the language of Research, sources of Research problem, Research process, Importance of Review of Literature. <b>Case let</b>	<b>08 hours</b>
<b>Module-2</b>	<b>Types of Research:</b> Types of research, Problem Identification & Formulation, Research Question, Investigation Question, Measurement Issues, Research Hypothesis. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Research Design:</b> Types of research design, Exploratory, Descriptive, Casual research Design, Components of research design, and Features of good Research design. Experiments, surveys, and case studies. <b>Case let</b>	<b>05 hours</b>
<b>Module-4</b>	<b>Sampling:</b> Sampling methods, Types and sources of data, Methods of collecting data, Sampling Measurement, Validity and Reliability, Levels of measurement, Sampling Error. <b>Case let</b>	<b>07 hours</b>
<b>Module-5</b>	<b>Hypothesis Testing:</b> Z-test, t-test, F-test, chi-square test. Non-parametric Test (Sign Test, Run test, Krushall– Wallis test). <b>Case let</b>	<b>10 hours</b>
<b>Module-6</b>	<b>Research Report:</b> Research report and its structure, Structure of an abstract, Thesis, and dissertations, Referencing styles, and bibliography. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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](https://www.amazon.in/dp/8194835178?ref=myi_title_dp)
2. [https://prog.lmu.edu.ng/colleges\\_CMS/document/books/EIE%20510%20LECTURE%20NOTES%20first.pdf](https://prog.lmu.edu.ng/colleges_CMS/document/books/EIE%20510%20LECTURE%20NOTES%20first.pdf)
3. <https://www.studynama.com/community/login>

**Course Outcomes:**

<b>CO1</b>	To demonstrate the ability to choose methods appropriate to research aims and objectives
<b>CO2</b>	To understand the limitations of particular research methods
<b>CO3</b>	To develop skills in qualitative and quantitative data analysis and presentation.
<b>CO4</b>	To develop advanced critical thinking skills
<b>CO5</b>	To demonstrate and enhance report writing skills

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

<b>Objectives</b>	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.
<b>Pre-requisites</b>	Basic knowledge about financial decisions and derivatives is required.
<b>Teaching Schemes</b>	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
<b>Module- 1</b>	<b>Foundations of Finance:</b> Nature & Scope. Organization of Financial Functions. The emerging role of FMs in India and in the Global context. Financial Goal. Sources of Finance Short-term and long-term sources of funds. <b>Case let.</b>	<b>10 hours</b>
<b>Module- 2</b>	<b>Aspects of Finance:</b> Time value of money, Importance of time value of money, Compounding and discounting, Risk and Return concepts. <b>Case let.</b>	<b>10 hours</b>
<b>Module- 3</b>	<b>Financing Decision:</b> Capital structure. Theory and Policy. Operating Leverage, Financial Leverage, and Combined Leverage. <b>Case let.</b>	<b>6 hours</b>
<b>Module- 4</b>	<b>Investment Decisions. Capital Budgeting:</b> Features, types, and Techniques of capital budgeting decision. Cost of Capital. Dividend Decision Dividend Theory, Dividend Policy. <b>Case let.</b>	<b>4 hours</b>
<b>Module- 5</b>	<b>Current Assets Management:</b> Working Capital concepts, Determinants of Working Capital. Policies, estimation, factors affecting working capital, Sources of financing Working Capital; <b>Management of Receivables:</b> Terms of Credit, Credit Policy decision. <b>Case let.</b>	<b>6 hours</b>
<b>Module- 6</b>	<b>Management of Cash:</b> Cash budget, Management of collections and	<b>4 hours</b>

	disbursement, Investment of Surplus cash; <b>Management of Inventory:</b> Techniques of Inventory planning and control. FIFO, LIFO, ABC & VED Analysis. <b>Case let</b>	
<b>Total</b>		<b>40 hours</b>

**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:**

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

**Course Outcomes:**

<b>CO1</b>	To study the concept, techniques and tools of Financial Management.
<b>CO2</b>	To analyze and improve the knowledge of the Financial Management practices of an organization
<b>CO3</b>	To understand the decisions taken by a Finance Manager.
<b>CO4</b>	To understand the concept of Working capital requirement.
<b>CO5</b>	To make the student understand Inventory Management

Type	Code	Innovation & Entrepreneurship	L-T-P	Credit	Marks
MB	MB-T-PC-204	Development	3-0-0	3	100

<b>Objectives</b>	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
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	give them knowledge that will induce in them an entrepreneurial culture and help them to look at a bigger picture
<b>Pre-requisites</b>	Students should develop Entrepreneurship bent of mind through motivational speech and attending Entrepreneurship program.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction:</b> Concept of Entrepreneur, Entrepreneurship and Enterprise, Definition of Entrepreneurship, Objectives of Entrepreneurship Development, Phases of Entrepreneurship Development, Function of Entrepreneurship, Role of Entrepreneurship. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>The Entrepreneurial Mindset:</b> 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. <b>Case Let.</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Entrepreneurial Motivation and Skill:</b> Why to become entrepreneur, Entrepreneurship as a career: Role of family, Society, Government & EDIs, Entrepreneurial Success Stories. Procedure on setting up a small enterprise. Entrepreneurship and the role of Odisha government: IPR 2022, Make in, Odisha, Startup policy: Startup ecosystem, Startup Odisha Yatra 2.0. <b>Case Let.</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Entrepreneurship skill:</b> 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. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Entrepreneurship Environment:</b> Entrepreneurship Environment in	<b>05 hours</b>

	India and Odisha, 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. Environmental pollution Act and Regulations on entrepreneurship, Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness. <b>Case let</b>	
<b>Module-6</b>	<b>Startup and Business Incubation:</b> Start up, Different stages of financing, FFF, Angels, Venture Capitals. Business Incubation Introduction, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of business incubation. <b>Case Let.</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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:**

<b>CO1</b>	Acquire a basic understanding of the entrepreneurial skills.
<b>CO2</b>	Develop critical thinking entrepreneurial skills that will enable them to identify and evaluate entrepreneurial opportunities, manage risks and learn from the results.
<b>CO3</b>	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.
<b>CO4</b>	Develop a business plan for starting up a business



<b>CO5</b>	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.
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Type	Code	International Business	L-T-P	Credit	Marks
MB	MB-T-PC-205		3-0-0	3	100

<b>Objectives</b>	<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>
<b>Pre-requisites</b>	Basic knowledge of Micro and Macroeconomics
<b>Teaching Schemes</b>	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
<b>Module-1</b>	<b>Introduction to International Business:</b> Importance, Nature and Scope/Modes of Entry–I, Modes of Entry; Challenges and Approaches, EPRG Framework, New Economic Policy, LPG Framework. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>International Trade Theories:</b> Competitive advantage and factor mobility theory, 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. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Regional Blocks:</b> Brief about EU, NAFTA, BOP – Component, BOT, capital account, current account, Unilateral transfers, Reserve account, SDR, Brief about foreign exchange market, currency convertibility,	<b>10 hours</b>

	Purchasing power parity, Hedging. <b>Case let</b>	
<b>Module-4</b>	<b>FERA and FEMA:</b> RBI and its Power. Commercials/Trade policy, Tariff Barriers, Subsidies, on-tariff Barriers, Trade Protectionism, Trade promotion, Foreign Trade regulation in India, Exporting, Stages. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Difficulties:</b> Foreign Trade Promotion Measures and Schemes. Institutions involved in Export Finance, Trade organizations, Commodity boards, and EPCs. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Global sourcing:</b> Survey Methods for International Research, Supply Chain Management, Global Production and Distribution, Global Firms Success Strategies. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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

**References:**

R1. International Marketing Management, Author: F.L. Bascunan, P.V. Khatri & Ms Rashmi

R2. International Business – Competing in the Global Market place, 12 Edition, By Charle W L Hill

**Online Resources:**

**Course Outcomes:**

<b>CO1</b>	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.
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<b>CO2</b>	It will examine the strategies and structures of international business and assess the special roles of different international business's machineries 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.
<b>CO3</b>	Provide knowledge about India's different policies and measure adopted for promotion and regulation of foreign trade.
<b>CO4</b>	Provide insight about different institutions and export promotion bodies with their role and responsibilities.
<b>CO5</b>	Analyze the principles of international business and strategies adopted by firms to expand globally.
<b>CO6</b>	Integrate concepts in International business with that of functioning of global trade.

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

<b>Objectives</b>	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 Law.
<b>Pre-requisites</b>	Basic knowledge of Indian legal system of business houses.
<b>Teaching Schemes</b>	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
<b>Module-1</b>	<b>Law of Contract:</b> Indian Contract Act 1872, Agreement & Contract, Classification of Contract, Essential elements of Contract, Performance of Contract and Discharge of Contract. Remedies for breach of contract. <b>Case Let.</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Contract of Agency:</b> Mode of Agency creation and revocation, Duties and Rights of Agent and Principal. Contract of Bailment. <b>Sales of Goods Act:</b> Sale and Agreement to Sale, Conditions and	<b>06 hours</b>

	Warranties, Finder of Lost Goods, Performance of Contract of Sale, Unpaid Seller. <b>Case Let</b>	
<b>Module-3</b>	<b>Consumer Protection Act 1986:</b> Consumers, Rights of Consumers, Procedure of Complaint, Procedure of filing appeal, Appeal Redressal Machineries, Relief available to Consumers, Power of Redressal Agencies. <b>Case Let</b>	<b>6 hours</b>
<b>Module-4</b>	<b>The Competition Act 2002:</b> Aim and objectives of competition commission; concept and provisions. <b>Indian Partnership Act 1932:</b> Nature of Partnership; Formation of Partnership; Dissolution of a Partnership Firm. <b>Case Let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Companies Act 2013:</b> Classes of Companies, Memorandum and Articles of Association, Qualification and Appointment of Directors, Company Meetings, Winding-up of the Companies. <b>Case Let</b>	<b>09 hours</b>
<b>Module-6</b>	<b>The Negotiable Instruments Act 1881:</b> Meaning and Characteristics of Negotiable Instruments; Promissory Note, Bill of Exchange, Cheque. <b>Case Let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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  
R4 Business Law by D. Chandra Bose, PHI Learning Private Limited

**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](https://legislative.gov.in/sites/default/files/A2003-12_0.pdf)
3. [https://ebooks.lpude.in/management/mba/term\\_2/DMGT407\\_CORPORATE\\_AND\\_BUSINESS\\_LAWS.pdf](https://ebooks.lpude.in/management/mba/term_2/DMGT407_CORPORATE_AND_BUSINESS_LAWS.pdf)

### Course Outcomes:

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

Type	Code	Rural and Inclusive Marketing	L-T-P	Credit	Marks
MB	MB-T-PC-218		3-0-0	3	100

<b>Objectives</b>	To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in the business environment. To specify the Organization's mission, vision, and objectives and develop policies. To understand the analysis and implementation of strategic management in strategic business units.
<b>Pre-requisites</b>	To be equipped with an exposé on strategic formulation and cascading the down below for horizontal implementation.
<b>Teaching Schemes</b>	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
<b>Module-1</b>	<b>Overview of Rural Marketing:</b> Evolution of Rural Marketing in India. Definition- Nature –Scope- Characteristics and potentials of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting Rural Marketing-A comparative Analysis of Rural V/s Urban Marketing- Size &Structure	<b>10 hours</b>

	of Rural Marketing – Emerging Challenges and Opportunities in Rural Marketing. <b>Case let</b>	
<b>Module-2</b>	<b>Rural Markets &amp; Decisions:</b> Profile of Rural Marketing, Consumer Profile Rural Market Equilibrium-Classification of Rural Marketing, Regulated and Non-Regulated. Marketing Mix- Segmentation, Targeting, Position. Rural Marketing Strategies. Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Product &amp; Distribution:</b> Product / Service Classification in Rural Marketing, New Product Development, Brand Management in Rural Marketing. Rural Distribution channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Rural Consumer Behavior:</b> Consumer Behavior Model in Rural Marketing Rural Marketing Research-Retail & IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and Credit Agencies. Advertising & Media Role in Rural Marketing. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Trends in Rural Marketing:</b> e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing, Social Marketing-Network Marketing Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing, Advancement of Technology in Rural Marketing- Structure of Competition in Rural India. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Rural Marketing Research:</b> Rural Market Research, marketing research Process, Evolution of, rural marketing research, Sources, and methods of data collection, Data collection approaches in a rural area, Data collection tools for rural market, research tools for the rural market. Limitations and challenges in rural marketing research. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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 Sultan Chand & 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](https://www.icaai.org/post.html?post%20id=10058): Study Materials by ICAI
3. <http://www.m5zn.com/newuploads/2013/05/28/pdf/ed6f3d1f87b9cd2.pdf>: eBook

**Course Outcome**

<b>CO1</b>	To learn the major initiatives taken by a company's top management on behalf of corporate involving resources and performance in business environment
<b>CO2</b>	To specify the organization's mission, vision and objectives and develop policies
<b>CO3</b>	To understand the analysis and implementation of strategic management in strategic business units.

<b>CO4</b>	To understand the corporate specific business strategies and implementation process of the same.
<b>CO5</b>	To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.

Type	Code	CAPSTONE PROJECTS	L-T-P	Credits	Marks
MB	MB-P-PS-202		0-0-2	2	100

SL. NO	NAME OF PROJECT
1	Low-Cost Sanitary Napkin
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	Ability Enhancement Training	L-T-P	Credits	Marks
MB	MB-P-SC-215	(AET I)	0-0-1	1	100

<b>Objectives</b>	To significantly raise the employability of the students to a level where they are able to clear campus selection process and at the same time develop an attitude of constant self-improvement throughout their career
<b>Pre-Requisites</b>	Basic knowledge of Advanced Ms Excel.
<b>Teaching Pedagogy</b>	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on real life problem solving activities.

### Course Outcome

<b>CO.1</b>	To give basic fundamental concept about computer system.
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<b>CO.2</b>	To get familiar with MS Windows OS.
<b>CO.3</b>	To get hands on expertise in MS Excel
<b>CO.4</b>	Able to solve mathematical problems systematically using Advanced MS excel.
<b>CO.5</b>	Able to design professional presentation using Pivot table.
<b>CO.6</b>	To gather knowledge about Vlookup and Hlook up for industrial usage.

### **Detailed Syllabus**

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
MODULE 1	CHARTS- Using Charts, Formatting Charts, Using 3D Graphs, Using Bar and Line chart, Using secondary axis in Graphs, Sharing Charts With PowerPoint/ MS Word.	5
MODULE 2	SORTING AND FILTERING DATA- Sorting Tables, Using Multiple-level sorting, Using custom sorting, Filtering data for selected view(Auto filter), Using Advanced filter options WORKING WITH REPORTS - Creating subtotals, Multiple level subtotals	5
MODULE 3	WORKING WITH FUNCTIONS- Conditional expressions, Logical Functions (AND, OR, NOT), Lookup and reference functions (Vlookup, Hlookup, Match, Index), VLookup with Exact Match, Approximate Match, Nested Vlookup with Exact match, Vlookup with tables, Dynamic Ranges	5
MODULE 4	DATA VALIDATIONS- Specifying a Valid range of values for a cell, specifying a list of valid values for a cell, specifying custom validations based on the formula for a cell WORKING WITH TEMPLATES- Designing the structure of a template, Using templates for standardization of worksheets	5
MODULE 5	CREATING PIVOT TABLES- Formatting and customizing Pivot tables, Using Advanced options of Pivot tables, Pivot charts, considering data from multiple sheets and files using Pivot tables, using external data sources, using data consolidation feature to consolidate data, show value as (% of Row, % of column, Running Total Compare with specific field), Viewing subtotal under PIVOT, Creating Slicers.	5

	FORMATTING - Using auto formatting option for worksheets, Using conditional formatting Option for rows, columns and cells	
MODULE 6	Whatif Analysis- Goal Seek, Data tables, Scenario Manager New Features - Spark lines, Inline charts, Data charts	5
	<b>Total</b>	<b>30</b>

### List of Experiments

<b>Sl No.</b>	<b>Name of the Experiment</b>	<b>Hours</b>
1.	Charts (Formatting, 3D graphs, Bar and Line chart together, , Using secondary axis in Graphs)	2
2.	Sharing Charts With PowerPoint/ Ms Word, dynamically (data modified in Excel, Chart would automatically get updated).	2
3.	SORTING AND FILTERING DATA- Sorting Tables, Using Multiple-level sorting, Using custom sorting, Filtering data for selected view(Auto filter), Using Advanced filter options	2
4.	WORKING WITH REPORTS - Creating subtotals, Multiple level subtotals	2
5.	WORKING WITH FUNCTIONS- Writing conditional expressions(using if), Using logical Functions( AND, OR, NOT),	2
6.	Using lookup and reference functions( Vlookup, HLookup, Match, Index), VLookup with Exact Match,	2
7.	Approximate Match, Nested Vlookup with Exact match, Vlookup with tables , Dynamic Ranges	2
8.	DATA VALIDATIONS- Specifying a Valid range of values for a cell, Specifying a list of valid values for a cell, Specifying a custom validations based on formula for a cell	2
9.	WORKING WITH TEMPLATES- Designing the structure of a template, Using templates for standardisation of worksheets	2
10.	CREATING PIVOT TABLES- Formatting and customizing Pivot tables, Using Advanced options of Pivot tables, Pivot charts, Considering data from multiple sheets and files using Pivot tables,	2

	Using external data sources,	
11.	Using data consolidation feature to consolidate data, Show value as (% of Row, % of column, Running Total Compare with specific field), Viewing subtotal under PIVOT, Creating Slicers (Version 2010 and above),	2
12.	FORMATTING - Using auto formatting option for worksheets, Using conditional formatting Option for rows, columns and cells	2
13.	Whatif Analysis- Goal Seek, Data tables, Scenario Manager	2
14.	New Features - Spark lines, Inline charts, Data charts	2
15.	Assignments and Hands on exercise	2
	<b>Total</b>	<b>30</b>

**Reading Material (s)**

AET Manual, Department of CSE, GIFT, Bhubaneswar

Microsoft Office 2010 Introductory BY Gary B. Shelly, Misty E. Vermaat.

**GANDHI INSTITUTE FOR TECHNOLOGY (GIFT)  
BHUBANESWAR  
(An Autonomous Institution)**

**Syllabus  
Master of Business Administration  
(Second year)  
(2024-26 Batch)**

**With Effect from the Batch 2024-25**



**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

<b>3<sup>rd</sup> Semester</b>			
<b>Marketing Specialization</b>			
MB-T-MM-301A	Consumer Behaviour	4-0-0	3
MB-T-MM-302A	Sales and Distribution Management	4-0-0	3
MB-T-MM-303A	Retail Marketing	4-0-0	3
MB-T-MM-304A	Service Marketing	4-0-0	3
<b>Human Resource Specialization</b>			
MB-T-HR-301B	Industrial Legislation	4-0-0	3
MB-T-HR-302B	Compensation and Reward Management	4-0-0	3
MB-T-HR-303B	Employee Relations	4-0-0	3
MB-T-HR-304B	Manpower Planning	4-0-0	3
<b>Finance Specialization</b>			
MB-T-FM-301C	Security Analysis and Portfolio Management	4-0-0	3
MB-T-FM-302C	Financial Institutions, Market and Services	4-0-0	3
MB-T-FM-303C	Project Appraisal and Financing	4-0-0	3
MB-T-FM-305C	Advanced Management and Cost Accounting	4-0-0	3
MB-P-SC-304	Evaluation of Summer Internship	0-0-2	3
MB-T-OO-305	NPTEL	1-0-0	3
	<b>Total Credit</b>		<b>30</b>
<b>4<sup>th</sup> Semester</b>			
<b>Marketing specialization</b>			
MB-T-MM-401A	Digital Marketing	4-0-0	3
MB-T-MM-402A	Product and Brand Management	4-0-0	3
MB-T-MM-403A	B2B Marketing	4-0-0	3
<b>Human Resource Specialization</b>			
MB-T-HR-401B	Team Dynamics at Work	4-0-0	3
MB-T-HR-402B	Strategic HRM	4-0-0	3
MB-T-HR-403B	Performance Management	4-0-0	3
<b>Finance Specialization</b>			
MB-T-FM-401C	Business Taxation	4-0-0	3
MB-T-FM-402C	Behavioural Finance	4-0-0	3
MB-T-FM-403C	Financial Derivatives	4-0-0	3
MB-T-SC-404	Evaluation of Winter Internship	0-0-2	3
	<b>Total Credit</b>		<b>21</b>

## **Second Year MBA**

i. 3<sup>rd</sup> Semester Specialization- I      4 papers = 12 credits

Specialization- II      4 papers = 12 credits

Summer Internship Project                      = 3 credits

NPTEL    = 3 credits

**Total (3rd.Semester) = 30 Credits**

ii. 4th semester Specialization – I      3 papers = 9 credits

Specialization – II      3 papers = 9 credits

Winter Internship Project                      = 3 Credits

**Total (4th.Semester) = 21 Credits**

**Grand Total = 51 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
SP	Winter Internship Project

**Part-I**  
**2<sup>nd</sup> Year**  
**Third Semester**  
**MBA**

### Third Semester MBA

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

<b>Objectives</b>	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 and profit/revenue data, and conduct economic analyses for projects and alternatives.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module I</b>	<b>Introduction to Consumer Behavior:</b> Definition, Nature, Scope, Consumer Behavior's Applications in Marketing, Consumer Research Process –Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analyzing Data & Report Preparation. <b>Case let</b>	<b>10 hours</b>
<b>Module II</b>	<b>Factors affecting Consumer Behavior:</b> Factors influencing Consumer Behavior– External Influences – Culture, Sub-Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs	<b>10 hours</b>



	& Attitudes. <b>Case let</b>	
<b>Module III</b>	<b>Group Influences</b> – group conformity – reference groups and their relevance – opinion leadership– class and culture – social stratification – Warner’s six-class system – social class and consumer behavior - Culture, Subculture, Cultural relevance to marketing decisions. <b>Case let</b>	<b>6 hours</b>
<b>Module IV</b>	<b>Consumer Decision-Making Process:</b> Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era. <b>Case let</b>	<b>4 hours</b>
<b>Module V</b>	<b>Consumer Motivation &amp; Personality:</b> Consumer Motivation– Needs, Goals, Motive arousal, Maslow’s Hierarchy of Needs, Freud’s Theory of Motivation, Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory. <b>Case let</b>	<b>6 hours</b>
<b>Module VI</b>	<b>Marketing Communications, Decision Making Models, Consumer Rights:</b> Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication. <b>Case let</b>	<b>4 hours</b>
<b>Total</b>		<b>40 hours</b>

**Text Books:**

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

**T2.** Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011.

**Reference Books:**

**R1.** Bennet and Kazanjian, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi

**R2.** Michael R. Solomon, Consumer Behavior, 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:**

<b>CO1</b>	To explain the concept of Consumer Behavior& describe the Consumer research process in detail.
<b>CO2</b>	To evaluate the factors affecting consumer behavior in detail.
<b>CO3</b>	To analyze the consumer decision process.
<b>CO4</b>	To assess the impact of consumer motivation, and personality on buying behavior
<b>CO5</b>	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

<b>Objectives</b>	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
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	objective of the Course is to provide an understanding of Sales Management, with particular emphasis on sales force management.
<b>Pre-requisites</b>	Students need to know about business, management, sales, finance, and data, as well as psychology, market research, and communications.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to Sales Management:</b> Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Sales Planning &amp; Organization:</b> Introduction, Levels of Sales Management Positions, Roles played by Sales Managers, Sales forecasting methods, Organizing & Driving Sales Efforts - Sales Organization Structures, Sales Territories & Quotas, Sales Promotions. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Sales Force Management:</b> Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits, Ethics in Sales. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Distribution Management:</b> Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel	<b>05 hours</b>

	Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners. <b>Case let</b>	
<b>Module-5</b>	<b>Market logistics and supply chain management:</b> Definition & scope of logistics, Components of logistics, inventory & warehouse management. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Supply chain management:</b> Technology in SCM, channel information systems, distribution management in international markets. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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. Havaldar, Vasant M. Cavale, Tata McGraw-Hill

**Reference Books:**

**R1.** Sales Management: Decisions, Strategies & Cases, Richard R.Still, EdwardW. 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://gurukpo.com/Content/MBA/Sales_Management.pdf)
- [https://baou.edu.in/assets/pdf/PGDM\\_104\\_slm.pdf](https://baou.edu.in/assets/pdf/PGDM_104_slm.pdf)

**Course Outcomes:**

<b>CO1</b>	The ability to create value and execute sales deals effectively.
<b>CO2</b>	The strategic skills and competencies needed for achieving sales targets.
<b>CO3</b>	The ability to avoid common mistakes made by sales professionals and negotiators.
<b>CO4</b>	The ability to work with people with different backgrounds, expectations, and values.
<b>CO5</b>	To understand and assess the challenges of turbulent business marketing.

Type	Code	Retail	L-T-P	Credit	Marks
MB	MB-T- MM-303A	<b>Marketing</b>	3-0-0	3	100

<b>Objectives</b>	To develop knowledge of contemporary retail marketing 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
<b>Pre-requisites</b>	Retail marketing deals with selling of goods and services to consumers. It involves direct interactions with the customers and co-coordinating business activities from designing of a product to its delivery and post delivery services.
<b>Teaching Schemes</b>	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, simulation games, exercises, workshops etc.

### Detailed Syllabus

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module I</b>	<b>Retailing:</b> Concept, functions, Scope & Trends in Retailing, Issues & Challenges in Organized Retailing. Retail Evolution & Growth in Indian Context, Understanding Retail Consumers. <b>Case let</b>	<b>10 hours</b>
<b>Module II</b>	<b>Types of retailing:</b> stores classified by owners; stores classified by merchandising categories. Retailing formats, cash and carry business; Retailing models- franchiser-franchisee, directly owned; wheel of retailing and retailing life cycle; cooperation and conflict with other retailers. <b>Case let</b>	<b>10 hours</b>
<b>Module III</b>	<b>Retail Selling Skills:</b> Pre-Check, Opening the Sale, Probing, Demonstration, Trial, Handling Objections, Closing, Confirmations & Invitations. Retail Audits, Online Retailing, changing role of retailing in a globalized world. <b>Case let</b>	<b>6 hours</b>
<b>Module IV</b>	<b>Retailing strategy:</b> Process & Development, Types of Retailing Formats. Retail Location Strategy, Retail Promotion Strategy, CRM in Retailing, <b>Case let</b>	<b>4 hours</b>
<b>Module V</b>	<b>Retail Merchandising:</b> Concept, Merchandising Planning Process, Methods of Merchandising Procurement, Retail Pricing & Evaluating Merchandising Performance. <b>Case let</b>	<b>6 hours</b>
<b>Module VI</b>	<b>Information system in retailing:</b> 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. <b>Case let</b>	<b>4 hours</b>
<b>Total</b>		<b>40 hours</b>

### 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 Abd Evans J. R., Retail Management (Pearson Edition).

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

**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:**

<b>CO1</b>	Understanding of the retail history and its function
<b>CO2</b>	Buying process, retail market strategy and target market
<b>CO3</b>	Growth strategy of retailing
<b>CO4</b>	Choosing retail location and its evaluation
<b>CO5</b>	Retail Formats application

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

<b>Objectives</b>	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.
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<b>Pre-requisites</b>	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 and delighted 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.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Foundation of Services Marketing:</b> Introduction, The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services; Importance of Services Four I’s of services - Intangibility, Inconsistency, Inseparability and Inventory. developing human resources. <b>Case let.</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Marketing Mix in Service Marketing:</b> The seven Ps: are product decision, pricing strategies and tactics, promotion of service, and distribution methods for services. Additional dimensions in services marketing- people, physical evidence and process, Internet as a service channel. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Strategic Marketing Management for Services:</b> Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Delivering Quality Services:</b> Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and	<b>05 hours</b>



	Effective Communication about Service Quality. <b>Case let</b>	
<b>Module-5</b>	<b>Distribution Strategies for Services:</b> Challenges in Distribution of Services, Personal Selling – Advertising and Sales Promotion in Service Industry, Customer Satisfaction & Service Quality in Service Marketing. Role of HR & Internal Marketing - Monitoring and measuring customer satisfaction. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Marketing of Services with special reference to Financial Services:</b> Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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%20YBMS%202016-17.pdf>

- <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/General/2ServicesMarketing.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.

## **Human Resource Management**

Type	Code	Course Title	WCH			Credits		
			L	T	P	L	T	P
		<b>THEORY</b>						
MB	MB-T-HR-301B	Industrial Legislation	3	0	3	3	0	3
MB	MB-T-HR-302B	Compensation and Reward Management	3	0	3	3	0	3
MB	MB-T-HR-303B	Employee Relations	3	0	3	3	0	3
MB	MB-T-HR-304B	Manpower Planning	3	0	3	3	0	3

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

<b>Objectives</b>	To acquire knowledge on 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
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<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Basics of Labour Laws:</b> Definition, importance, Evolution, Legal Provision relating to Wages, Working Conditions - Labour Welfare; Industrial Relations; Social Security. <b>Case let</b>	<b>4 hours</b>
<b>Module-2</b>	<b>Labor Laws Policies:</b> The Factories Act, 1948, The Workmen's Compensation Act, 1923. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Regulative Legislations:</b> Industrial Disputes Act 1947, Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Protective Legislations:</b> The Contract Labour (Regulation and Abolition) Act, 1970, The Employees' Provident Fund & Miscellaneous Provisions Act, 1952. <b>Case let</b>	<b>10 hours</b>
<b>Module-5</b>	<b>Wage Legislations:</b> Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965. <b>Case let</b>	<b>06 hours</b>
<b>Module-6</b>	<b>Social Security Legislations:</b> The Equal Remuneration Act, 1976, The Payment of Gratuity Act, 1972. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

#### Text Books:

**T1.** S.N. Misra: Labour and Industrial Laws: Central Law Publications, Allahabad.

**T2.** V. G. Goswamy: 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 Labour 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 Outcomes:**

CO1	Develop an understanding of constitutional provisions and industrial relations legislation relating to Labour.
CO2	Impart knowledge and understanding of the Labour Market, Wages, Employment, and unemployment of labor.
CO3	Understand Social and Industrial aspects of the psychology of work.
CO4	Develop an understanding of the concepts of Industrial Disputes, Strikes, and Lockouts with reference to the concerned Legislation
CO5	Impart knowledge and understanding of the causes of Grievance, the need for discipline, and punitive measures for Indiscipline.

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

<b>Objectives</b>	The objectives of this course are to familiarize the students with the dynamics of wage and salary administration and current trends in India.
<b>Pre-requisites</b>	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 in different fields. It also serves to develop and strengthen the overall analytical skills of students Related to various HR Functions.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to Compensation Management:</b> Nature and Objectives of Compensation; Factors Affecting Compensation Policy; Concept of Wages and Salary, Different Types of Wages. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Compensation and Employee Behavior:</b> Bases for Traditional Pay System and Modern Pay System, Pay Plans, Aligning Compensation Strategy with HR Strategy and Business Strategy, Seniority pay, Linking Merit Pay with Competitive Strategy, Incentive Pay, and Person focus to Pay, Team-Based Pay. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Understanding Elements of Compensation Structure:</b> Fixed Pay; Variable Pay; Cash Benefits; Incentives; Executive Compensation; Stock Options. Understanding Salary Slip. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Understanding the Basics of Social Security:</b> Concept of Social Security: Laws relating to Social Security; Introduction to Provident Fund; Employees State Insurance; Gratuity; Superannuation; Bonus;	<b>05 hours</b>

	Reward Systems. Retirement; VRS / Golden Handshake. <b>Case let</b>	
<b>Module-5</b>	<b>Wage Determination:</b> Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope, and functions, Pay Commissions. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Performance Management System:</b> Introduction to Performance Management and Objectives of Performance Management; Determinants of Performance; diagnosing the causes of Poor Performance; Implementing Performance Management System. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**Text Books:**

**T1.** Compensation Management in a knowledge- based world, Richard I. Henderson, Pearson Education

**T2.** Tapo Moy 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 identify the contemporary compensation practices.
CO3	To develop and design a compensation system.
CO4	To appraise the present trends in the calculation of incentives and other pay systems.
CO5	To relate the bases of compensation.

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

<b>Objectives</b>	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.
<b>Pre-requisites</b>	To make industrial relations practices highly effective, continuous monitoring is required in various aspects. As exit interviews, Analysis of union demands, analysis of practices followed by surrounding industries, and understanding of prevailing labor issues in surrounding industries.
<b>Teaching Schemes</b>	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	Topics	Hours
<b>Module-1</b>	<b>Employee Relations:</b> Concept, Factors, and Scope; Approaches to Employee Relations. <b>Employee involvement:</b> concept, types, and practices.; Indian Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of	<b>10 hours</b>

	government, State and management. <b>Case Let.</b>	
<b>Module-2</b>	<b>Problems Of Industrial Relations:</b> Poor Industrial Relations. Causes for poor industrial relations. Major indicators of industrial relations: Absenteeism, Labour turnover, Strikes, Lockouts, and Retrenchment. <b>Case Let.</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Statutory Employee Relations:</b> 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 mechanism. <b>Case Let.</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Employee Participation and Empowerment:</b> Objectives, Advantages, Methods of Employee Participation, Employee Participation in India, of Participation, Employee Empowerment. <b>Case let.</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Management of Employee Relations:</b> Practices in Industry, Power & Authority Structure, Organizational Politics, Conflict Handling, Consultation, Counseling, Mentoring, Building Positive Employee Relations and Work Culture. <b>Case let.</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Recent Trends in Employee Relations Employee relations:</b> New Economic Policy and Employee Relations; Changing Role of Employee and Employer Relations; Contribution of ILO for Improvement in Management-employee Relations. <b>Case let.</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**Text Books:**

**T1.** Mamoria, C. B., Satish Mamoria, 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

**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 Publications.

### **Online Resources:**

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

### **Course Outcomes:**

<b>CO1</b>	Outline the history of employee relations aligned with advances in the industrial age.
<b>CO2</b>	Describe the framework for organizing, along with strategies and tactics used by employers and unions during organizing campaigns.
<b>CO3</b>	Describe the process of arbitration and problems with this method to resolve disputes
<b>CO4</b>	Apply a model of performance management that includes planning, monitoring, evaluating, and developing a performance improvement process.
<b>CO5</b>	Apply major theories of the psychology of bargaining, negotiation, group dynamics, and conflict resolution.

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

<b>Objectives</b>	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 so as to advise and assist the authorities concerned in their manpower planning and development activities.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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, simulation games, exercises, workshops etc.

### Detailed Syllabus

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to Manpower planning:</b> Concepts, Objectives and Significance; Macro and Micro Concept; Process of Manpower planning, Demand & Supply Forecasting in Manpower planning - Methods and Techniques. <b>Case Let.</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Job Evaluation and Analysis:</b> Job analysis and design, Job description, Job specification, Job Enlargement, Job Enrichment, and Methods of Job Evaluation. <b>Case Let.</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Recruitment &amp; Selection Strategy Sources:</b> Online recruitment; employee referral; Recruitment Process – Applicant Screening,	<b>10 hours</b>

	outsourcing. Employee testing – types and methods, use of psychological test, Interviews - process, methods, interviewer training. Social recruitment & mobile phone recruitment. <b>Case Let.</b>	
<b>Module-4</b>	<b>Strategic Manpower Planning:</b> Concepts, objectives, SMP Process, Tools, Evaluation, Balance Score Card, HR Dash Boards, HR scorecard, Competency Mapping. Succession Planning. <b>Case Let.</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Manpower Inventory Management:</b> Manpower Inventory; Quantitative Aspects; Qualitative Aspects; Methodology of Computerized Manpower Planning Information System. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Use and Applicability of Statistical and Mathematical Models in Manpower Planning:</b> Cohort Analysis, Census Analysis, Markov Models. <b>Case Let.</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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.** Mc Beyo 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:**

<b>CO1</b>	To apply the conceptual knowledge of Manpower Planning in managing the workforce.
<b>CO2</b>	To analyze the recruitment process, recruitment outsourcing, E-recruitment, techniques of selection and training
<b>CO3</b>	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.
<b>CO4</b>	To understand how manpower planning is related to the overall strategic plan of the organization.
<b>CO5</b>	To understand the concepts of demand and supply of manpower.

<b>Finance Management</b>								
<b>Type</b>	<b>Code</b>	<b>Course Title Theory</b>	<b>WCH</b>			<b>Credits</b>		
			<b>L</b>	<b>T</b>	<b>P</b>	<b>L</b>	<b>T</b>	<b>P</b>
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 & Costing	3	0	0	3	0	0

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

<b>Objectives</b>	To enable students to understand the nuances of stock market operations 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
<b>Pre-requisites</b>	This course is designed to teach the fundamentals of investments along with the analysis and strategies to become a successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how the market works, students will be taught the stock market fundamentals. It discusses the

	<p>risk-return trade-off of an individual investor; it also persists 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.</p>
<b>Teaching Schemes</b>	<p>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.</p>

### Detailed Syllabus

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module I</b>	<p><b>Investment:</b> Features and objectives, Alternative forms of investment, Risk-free rate and its influencing factors and Risk Premium, Risk &amp; Return on investment, measuring risk and return on single Asset and assets portfolio, Stock Market Indices, Indices Calculations. <b>Case Let</b></p>	<b>10 hours</b>
<b>Module II</b>	<p><b>Computation of Risk and Return on a portfolio:</b> Interpretation of portfolio, Basics of Stock Market Operations. Investment Models, Selection, Markowitz Model for portfolio selection, Feasible set portfolios. Efficient set, selection of optional portfolio, Sharpe's Single Index model, Alpha, Beta Efficient frontier with risk-free lending and borrowing. <b>Case Let.</b></p>	<b>10 hours</b>
<b>Module III</b>	<p>CAPM. pricing of securities with CAPM, Arbitrage pricing theory, and Efficient Market Hypothesis. Fundamental and Technical Analysis and Evaluation, Economic, Industry, and Company Analysis, Technical Analysis, and Charting tools. <b>Case Let.</b></p>	<b>6 hours</b>
<b>Module IV</b>	<p>Volume and price trends, technical indicators, Performance Evaluation</p>	<b>4 hours</b>

	of portfolio, and Portfolio management strategies. Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model. <b>Case let</b>	
<b>Module V</b>	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. <b>Case Let.</b>	<b>6 hours</b>
<b>Module VI</b>	Strategies, Overview and Strategies, Passive and Active Management Investment, Phases of business cycle. Calculation of Investment decision in Excel. <b>Case Let.</b>	<b>4 hours</b>
<b>Total</b>		<b>40 hours</b>

**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:**

<b>CO1</b>	To acquire knowledge on various investment alternatives like shares, debentures, and real estate with different risk and return analysis.
<b>CO2</b>	Designing and managing the bond as well as equity portfolios in the real world.

<b>CO3</b>	To provide insight into the risk and return relationship between various types of investors like Arbitrators, Speculators, and Gamblers.
<b>CO4</b>	To know the different investment policies and the various factors influencing investment decisions of the Indian financial system.
<b>CO5</b>	To explore sound theoretical knowledge of Capital Asset Pricing Theory (CAPM) & Arbitrage Pricing Theory (APT).

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

<b>Objectives</b>	To provide students with basic concepts and theories of Finance, its markets and various services provided in the Finance sector. To provide students with the 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.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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	Topics	Hours
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<b>Module-1</b>	<b>Indian Financial System:</b> 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 banking system in India. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Money Market and Capital Market:</b> Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. Primary Market: Functions of Primary Market, Secondary Market: Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Mutual funds:</b> 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, <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Leasing:</b> Concept and classification, importance, financial evaluation of leasing. Hire Purchase: Conceptual framework, financial evaluation of hire purchase, leasing v/s hire purchase. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Financial services:</b> Introduction, Role & Functions. Merchant Banking: Concept, Functions, Growth, Policy Measures, SEBI Guidelines, Future of Merchant Banking in India. Merger and acquisitions: Merger and take over, guiding principles, Main highlights, take over by bids and acquisitions. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Insurance:</b> Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re-Insurance & Micro Insurance. IRDA: Role, Functions & Powers. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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](https://ebooks.lpude.in/management/mba/term_3/DMGT512_FINANCIAL_INSTITUTIONS_AND_SERVICES.pdf)

**Course Outcomes:**

CO1	Students are able to analyze the financial market processes and their factors and make successful financial decisions at the individual as well as company level.
CO2	Students can analyze different credit instruments and ownership instruments of use statistical reasoning for research projects undertaken later.
CO3	Understand the role and function of the financial system in 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.

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

<b>Objectives</b>	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 the 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 understand that appraisal is a process that is required in all aspects of life, is important to narrow down to choosing the best alternative and taking a feasible/best call.
<b>Pre-requisites</b>	To explain the 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 in applying appraisal techniques for evaluating live projects.
<b>Teaching Schemes</b>	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**

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	Banks and financial institutions, principles of lending, types of securities, and methods of charge creation. Generation of business Ideas, converting business ideas into business plans and then to a project. <b>Case Let.</b>	<b>10 hours</b>
<b>Module-2</b>	Preparation of a blueprint of the project that will need equity/debt financing. Components of TEFR, Market and demand analysis, technical & financial analysis, Estimation of project flows, Analysis of risk, assessment, and risk mitigation techniques. <b>Case let.</b>	<b>06 hours</b>
<b>Module-3</b>	Sensitivity/DSCR/ISCR analysis. Forward and options for risk mitigation. Approaches of fundraising from angel financiers, equity	<b>10 hours</b>

	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. <b>Case Let.</b>	
<b>Module-4</b>	Institutional/Financial Assistance, Schemes about Term lending, Working capital finance, Bills finance, Export & Import finance. Board of Directors, <b>Case Let.</b>	<b>05 hours</b>
<b>Module-5</b>	Buy-sell agreements, Legal documentation, Investment agreement, Description of transaction, Advisors and consultants, Managerial change, Key-man life insurance. <b>Case Let.</b>	<b>05 hours</b>
<b>Module-6</b>	Representation and warranties by the Company, Company's covenants and undertakings, Various agreements and documents: Stockholders agreements, Employee stock purchase agreements. <b>Case Let.</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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:**

- 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.

Type	Code	Advance Management and Cost Accounting	L-T-P	Credit	Marks
MB	MB-T-FM-305C		3-0-0	3	100

<b>Objectives</b>	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.
<b>Pre-requisites</b>	Managers use management accounting information to choose the 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.
<b>Teaching Schemes</b>	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	Topics	Hours
<b>Module-1</b>	<b>Introduction to Management Accounting:</b> Meaning and importance of Management Accounting, Tools of Management Accounting (Descriptive, Analytical, Diagnostic, and Predictive), Skills required for Management Accountants, Strategic Role of Management	<b>10 hours</b>

	Accountants, Functions of Management accountants. <b>Case Let</b>	
<b>Module-2</b>	<b>Standard Costing &amp; Variance Analysis:</b> Meaning & Objectives of Standard Costing, Types of Standards, Setting of Standards; Variance analysis – Material, Labour, Overheads, Sales and Profit Variances, Interpretation of the Variances. <b>Case Let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Process Costing:</b> Meaning of Process Costing; Features of Process Costing; Process Losses and Gains; Process Costing – Equivalent Units; Valuation of Work-in-progress. <b>Case Let</b>	<b>10 hours</b>
<b>Module-4</b>	Marginal Costing and its Application: CVP analysis and decision making –Managerial applications of CVP analysis make or buy decision- Alternative methods of production. <b>Case Let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Budgeting &amp; Budgetary Control:</b> Budgeting and budgetary control; Budgeting process, Advantages and problems of Budgeting, Kinds of Budgets; ZBB, Cash Budget, Performance Budgeting. <b>Case Let</b>	<b>05 hours</b>
<b>Module-6</b>	Reconciliation of Cost and Financial Accounts: Need for reconciliation, Reconciliation statement; Non-Integrated and Integrated Accounting System. <b>Case Let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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:**

<b>CO1</b>	Apply management accounting & costing concepts in a case-based, collaborative setting, communicating the results effectively both orally and in writing.
<b>CO2</b>	Locate the role of management control systems (MCS) in both strategy and operations
<b>CO3</b>	Describe results control and its applications
<b>CO4</b>	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.
<b>CO5</b>	Understand how to control Costs.

<b>Type</b>	<b>Code</b>	<b>Summer</b>	<b>L-T-P</b>	<b>Credit</b>	<b>Marks</b>
MB	MB-P- SC-304	<b>Internship</b>	0-0-4	3	100

- Every student of the MBA shall undergo Internship training after the completion of 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
  - iv. 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 3<sup>rd</sup> 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 Dean Management, 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 weightage for Viva-Voce.
- The examination shall be 40 marks (A total of 100 marks).

Part-II  
2nd Year  
Fourth Semester  
MBA



Semester IV Marketing Management								
Type	Code	Course Title Theory	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

<b>Objectives</b>	To understand online consumer behavior and the concept of cyber branding. To understand the technological importance of SEO How to create a Google Ad Words campaign, and Social Media planning to get basic knowledge of Google Analytics for measuring the effect of digital marketing and getting insight into future trends that will affect future development of digital marketing.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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, simulation games, exercises, workshops etc.

### Detailed Syllabus

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	Introduction: Introduction of digital marketing, Digital vs. Real Marketing, Digital Marketing Channels. Creating initial digital marketing plan, Content management, SWOT analysis, and Target group analysis. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	Web design: Optimization of Web sites, MS Expression Web, creating websites, MS Expression (working in groups). SEO Optimization, Writing the SEO content. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	Google AdWords: creating accounts, Google AdWords- types, Facebook Ads, Creating Facebook Ads, Ads Visibility. Introduction to CRM, CRM platform, and CRM models. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	Introduction to Web analytics: Web analytics – levels, Introduction of Social Media Marketing, Creating a Facebook page, Visual identity of a Facebook page, Types of publications. Business opportunities and Instagram options, Optimization of Instagram profiles, Integrating Instagram with a Website and other social networks, and keeping up with posts. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	Business tools: LinkedIn, creating campaigns on LinkedIn, Analyzing visitation on LinkedIn. Creating business accounts on YouTube, and YouTube Advertising. E-mail marketing, E-mail marketing plan, E-mail marketing campaign analysis, Keeping up with conversions. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	Digital Marketing Budgeting: Resource planning- cost estimating- cost budgeting- cost control. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

#### 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://josephscollege.ac.in/lms/Uploads/pdf/material/DigitalMarketing\\_Notes.pdf](https://josephscollege.ac.in/lms/Uploads/pdf/material/DigitalMarketing_Notes.pdf)

### Course Outcomes:

<b>CO1</b>	Identify the issues in drafting a digital marketing plan.
<b>CO2</b>	Apply your knowledge about metrics in digital marketing.
<b>CO3</b>	Measure the success of a digital marketing campaign.
<b>CO4</b>	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.
<b>CO5</b>	Students should demonstrate their understanding of the various new media such as; social media, mobile technology, web analytics, search engine optimization, and viral advertising.

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

<b>Objectives</b>	The objective of Brand Management is to make students understand the principles of Branding, the role of brands, elements and components of brands, brand equity, etc. The main aim of Brand Management is to make sure that students understand the implications of planning, implementing, and evaluating Branding Strategies.
<b>Pre-requisites</b>	Product Management is becoming an important function of marketing. With time, product management has undergone many changes. It is no longer a department of churning out promotional materials but it 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.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Basics of Product Management:</b> Introduction, Product Planning and Development, PLC Theory- Product vs Brand, Product Portfolio Analysis - Mapping - Understanding Company Product/Brands and Competitive Brand Market Position. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Product Market Analysis:</b> Product Market Orientation concerning a few products- Toothpaste, Motorcycles, Paints-Challenges faced by Companies during the branding phases. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Concept of Brand and its Relevance in a Business Scenario:</b> Why Brand? What does Brand Building involve? Identification of opportunity for branding and Brand Management Process, Why Does Brand Wither? <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Brand Positioning and Repositioning:</b> Sustaining a brand long-term, Branding at different stages of the market – evolution – The scope for branding, the role of branding and branding strategies needed at different stages in the evolution of the market, Brand Architecture. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Strategic Brand Management Process:</b> Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing Brands: Re-launch, Rejuvenation, when the brand is dying or stagnating, or when the market is dying or stagnating. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Managing Brand Equity:</b> What it means: how to build it; Choosing	<b>04 hours</b>

	brand elements to build brand equity – Customer-Based Brand Equity (CBBE) – Understanding and measuring brand equity using different methodologies, Monitoring brands, Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, Brand Associations). <b>Case let</b>	
<b>Total</b>		<b>40 hours</b>

**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 Book

**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 Outcomes:**

<b>CO1</b>	Students will understand the advantages associated with creating strong product lines and brands (using traditional and online marketing) while learning to leverage that strength to build future businesses.
<b>CO2</b>	Students will gain a better understanding of how marketers build the brand and brand equity.
<b>CO3</b>	Students will develop the ability to think critically about adjusting brand and product strategies over time to maximize long-term brand profitability.
<b>CO4</b>	Develop and execute a new brand launch plan.
<b>CO5</b>	Evaluate the impact of legal and privacy issues on the success of a brand.

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

<b>Objectives</b>	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.
<b>Pre-requisites</b>	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. 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.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to B2B Marketing:</b> Business marketing, Business market customers, Characteristics of business markets, Organizational buying and buying behavior, The buying process <b>Organizational markets of India:</b> Organizational and business markets, Government as a customer, Commercial enterprises, Commercial and institutional customers. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Segmenting business markets:</b> Business marketing planning: Strategic role of marketing, Components of a business model <b>Product strategy:</b> Product policy, Industrial product strategy, Technology adoption, Building B2B brands, Product support strategy. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Managing innovation and NPD:</b> Management of Innovation, Managing technology, Determinants of new product performance. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Managing service for business markets:</b> Understanding the customer experience, Delivering effective customer solutions, Marketing solutions <b>Pricing in B2B marketing:</b> Pricing process, Competitive bidding. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Managing marketing communications for business markets:</b> B2B Advertising, Digital marketing Trade shows, exhibitions, business meets, Managing the sales force, and Deployment analysis. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Managing Channels:</b> Business marketing channels and participants,	<b>04 hours</b>

	Channel design and management decisions, E-commerce for business marketing channels, Market logistics decisions, and B2B logistics management. <b>Case let</b>	
<b>Total</b>		<b>40 hours</b>

**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 Narayan, 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 P. Fuetsch, Joseph Gagliano, 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 Outcomes:**

<b>CO1</b>	To understand and identify opportunities in B2B Markets.
<b>CO2</b>	To identify the Organizational buying process and Buyer-seller relationship.
<b>CO3</b>	To Study on the customer relationship management and acquiring tight customers.
<b>CO4</b>	To learn about the formation of the business model.
<b>CO5</b>	To understand the pricing process in business markets.



### Semester IV Human Resource Management

Type	Code	Course Title Theory	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	0	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

<b>Objectives</b>	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.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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	Topics	Hours
<b>Module I</b>	<b>Team composition:</b> formation of teams and development Performance and motivation conflict and Leadership Decision Making, Group dynamics, Dynamics of teams, and Team building. <b>Case let</b>	<b>10 hours</b>
<b>Module II</b>	<b>Leadership:</b> Team Decision Making, Discovering the interpersonal orientation through, training needs analysis, FIRO-B, Experiential learning methodologies-T-group sensitivity training, encounter groups. <b>Case let</b>	<b>10 hours</b>
<b>Module III</b>	<b>Introduction to Groups:</b> Nature of groups, stages of group	<b>6 hours</b>

	development, Encounter groups, appreciative inquiry. <b>Case let</b>	
<b>Module IV</b>	<b>Team Communication:</b> Discovering facets of interpersonal trust through Johari window. <b>Case let</b>	<b>4 hours</b>
<b>Module V</b>	<b>Conflict:</b> Nature of conflict, theories of conflict, workplace conflict, Conflict resolution in teams, competitive v/s collaborative behavior, developing collaboration work stress, and stress management. <b>Case let</b>	<b>6 hours</b>
<b>Module VI</b>	<b>Negotiation:</b> Introduction to Negotiation, Negotiation skills and strategies for team building, team morale, and team building strategies at workplace. <b>Case let</b>	<b>4 hours</b>
<b>Total</b>		<b>40 hours</b>

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

**Course Outcomes:**

<b>CO1</b>	To explain the dynamics of Team & Team Building.
<b>CO2</b>	To describe the different learning methodologies in team decision-making.
<b>CO3</b>	To analyze the different stages of a group and its development.
<b>CO4</b>	To evaluate the team building and Negotiation strategies.

<b>CO5</b>	To apply conflict resolution & stress management strategies.
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Type	Code	Strategic Human	L-T-P	Credit	Marks
MB	MB-T- HR-402B	<b>Resource Management</b>	3-0-0	3	100

<b>Objectives</b>	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.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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	Topics	Hours
<b>Module-1</b>	<b>Introduction to Strategic HRM:</b> Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, HR issues and challenges related to technology. <b>Case let</b>	<b>06 hours</b>
<b>Module-2</b>	<b>Strategic Management:</b> Models of strategy, the process of Strategic management, Analysis of environment, Organizational Self-Assessment, Establishing Goals and objectives, the importance of	<b>08 hours</b>

	strategic planning for business success, Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market-driven strategy, Resource driven strategy. <b>Case let</b>	
<b>Module-3</b>	<b>The Evolving/ Strategic Role of Human Resource Management:</b> Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design. <b>Human Resource Planning:</b> Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning. <b>Case let</b>	<b>08 hours</b>
<b>Module-4</b>	<b>Design and Resign of Work Systems:</b> Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, understanding change, and Managing Change. <b>Case let</b>	<b>08 hours</b>
<b>Module-5</b>	<b>Staffing:</b> Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, methods of Recruiting, selection, Interviewing, Testing, Diversity. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Training and development:</b> Benefits, Planning and strategizing training, Need Assessment, Objectives, Design and delivery, evaluation. <b>Case let</b>	<b>05 hours</b>
<b>Total</b>		<b>40 hours</b>

**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, Christefer 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.** MaheyC and SalmanG.,(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 Outcomes:**

<b>CO1</b>	Learn and understand various concepts like ‘Strategy’ and ‘Strategic human resource management’, and the strategic role of HRM.
<b>CO2</b>	Learn and understand the emerging issues in SHRM.
<b>CO3</b>	Learn to link Business Strategy to HR Strategies – Policies & Systems.
<b>CO4</b>	Develop competency to implement global HR practices.
<b>CO5</b>	Gain rational ability to manage performance strategically.

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

<b>Objectives</b>	Understand the components of an effective Performance Management system in an organization and the importance of aligning with other HR systems. 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.
<b>Pre-requisites</b>	This course aims to help students understand turnover intentions and will show them how they can assist organizations to gain a competitive advantage through being able to keep their most valued employees Motivated & Loyal- using the tool of “Performance Management System”. It also is aimed 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.
<b>Teaching Schemes</b>	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, simulation games, exercises, workshops etc.

### Detailed Syllabus

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	<b>Introduction to Performance Management:</b> 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. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Process of Performance Management:</b> Performance Management cycle, PM Sequence, Working of PM. Performance Management Activities. PM in action – feedback management in PM. and Planning and Performance Management. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	<b>Performance Monitoring:</b> 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. <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	Competency Mapping & Competency Modeling, Balance Scorecard. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	<b>Performance Management &amp; Employee Development:</b> Personal Development Plans, Direct Supervisor's Role, Performance Management Skills- Coaching, Coaching Styles, Coaching Process, Performance Review Meetings. Performance Counseling, Objectives; Process; Conditions for Effective Performance Counseling. <b>Case let</b>	<b>05 hours</b>
<b>Module-6</b>	<b>Management of Rewards:</b> Pay Plans, Putting Pay in Context, Pay Structures Reward Management, Components of Reward Management, Linkage of Performance Management to Reward, Ethics in Performance Management. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**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, 11<sup>th</sup> Edition.

**R2.** Performance Management, MACMILAN, 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/2Performance Management.pdf>
- [https://ebooks.lpude.in/management/mba/term\\_3/DMGT517\\_PERFORMANCE\\_MANAGEMENT\\_SYSTEM.pdf](https://ebooks.lpude.in/management/mba/term_3/DMGT517_PERFORMANCE_MANAGEMENT_SYSTEM.pdf)

**Course Outcomes:**

<b>CO1</b>	Understand the Theory, Concept & Good practices in the area of PMS. Also, understand & appreciate the „Strategic Importance“ of PMS in any Organization.
<b>CO2</b>	Design an organization's performance management process that is compliant with the law and supports the organizational mission and strategy.
<b>CO3</b>	Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
<b>CO4</b>	Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
<b>CO5</b>	Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.



Semester IV Finance Management								
Type	Code	Course Title Theory	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	Behavioral Finance	3	0	0	0	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

<b>Objectives</b>	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 to familiarize the participants with the principles, problems, and structure of different types of business taxes in India and the relevance of these taxes in business decisions.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	Income Tax Act, 1961, Basic Concepts and definitions, 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 assets). <b>Case let.</b>	<b>10 hours</b>
<b>Module-2</b>	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). <b>Case let.</b>	<b>06 hours</b>
<b>Module-3</b>	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 assessee and Depreciation). <b>Case let.</b>	<b>08 hours</b>
<b>Module-4</b>	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). <b>Case let.</b>	<b>06 hours</b>
<b>Module-5</b>	Calculations on the 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). (Calculations on Computation of Taxable Income and tax liability of Individuals). <b>Case let.</b>	<b>05 hours</b>
<b>Module-6</b>	Definition of GST, Administrative structure of GST, Officers as per CGST Act, Officers as per SGST Act, Jurisdiction, Appointment, Powers, Procedure for Registration, Amendment of registration, Cancellation of registration. <b>Case let.</b>	<b>05 hours</b>
<b>Total</b>		<b>40 hours</b>

### **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](https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1304.pdf)

### **Course Outcomes:**

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

Type	Code	Behavioral Finance	L-T-P	Credit	Marks
MB	MB-T-FM -402C		3-0-0	3	100

<b>Objectives</b>	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 behavioral finance.
<b>Pre-requisites</b>	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 on the behavioral approach to investment and personal financial planning.
<b>Teaching Schemes</b>	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	Topics	Hours
<b>Module-1</b>	<b>Introduction to Behavioral Finance:</b> Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitations of Efficient Market Hypothesis. <b>Case Let.</b>	<b>10 hours</b>
<b>Module-2</b>	Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion Theory. <b>Case Let.</b>	<b>06 hours</b>
<b>Module-3</b>	Behavioral Biases theories: Heuristics, Overconfidence Bias,	<b>10 hours</b>

	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. <b>Case Let.</b>	
<b>Module-4</b>	Fear and Greed in the Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful Investors, Bubbles and systematic investors sentiments. 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. <b>Case Let.</b>	<b>05 hours</b>
<b>Module-5</b>	Dynamic Asset Allocation: CRRA Investors, Behavioral Clients, Mean Reversion Structured Wealth Management Process: Risk Ability, Risk Awareness, Risk Tolerance, and Investment Style. Group Behavior: Conformism, herding, fatal attractions. Emotion and Neuroscience, Geomagnetic storm: phase, types, causes, effect. <b>Case Let.</b>	<b>05 hours</b>
<b>Module-6</b>	Geomagnetic storm and financial market, Impact of 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. <b>Case Let.</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

### **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), Behavioral Finance, Tata McGraw Hill Education, Chennai (India).

**R2.** Ackert, Lucy, Richard Deaves (2010), Behavioral Finance; Psychology, Decision Making and Markets, Cengage Learning.

**R3.** Forbes, William (2009), Behavioral Finance, Wiley.

**R4.** 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:**

<b>CO1</b>	Enumerate the key terms associated with behavior finance, Investment in financial markets & corporate finance.
<b>CO2</b>	Illustrate the various theories associated with behavior finance and the parameters of investing in the financial market.
<b>CO3</b>	Identify persistent or systematic behavioral factors that influence investors and investment decisions.
<b>CO4</b>	Analyze the various behavioral finance factors related to corporate & individual investors.
<b>CO5</b>	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

<b>Objectives</b>	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.
<b>Pre-requisites</b>	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.
<b>Teaching Schemes</b>	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

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
<b>Module-1</b>	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 market. <b>Case let</b>	<b>10 hours</b>
<b>Module-2</b>	<b>Futures:</b> 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. <b>Options:</b> 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. <b>Case let</b>	<b>06 hours</b>
<b>Module-3</b>	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). <b>Case let</b>	<b>10 hours</b>
<b>Module-4</b>	<b>Trading Clearing and Settlement of Options and Futures:</b> 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. <b>Case let</b>	<b>05 hours</b>
<b>Module-5</b>	Margining and settlement mechanism-Risk Management- SPAN Mechanics of SPAN-Overall portfolio margin requirement. Interest	<b>05 hours</b>



	Rate, Credit, Currency, and Weather Derivatives. <b>Case let</b>	
<b>Module-6</b>	Interest rate options- caps- floors -collars – swap options -hedging - credit derivatives-credit risk management. Currency futures and options- trading strategies Weather, energy and insurance derivatives-Real Options-Derivative mishaps-lessons. <b>Case let</b>	<b>04 hours</b>
<b>Total</b>		<b>40 hours</b>

**Text Books:**

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

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

**T3:** Parameshwaran, 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:

<b>CO1</b>	Students will be able to analyze the risks in different financial markets.
<b>CO2</b>	Acquire the ability to select various options and then apply them to specific markets.
<b>CO3</b>	Students will be able to strategically manage financial derivatives.
<b>CO4</b>	Demonstrate an understanding of the risk management approaches and techniques.
<b>CO5</b>	Understand global conventions of valuing financial derivatives.

Type	Code	Winter Internship Project	L-T-P	Credit	Marks
MB	MB-P- SC -404		0-0-2	3	100

- Every student of the MBA shall undergo Internship training after the completion of Third Semester of the program.
- This Internship period shall be for 30-45 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 Winter internship upon completion of the 3<sup>rd</sup> 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 n. 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:
  - a. Industry Analysis

- b. Company Analysis
  - c. SWOT Analysis
  - d. 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 3<sup>rd</sup> 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 Dean Management, 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).