

| Lesson Plan: STRATEGIC HUMAN RESOURCE MANAGEMENT(MBA)A1:DA1:D27                                      |  |
|--|--|
| Program: MBA Semester: 3 Course Code:MGT-HR-210/(MBA– 227 – V) Credits:3                             |  |
| CO1:Understand the alignment between different HR systems and practices and organisational outcomes. |  |
| CO2: Analyse the alignment of HR functions with the strategies of the organisation                   |  |
| CO3: Develop a critical insight into strategic importance of HR.                                     |  |
| CO4: Interpret the influence of environment on HRM.  |  |
| Lecture No   | Topics   |
| Lecture 1  | SHRM - conceptual framework and evolution  |
| Lecture 2  | HR environment   |
| Lecture 3  | HRM in knowledge economy   |
| Lecture 4  | Strategic HR vs. traditional HR  |
| Lecture 5  | Investment and theoretical perspectives of SHRM  |
| Lecture 6  | Barrier to strategic HR  |
| Lecture 7  | Role of HR in strategic planning;  |
| Lecture 8  | Human resources as assets  |
| Lecture 9  | Linking business strategy and HR strategy  |
| Lecture 10   | Best Fit Approach  |
| Lecture 11   | HR bundles approach  |
| Lecture 12   | Best practice approach   |
| Lecture 13   | Sustained competitive advantages through inimitable HR practices                                 |
| Lecture 14   | Business strategy and human resource planning  |
| Lecture 15   | Strategic linkage of job analysis.   |
| Lecture 16   | Linking recruitment and selection to business strategy   |
| Lecture 17   | Business strategy and training   |
| Lecture 18   | Strategic linkage of performance management system   |
| Lecture 19   | Business strategy and compensation systems   |
| Lecture 20   | Strategic approach to career management systems  |
| Lecture 21   | Influence of external environment (both domestic and international) on human resource management |
| Lecture 22   | Influence of external environment (both domestic and international) on human resource management |
| Lecture 23   | Business strategy linked human resource management   |
| Lecture 24   | Strategic options and HR decisions   |
| Lecture 25   | Downsizing   |
| Lecture 26   | Restructuring  |
| Lecture 27   | Domestic and international labour market   |
| Lecture 28   | Mergers and acquisitions   |
| Lecture 29   | Outsourcing and off-shoring  |
| Lecture 30   | Outsourcing and off-shoring  |

**TRAINING AND DEVELOPMENT**  
**MB/HRM 209**

| Lecture No.   | Particulars   | Remarks |
|---------------|---|---------|
| L-1           | Training: concept, importance, objectives   |         |
| L-2 and L3    | Training need, process; Stakeholders in Training: Roles and expectations  |         |
| L4            | Nature and Scope of Training, training challenges   |         |
| L5 and L6     | Role of Training in HRD and Organizational Development; Learning, e-learning  |         |
| L7            | Human memory, Learning cycle; Emerging trends in Training and Development.  |         |
| L8 and L9     | Training need analysis(TNA) at Individual, Group and Organization levels: Process and approaches                                  |         |
| L-10          | Designing effective training program  |         |
| L-11 and L-12 | Developing Objectives and Contents, Developing Lesson Plans and Course Materials  |         |
| L-13          | Considerations in selecting Trainers and the Venue for the Training Programs  |         |
| L-14 and L-15 | Trainee centered Learning process and Pedagogies for contents delivery  |         |
| L-16          | Types of Training: On-the-Job and Off-the-Job Training;), Role play, Simulation, Out-Bound Exercise,                              |         |
| L-17 and L-18 | Different Training methods and Techniques: Lecture Method,  |         |
| L-19          | Case Method, Syndicate Method (Group Discussion)  |         |
| L-20 and L-21 | Business games, In-basket exercise, Behavioral labs & Workshops   |         |
| L-22          | Computer Based Training,  |         |
| L-23 and L-24 | Seminars and Conferences; Training Aids: Types and importance.  |         |
| L-25          | Evaluation of Training Programs: Pre and Post Training Evaluation   |         |
| L-26 and L-27 | Design and Conduct ofMDP: Need and Importance, Setting Objectives, Design and Delivery of MDPs, Evaluation and Follow-up process. |         |
| L-28          | Models used in Training Evaluation: Kirkpatrick   |         |
| L-29 and L-30 | CIRO, Philip Five Level, ROI framework  |         |
| L-31 onwards  | Presentation, revision and class test   |         |



| <b>Working Capital Management</b><br><b>(MB/FM 210)</b> |  |         |
|---|--|---------|
| Lecture No.   | Particulars  | Remarks |
| L-1   | Working Capital Management: introduction, concept of working capital, importance of working capital  |         |
| L-2 and L3  | Factors influencing Planning of working capital;   |         |
| L4  | Working capital investment: introduction, need,  |         |
| L5 and L6   | Determinants, computation of working capital.  |         |
| L7  | Financing and control of working capital-introduction, sources of finance including accruals,..  |         |
| L8 and L9   | trade credit, W.C. advance by commercial banks, regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for W.C |         |
| L-10  | Commercial papers and factoring.   |         |
| L-11 and L-12   | W.C. & banking policy -Tandon, Chore committee report  |         |
| L-13  | Marathe committee report   |         |
| L-14 and L-15   | Cash management system: introduction, motives for holding cash and marketable securities; factors determining the cash balance,                        |         |
| L-16  | the cash system; managing the cash flow; types of collection systems, mailed payment collection system,  |         |
| L-17 and L-18   | Other collection systems. Cash concentration strategies; disbursement tools,   |         |
| L-19  | Investment in marketable securities; types of marketable securities.   |         |
| L-20 and L-21   | Forecasting cash flows: introduction, methods of financial forecasting, forecasting daily cash flows,  |         |
| L-22  | Sources of uncertainly in cash forecasting, hedging cash balance uncertainties, hedging via interest rate.   |         |
| L-23 and L-24   | Determining the Optimum Level of Cash Balances – Baumol Model, Beranek   |         |
| L-25  | Model, Miller—Orr Model, Stone Model.  |         |
| L-26 and L-27   | Receivable management: introduction, objectives, costs, benefits, credit policies, evaluation of the credit applicant, credit terms,.                  |         |
| L-28  | Collections from accounts receivable, Inventory management: introduction, type of control required, cost of holding inventories,                       |         |
| L-29 and L-30   | Inventory control models, inventory control  |         |

|              |   |  |
|--------------|---|--|
|              | responsibility, other control devices, inventory management & evaluation. |  |
| L-31 onwards | Presentation, revision and class test                                     |  |



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA, FARIDABAD  
Department of Management Studies**

**LESSON PLAN**

**Subject Code:** MS-FM-210 , MBA, 3<sup>rd</sup> Semester  
**Subject Name:**WORKING CAPITAL MANAGEMENT

**Course outcomes:**

**CO1:**Identify their capacity to think systematically about working capital.

**CO2:**Analyse the detailed process and challenges of working capital finance.

**CO3:** Apply the concepts that are fundamental to practice of cash management

**CO4:**Implement receivables and inventory management.

**Name:** Dr. Archana Singh

**No. of Lectures per week :** 3

**Total No. of Lectures :** 36

**No. of credits:** 3

**Internal Marks:**25

**External Marks:**75

|  | Topics To Be Covered   | Unit    | No. of Lectures Required |
|--|--|---------|--------------------------|
|  | Concept of working capital; importance of working capital; factors influencing planning of need, determinants and computation of working capital investment.   | Unit-I  | 2                        |
|  |  |         | 4                        |
|  | Sources of finance including accruals, trade credit, working capital advance by commercial banks; regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for W.C., commercial papers and factoring; banking policy - Tando, Chore , Marathe committee reports. | Unit-II | 2                        |
|  | revision   |         | 1                        |
|  |  |         | 1                        |
|  |  |         | 2                        |
|  |  |         | 2                        |
|  |  |         | 1                        |
|  |  |         | 2                        |
|  | <b>Total lecture (Unit 1 &amp; 2)</b>  |         | 17                       |
|  | <b>Class Test I</b>  |         | <b>Unit 1 &amp; 2</b>    |
|  | Motives for holding cash and marketable securities; factors determining the cash balance;  |         | 2                        |

|  |  |                 |                       |
|--|--|-----------------|-----------------------|
|  | managing the cash flow; types of collection systems; mailed payment collection system; other collection systems.     | <b>Unit-III</b> | 3                     |
|  | Cash concentration strategies; disbursement tools, investment in marketable securities;                              |                 | 2                     |
|  | types of marketable securities; forecasting cash flows;,,  |                 | 1                     |
|  | methods of financial forecasting, forecasting daily cash flows; sources of uncertainty in cash forecasting;          |                 | 2                     |
|  | hedging cash balance uncertainties, hedging via interest rate;   |                 | 1                     |
|  | Baumol Model, Beranek model, Miller-Orr model,   |                 | 2                     |
|  | Stone model for determining the optimum level of cash balances .   |                 | 1                     |
|  |  |                 |                       |
|  | Receivables management; costs, benefits, credit policies,  | <b>Unit-IV</b>  | 2                     |
|  | evaluation of the credit applicant, credit terms; collections from accounts receivable.                              |                 | 1                     |
|  | Inventory management; type of control required; cost of holding inventories;   |                 | 2                     |
|  | inventory control models; inventory control responsibility; other control devices;inventory management & evaluation. |                 | 2                     |
|  |  |                 |                       |
|  | <b>Total lecture (Unit 3 &amp; 4)</b>  |                 | 19                    |
|  | <b>Class Test II</b>   |                 | <b>Unit 3 &amp; 4</b> |
|  | <b>Total lectures</b>  |                 | <b>36</b>             |
|  |  |                 |                       |

### Equipment Required

LCD/Projector, Whiteboard/Markers, Case Study Materials, Evaluation Forms.

### Assessment Scheme

| S. No. | Criteria                              | Marks (100) |  |
|--------|---------------------------------------|-------------|--|
| 1      | <b>External Examination</b>           | 75          |  |
| 2      | <b>Internal Evaluation</b>            | 25          |  |
| 2(a)   | <b>Class Test / Quiz</b>              | 15          |  |
| 2(b)   | <b>Assignment / Presentation</b>      | 5           |  |
| 2(c)   | <b>Attendance &amp; Participation</b> | 5           |  |
|        |                                       |             |  |

**Suggested readings:**

1. Hampton, John. Financial Decision Making. Prentice Hall, New Jersey.
2. Khan, M. Y and Jain, P. K. Financial Management, McGraw Hill.
3. Chandra, P. Financial Management. McGraw Hill.
4. Pandey, I. M. Financial Management, Vikas Publication House.
5. Bhalla, V.K. Working Capital Management, S. Chand Publishing.

**Notes**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies



## Lesson Plan: Accounting for Decision-Making (MBA – 103 – V)

Program: MBA

Semester: 1<sup>st</sup>

Course code: MBA-103-V

Course Name: Accounting for Decision-Making

Total Credits: 4

Total Marks: 100 (External: 75 | Internal: 25)

Duration: 16 Weeks (4 months semester)

Participants: Mba students

### Course Outcomes

1. Understand various forms of accounting and management accounting practices.
2. Analyze the financial position of companies using financial statements.
3. Gain operational understanding of cost accounting and cost sheet preparation.
4. Apply cost control techniques in managerial decision-making.

### Detailed Lesson plan

| Weeks | Unit                                  | Topics Covered  | Learning Outcomes  | Teaching Methods   | Assessment / Evaluation               |
|-------|---------------------------------------|---|--|--|---------------------------------------|
| 1-4   | Unit I: Introduction to Accounting    | Nature and scope of accounting; Accounting principles and conventions; Indian Accounting Standards (Ind AS) and IFRS; Preparation of final accounts with basic adjustments. | Understand fundamental accounting principles; Differentiate between Indian and international standards; Prepare final accounts with adjustments. | Lecture, Practical exercises, Case study on IFRS vs Ind AS | Class quiz, problem-solving exercises |
| 5-8   | Unit II: Financial Statement Analysis | Importance and techniques of financial statement  | Perform ratio analysis; Interpret  | Demonstrations, Group problem-                             | Mid-term test, Assignment             |

|       |   |  |  |   |  |
|-------|---|--|--|---|--|
|       |   | analysis; Ratio analysis; Cash flow and fund flow statements; Applications in decision-making.   | cash and fund flow statements; Use financial data for decisions.   | solving, Case study                                 | on company financials                            |
| 9–12  | Unit III: Cost Accounting                 | Classification of costs; Elements and methods of costing; Marginal costing; Standard costing; Cost sheet preparation.  | Classify and compute different types of costs; Prepare and analyze cost sheets; Understand cost control relevance. | Numerical exercises, Tutorial, Group presentation   | Tutorial test, Practical problem-solving session |
| 13–16 | Unit IV: Cost Control and Decision-Making | Cost control techniques; Budgetary control; Material and labour variance analysis; BEP analysis; Decision-making (make/buy, expand/contract, accept/reject). | Implement cost control measures; Analyze variances; Apply accounting data in decisions.                            | Case analysis, Simulation, Decision-making workshop | End-term project, Group presentation             |

### Evaluation Scheme

| Component   | Weightage |
|---|-----------|
| Internal Assessment (Assignments, Quizzes, Presentations) | 25%       |
| External Examination (End-Semester Theory Exam)           | 75%       |

### Suggested Readings

- Horngren et al. (Introduction to Management Accounting)
- Maheshwari S. N. & Maheshwari S. K. (Textbook of Accounting for Management)
- Khan & Jain (Management Accounting)
- Jain, Narang & Aggarwal (Advanced Cost Accounting)

### Notes

1. Use the **latest editions** of recommended books.
2. Supplement lectures with **real-world financial cases** and **current accounting updates** (e.g., IFRS revisions, Indian GAAP changes).

**J.C. Bose University of Science & Technology, YMCA, Faridabad**  
**Department of Management Studies**

**Teaching Plan – Accounting for Decision-Making (MBA-103-V)**

**Course Code:** MBA-103-V

**Course Title:** Accounting for Decision-Making

**Program:** MBA (Semester 1)

**Credits:** 4 (L-4, T-0, P-0)

**Total Marks:** 100 (External: 75, Internal: 25)

**Duration:** 52 Hours (13 Weeks × 4 Lectures per Week)

**Course Outcomes (COs):**

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

1. Gain a critical understanding of various forms of accounting and management accounting practices in an organization.
2. Analyse the financial position of a company through financial statements.
3. Develop an operational understanding of cost accounting and cost sheet preparation.
4. Apply cost control techniques to facilitate managerial decision-making.

**Assessment Scheme:**

| <b>Component</b>                            | <b>Marks</b> |
|---|--------------|
| Sessional Test I & II                       | 15           |
| Class Participation/Assignment/Presentation | 5            |
| Attendance (based on university policy)     | 5            |
| <b>Total (Internal Marks)</b>               | 25           |
| <b>End Term Examination (External)</b>      | 75           |
| <b>Total</b>                                | 100          |

### Lecture-wise Teaching Plan (52 Lectures)

| L No. | Unit | Topic to be Covered   | COs Mapped |
|-------|------|---|------------|
| 1     | I    | Nature and scope of accounting and management accounting                        | CO1        |
| 2     | I    | Accounting principles, conventions, and standards (Indian GAAP & IFRS overview) | CO1        |
| 3     | I    | Accounting standards and compliance – IFRS and Indian Accounting Standards      | CO1        |
| 4     | I    | Accounting process  | CO1        |
| 5     | I    | Journal Entry   | CO1        |
| 6     | I    | Ledger  | CO1        |
| 7     | I    | Trial Balance   | CO1        |
| 8     | I    | Trading, Profit and Loss accounts   | CO1        |
| 9     | I    | Balance Sheet   | CO1        |
| 10    | I    | Numerical Practice: Trading , Profit and Loss Accounts                          | CO1        |
| 11    | I    | Numerical Practice: Balance Sheet   | CO1        |
| 12    | I    | Final accounts with basic adjustments   | CO1        |
| 13    | I    | Numerical Practice: Final accounts with basic adjustments                       | CO1        |
| 14    | II   | Introduction to financial statement analysis                                    | CO2        |
| 15    | II   | Importance and techniques of financial statement analysis                       | CO2        |
| 16    | II   | Comparative balance sheet and comparative income statements                     | CO2        |
| 17    | II   | Common Size balance sheet and income statements                                 | CO2        |
| 18    | II   | Trend Analysis  | CO2        |

|    |     |   |     |
|----|-----|---|-----|
| 19 | II  | Numerical Practice on Trend Analysis  | CO2 |
| 20 | II  | Ratio analysis – profitability, liquidity ratios                                | CO2 |
| 21 | II  | Ratio analysis – solvency, activity ratios                                      | CO2 |
| 22 | II  | Interpretation and application of financial ratios in business                  | CO2 |
| 23 | II  | Numerical Practice on Ratio Analysis  | CO2 |
| 24 | II  | Cash flow analysis – concept and preparation                                    | CO2 |
| 25 | II  | Fund flow analysis – concept and preparation                                    | CO2 |
| 26 | II  | Difference between cash flow and fund flow statements                           | CO2 |
| 27 | II  | Applications of financial analysis in managerial decision-making                | CO2 |
| 28 | III | Introduction to cost accounting – concepts, objectives, and importance          | CO3 |
| 29 | III | Classification of costs – direct, indirect, fixed, variable, controllable, etc. | CO3 |
| 30 | III | Elements of costing – material, labour, and overheads                           | CO3 |
| 31 | III | Marginal costing – meaning, assumptions, and applications                       | CO3 |
| 32 | III | Break-even analysis (BEP)   | CO3 |
| 33 | III | Cost–volume–profit (CVP) analysis and managerial implications                   | CO3 |
| 34 | III | Numerical Practice on BEP and CVP analysis                                      | CO3 |
| 35 | III | Preparation of cost sheet – concepts and components                             | CO3 |
| 36 | III | Comprehensive example on cost sheet preparation                                 | CO3 |
| 37 | III | Numerical Practice on cost sheet preparation                                    | CO3 |

|    |    |   |          |
|----|----|---|----------|
| 38 | IV | Budgetary control – meaning, process                        | CO4      |
| 39 | IV | Budgetary control – types of budgets                        | CO4      |
| 40 | IV | Numerical Practice on various budgets                       | CO4      |
| 41 | IV | Material and labour variance analysis                       | CO4      |
| 42 | IV | Cost control techniques and standard costing overview       | CO4      |
| 43 | IV | Application of standard costing in performance evaluation   | CO4      |
| 44 | IV | Decision-making techniques – make or buy analysis           | CO4      |
| 45 | IV | Contract and accept/reject decision analysis                | CO4      |
| 46 | IV | Numerical Practice on Decision making techniques            | CO4      |
| 47 | IV | Budgetary decision-making through variance analysis         | CO4      |
| 48 | IV | Managerial implications of cost control and decision-making | CO4      |
| 49 | —  | Review and Clarification of Doubts                          | All COs  |
| 50 | —  | Comprehensive Revision: Unit I & II                         | CO1, CO2 |
| 51 | —  | Comprehensive Revision: Unit III & IV                       | CO3, CO4 |
| 52 | —  | Previous Year question paper discussion                     | All COs  |

### Suggested Readings

1. Horngren, C.T., Sundem, G.L., & Stratton, W.O. *Introduction to Management Accounting*, Pearson Education, New Delhi.
2. Maheshwari, S.N., & Maheshwari, S.K. *Accounting for Management*, Vikas Publishing, New Delhi.
3. Khan, M.Y., & Jain, P.K. *Management Accounting*, TMH, New Delhi.
4. Pandey, I.M. *Management Accounting*, Vikas Publishing, New Delhi.

5. Jain, S.P., & Narang, K.L. *Advanced Cost Accounting*, Kalyani Publishers, Ludhiana.

**Note:** Only the latest editions of the above books are recommended.

**Subject Business Statistics and Analytics for Decision Making**

Total credits: 4

External marks: 75

Internal marks: 25

1. Apply application of quantitative techniques in business decision making
2. Analyse data using statistical techniques and able forecast under uncertain business environment
3. Examine normality and apply its concepts in different sampling techniques
4. Apply quantitative techniques to business situations and optimise resources under constraints

Session Duration: 60 minutes

Participants: MBA 1 Sem Students

Entry level knowledge and skills of students - Basic Knowledge about Mathematics/Statistics

| L. No | Topics                                    | Sub Topics   |
|-------|---|--|
| 1     | Measures of central tendency              | Arithmetic Mean  |
| 2     | Measures of central tendency              | Median   |
| 3     | Measures of central tendency              | Quartiles, Deciles, Percentiles                              |
| 4     | Measures of central tendency              | Mode   |
| 5     | Measures of central tendency              | GM and HM  |
| 6     | Variations                                | Methods of Dispersion  |
| 7     | Variations                                | Methods of Dispersion  |
| 8     | Karl Pearson's coefficient of correlation | Method of Least Square                                       |
| 9     | Karl Pearson's coefficient of correlation | Different Cases  |
| 10    | Karl Pearson's coefficient of correlation |  |
| 11    | Spearman's rank correlation.              | Different Cases  |
| 12    | Spearman's rank correlation.              | Different Cases  |
| 13    | Spearman's rank correlation.              | Different Cases  |
| 14    | Correlation analysis                      |  |
| 15    | Correlation analysis                      |  |
| 16    | Regression analysis                       | Two lines of regression                                      |
| 17    | Regression analysis                       | Relationship between correlation and regression coefficients |
| 18    | Regression analysis                       | Relationship between correlation and regression coefficients |
| 19    | Regression analysis                       | Relationship between correlation and regression coefficients |
| 20    | Time series analysis                      | Measurement of trend   |
| 21    | Time series analysis                      | Measurement of trend   |
| 22    | Time series analysis                      | Measurement of trend   |
| 23    | Time series analysis                      | Seasonal variations  |
| 24    | Time series analysis                      | Seasonal variations  |
| 25    | Time series analysis                      | Seasonal variations  |
| 26    | Time series analysis                      | Forecasting.   |
| 27    | Basic rules for probability               |  |
| 28    | Basic rules for probability               | Conditional probability;                                     |
| 29    | Bayes' theorem                            |  |
| 30    | Bayes' theorem                            |  |



|    |                                   |   |
|----|-----------------------------------|---|
| 31 | Probability distribution          |   |
| 32 | Probability distribution          | Types and applications of Binomial                  |
| 33 | Probability distribution          | Types and applications of Binomial                  |
| 34 | Probability distribution          | Types and applications of Binomial                  |
| 35 | Probability distribution          | Types and applications of Poission<br>Distribrution |
| 36 | Probability distribution          | Types and applications of Poission<br>Distribrution |
| 37 | Probability distribution          | Types and applications of Normal Distribrution      |
| 38 | Probability distribution          | Types and applications of Normal Distribrution      |
| 39 | Tests of significance             |   |
| 40 | Hypothesis testing- large samples |   |
| 41 | Small samples;                    |   |
| 42 | Chi-square test;                  |   |
| 43 | Analysis of variance              |   |
| 44 | Analysis of variance              |   |
| 45 | Analysis of variance              |   |

Suggested readings:

1. Levin & Rubin. Statistics for Business, Prentice Hall of India, New Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
3. Anderson. Quantitative Methods in Business, Thomson Learning, Mumbai. 4. Naval Bajpai. Business



|            |     |
|------------|-----|
| Lecture    | CO1 |
| Lecture    | CO1 |
| Lecture    | CO1 |
| Lecture    | CO1 |
| Lecture    | CO1 |
| Lecture    | CO3 |
| Lecture    | CO3 |
| Lecture    | CO3 |
| Lecture    | CO4 |
| Lecture    | CO4 |
| Lecture    | CO4 |
| Lecture    | CO4 |
| Lecture    | CO4 |
| Case Study | CO4 |
| Case Study | CO4 |

Statistics, Pearson Education India

# Business Statistics and Analytics for Decision Making

Program: MBA

Course Code: MGT 106

Semester: 1

Credits: 4

Course Name: Business Statistics and Analytics for Decision Making

Session Duration: 60 minutes

## Course Objectives

(CO1): Apply quantitative techniques in business decision making.

(CO2): Analyse data using statistical techniques and forecast under uncertain business environments.

(CO3): Examine normality and apply its concepts in different sampling techniques.

(CO4): Apply quantitative techniques to business situations and optimize resources under constraints.

## Entry level knowledge and skills of students

i. Basic knowledge of Mathematics and Statistics

ii. Logical reasoning and data interpretation skills

## Equipment required in Classroom/ Laboratory/ Workshop

i. LCD Projector

ii. Whiteboard/ Marker

iii. Excel/ SPSS software access

## Assessment Schemes

| S. No.    | Criteria                                   | Marks (100) |
|-----------|--|-------------|
| 1         | End Term Examination                       | 75          |
| 2         | Internal Evaluation Scheme                 | 25          |
| 2 (a)     | Class Tests                                | 15          |
| 2 (a)(i)  | Class Test-I                               | 30          |
| 2 (a)(ii) | Class Test-II                              | 30          |
| 2 (b)     | Teacher Assessment (Continuous Evaluation) | 10          |
| 2 (b)(i)  | Attendance                                 | 5           |
| 2 (b)(ii) | Case Study/Topic Based Presentation/       | 5           |

|  |            |  |
|--|------------|--|
|  | Assignment |  |
|--|------------|--|

### Course Outcomes

(CO1): Apply quantitative techniques in business decision making.

(CO2): Analyse data using statistical techniques and forecast under uncertain business environments.

(CO3): Examine normality and apply its concepts in different sampling techniques.

(CO4): Apply quantitative techniques to business situations and optimize resources under constraints.

### Lesson Plan Table

| L. No. | Topics                               | Sub Topics  | Date of implementation | Pedagogy   | CO Covered | Faculty Sign | HoD's Remark |
|--------|--------------------------------------|---|------------------------|------------|------------|--------------|--------------|
|        | Unit - 1                             |   |                        |            |            |              |              |
| 1      | Introduction to Statistics           | Meaning, scope and significance of statistics in management decisions |                        | Lecture    | CO1        | Amita Yadav  |              |
| 2      | Data Classification and Presentation | Tabular and graphical presentation of data                            |                        | Lecture    | CO1        |              |              |
| 3      | Measures of Central Tendency         | Mean, Median, Mode  |                        | Lecture    | CO1        |              |              |
| 4      | Measures of Dispersion               | Range, Mean Deviation, Standard Deviation, Coefficient of Variation   |                        | Lecture    | CO1        |              |              |
| 5      | Correlation Analysis                 | Karl Pearson and Spearman Rank Correlation                            |                        | Case Study | CO1        |              |              |
|        | Unit - 2                             |   |                        |            |            |              |              |
| 6      | Regression Analysis                  | Meaning, Lines of regression,   |                        | Lecture    | CO2        |              |              |

|    |                           |   |  |            |     |  |  |
|----|---------------------------|---|--|------------|-----|--|--|
|    |                           | relationship between correlation and regression coefficients              |  |            |     |  |  |
| 7  | Time Series Analysis      | Measurement of trend and seasonal variations                              |  | Lecture    | CO2 |  |  |
| 8  | Forecasting               | Methods and significance in business decision making                      |  | Case Study | CO2 |  |  |
|    | Unit - 3                  |   |  |            |     |  |  |
| 9  | Probability Theory        | Basic rules of probability, Conditional probability, Bayes' theorem       |  | Lecture    | CO3 |  |  |
| 10 | Probability Distributions | Binomial, Poisson, and Normal distributions – properties and applications |  | Lecture    | CO3 |  |  |
|    | Unit - 4                  |   |  |            |     |  |  |
| 11 | Hypothesis Testing        | Concepts of null and alternative hypothesis, type I & II errors           |  | Lecture    | CO4 |  |  |
| 12 | Tests of Significance     | Z-test, t-test, F-test and Chi-square test                                |  | Lecture    | CO4 |  |  |
| 13 | ANOVA                     | One-way and two-way analysis of variance                                  |  | Lecture    | CO4 |  |  |
| 14 | Case                      | Statistical   |  | Case       | CO4 |  |  |

|  |             |                                  |  |       |  |  |  |
|--|-------------|----------------------------------|--|-------|--|--|--|
|  | Application | decision-making using Excel/SPSS |  | Study |  |  |  |
|--|-------------|----------------------------------|--|-------|--|--|--|

**Text Books:**

1. Levin & Rubin. Statistics for Business, Prentice Hall of India, New Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
3. Anderson. Quantitative Methods in Business, Thomson Learning, Mumbai.
4. Naval Bajpai. Business Statistics, Pearson Education India.

**Reference Books:**

1. Richard Levin and David S. Rubin, Statistics for Management, Pearson Education.
2. C. R. Kothari, Quantitative Techniques, Vikas Publishing House.
3. L. J. Savage, Foundations of Statistics, Dover Publications.

**Journals and Magazines:**

1. Journal of Business Analytics
2. Journal of Statistical Computation and Simulation
3. Harvard Business Review (Analytics Section)
4. Indian Journal of Statistics

**Electronic Databases:**

1. [www.khanacademy.org](http://www.khanacademy.org)
2. [www.statistics.com](http://www.statistics.com)
3. [www.data.gov.in](http://www.data.gov.in)
4. [www.analyticsvidhya.com](http://www.analyticsvidhya.com)



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA FARIDABAD**

**Department of Management Studies**

**LECTURE PLAN**

**Subject Code: , MBA 1st Semester**

**Subject Name: Business communication**

**Course Outcomes:**

- CO1: Understand the critical importance of business communication from viewpoint of managerial efficiency.  
CO2: Assess the different communication requirements and develop a suitable communication strategy for enhancing efficiency.  
CO3: Identify communication barriers and design suitable communication systems to eliminate communication gaps.  
CO4: Develop and strategise communication networks within and outside the organisation.

**Name: Dr. Jyotsana Chawla**

**No. of Lectures per week : 4**

**Total No. of Lectures : 46**

**No. of credits: 4**

**Internal Marks:25**

**External Marks:75**

| Week         | Topics to be Covered  | UNIT | No. of Lectures Required |
|--------------|---|------|--------------------------|
| Week 1,2,3,4 | Importance and role of communication in business organizations with discussions and real life examples. | 1    | 2                        |
|              | 7 Cs of communication and its importance for effective communication with examples.                     |      | 2                        |
|              | Process of communication and discussion regarding importance of every step in communication process.    |      | 2                        |



|                    |   |            |                      |
|--------------------|---|------------|----------------------|
|                    |   |            |                      |
|                    | Barriers in communication   |            | 2                    |
|                    | Ways to overcome barriers in communication  |            | 2                    |
|                    | Case related/real life examples related to importance of effective communication  |            | 1                    |
|                    | <b>Total lecture (Unit 1)</b>   |            | <b>11</b>            |
| <b>Week 5,6,7</b>  | Concept and Principles of effective written communication   | <b>II</b>  | 2                    |
|                    | Types ,format and importance of business letters - commercial letters, sale letter, routine letter; enquiries, concept of inter-office memos. |            | 2                    |
|                    | Importance and contents of report writing, speech writing   |            | 2                    |
|                    | Preparing agenda of meeting and minutes of meetings with examples and discussion  |            | 2                    |
|                    | Points to be considered while writing e-mail, art of public speaking  |            | 1                    |
|                    | Team communication: meaning ,importance with examples and case discussion   |            | 2                    |
|                    | Meaning of listening, difference between listening and hearing, types of listening, ways to improve listening skills                          |            | 1                    |
|                    | <b>Total Lecture (Unit 2)</b>   |            | 12                   |
|                    | <b>Class Test I</b>   |            | <b>Unit 1 &amp;2</b> |
| <b>Week 8,9,10</b> | <b>Unit-III</b>   | <b>III</b> |                      |
|                    | Concept and importance of Cross-cultural dimensions of business communication, Case study/activity  |            | 2                    |
|                    | Need to understand business etiquettes across cultures with class discussions and examples  |            | 3                    |
|                    | Benefits of communication using technology with real life examples  |            | 2                    |
|                    | Meaning of video conferencing, importance and ways to make it effective.  |            | 2                    |

|   |  |           |                       |
|---|--|-----------|-----------------------|
|   | Mass-communication - advertisements, publicity and press releases; public relations; newsletters.            |           | 2                     |
|   | <b>Total Lecture (Unit 3)</b>  |           | <b>11</b>             |
| <b>Week 11,12,13</b>  | Negotiation process & its management, importance of negotiation for business                                 | <b>IV</b> | 2                     |
|   | Principles of designing presentations using audio- visual aids, creating and delivering online presentations |           | 2                     |
|   | Points to be considered while writing a summer project report, case discussion & examples                    |           | 2                     |
|   | Writing CVs & application letters, contents and difference between two.                                      |           | 2                     |
|   | Meaning, do's and don't's of Group discussions with exercise in class.                                       |           | 2                     |
|   | Concept, types and importance of interviews with role play.  |           | 2                     |
|   | <b>Total Lecture (Unit 4)</b>  |           | <b>12</b>             |
|   | <b>Class Test II</b>   |           | <b>Unit 3 &amp; 4</b> |
|   | <b>Total lecture(Unit 1,2,3,4,)</b>  |           | <b>46</b>             |
| <b>• Total Weeks (13+2*)Two week for Class Test1 And Class Test 2</b> |  |           |                       |

### Text Books

1. Chaturvedi P.D. & Chaturvedi M., Business Communication skills, concepts and applications, Pearson education.
2. Lesikar, R. V., Flatley, M. E., Rentz, K. Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company.
3. Boove, C.L., Thill, J.V. & Chaturvedi, M. Business Communication Today, Pearson education.



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA, FARIDABAD**

**Department of Management Studies**

**LESSON PLAN**

**Subject Code: MGT 105 , MBA, 3rd Semester**

**Subject Name: Business Environment**

**Course outcomes:**

**CO1:** Understand the dynamics of different business environment scenarios.

**CO2:** Assess the risks flowing from business environment scenarios and develop suitable response strategies.

**CO3:** Develop a critical understanding of threats and opportunities emerging out of the business environment.

**CO4:** Analyse various approaches to internationalisation and suggest strategies for international business management.

**Name: Dr. Archana Singh**

**No. of Lectures per week : 4**

**Total No. of Lectures : 56**

**No. of credits: 4**

**Internal Marks:25**

**External Marks:75**

|  | <b>Topics To Be Covered</b>                             | <b>Unit</b>    | <b>No. of Lectures Required</b> |
|--|---|----------------|---------------------------------|
|  | Nature and structure of business environment;           | <b>Unit-I</b>  | 1                               |
|  | macro and micro indicators;                             |                | 2                               |
|  | design and strategy of economic reforms;                |                | 3                               |
|  | public sector reforms and                               |                | 2                               |
|  | relative performance of public sectors.                 |                | 1                               |
|  | relative performance of private sectors.                |                | 1                               |
|  |   |                |                                 |
|  | Current industrialisation trends and industrial policy; | <b>Unit-II</b> | 2                               |
|  | infrastructure development and policy;                  |                | 2                               |
|  | public-private partnership;                             |                | 2                               |
|  | environment for the SME sector;                         |                | 2                               |
|  | trends in service sector growth;                        |                | 2                               |
|  | emerging sectors of Indian economy;                     |                | 2                               |
|  | business opportunities in the rural sector;             |                | 2                               |
|  | overview of GST.  |                | 2                               |
|  | revision  |                | 2                               |
|  |   |                |                                 |

|  |  |                 |                       |
|--|--|-----------------|-----------------------|
|  | <b>Total lecture (Unit 1 &amp; 2)</b>                                  |                 | <b>28</b>             |
|  | <b>Class Test I</b>  |                 | <b>Unit 1 &amp; 2</b> |
|  | India's competitiveness in the world economy;                          | <b>Unit-III</b> | 2                     |
|  | methods of environmental scanning: SWOT and ETOP;                      |                 | 2                     |
|  | international business environment;                                    |                 | 1                     |
|  | domestic vs international business;                                    |                 | 1                     |
|  | stages/process of internationalisation;                                |                 | 2                     |
|  | tariff and non-tariff barriers;  |                 | 2                     |
|  | risks involved in international business.                              |                 | 2                     |
|  |  |                 |                       |
|  | International strategic management                                     | <b>Unit-IV</b>  |                       |
|  | - cost reductions and local responsiveness;                            |                 | 2                     |
|  | competitive strategies for international business                      |                 | 2                     |
|  | - international strategy, multi-domestic strategy,                     |                 | 2                     |
|  | global strategy, transnational strategy;                               |                 | 2                     |
|  | Foreign Direct Investment (FDI) theories -                             |                 | 2                     |
|  | market imperfection approach, international product life cycle theory, |                 | 2                     |
|  | transaction cost theory, the eclectic paradigm;                        |                 | 2                     |
|  | overview of global economic organisations - WTO,WB,IMF.                |                 |                       |
|  | <b>Total lecture (Unit 3 &amp; 4)</b>                                  |                 | <b>28</b>             |
|  | <b>Class Test II</b>   |                 | <b>Unit 3 &amp; 4</b> |
|  | <b>Total lectures</b>  |                 | <b>56</b>             |
|  |  |                 |                       |

#### Equipment Required

LCD/Projector, Whiteboard/Markers, Case Study Materials, Evaluation Forms.

#### Assessment Scheme

| S. No. | Criteria                              | Marks (100) |  |
|--------|---------------------------------------|-------------|--|
| 1      | <b>External Examination</b>           | 75          |  |
| 2      | <b>Internal Evaluation</b>            | 25          |  |
| 2(a)   | <b>Class Test / Quiz</b>              | 15          |  |
| 2(b)   | <b>Assignment / Presentation</b>      | 5           |  |
| 2(c)   | <b>Attendance &amp; Participation</b> | 5           |  |
|        |                                       |             |  |

**Suggested readings:**

1. Bedi S.K., Business Environment, Excel Books, New Delhi
2. Cherunelm, Francis, Business Environment, Himalaya Publishing House, New Delhi.
3. K Aswathappa, International Business, Tata McGraw Hill.
4. John D Daniels, Lee H Radebaugh Daniel P Sullivan, Prashant Salwan, International Business Environments and Operations, Pearson Education.
5. Tamer Cavusgil, Gary Knight International Business: Strategy, Management and the New Realities, Pearson Education.

**Notes**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

| Lesson Plan     |  |                            |
|-----------------|--|----------------------------|
| <b>Course</b>   | <b>MBA</b>   | <b>Credit: 3</b>           |
| <b>Subject:</b> | <b>Consumer Behaviour</b>  |                            |
| <b>Unit</b>     | <b>Topic</b>   | <b>Duration (in hours)</b> |
| <b>I</b>        | Consumer Behaviour-nature, scope and application; Buyer Behaviour  | 1                          |
|                 | Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behaviour and Customer Satisfaction | 3                          |
|                 | Role of Involvement; Types of Buying Behaviour   | 1                          |
| <b>II</b>       | Individual determinants of buyer behaviour-Motivation; Perception  | 2                          |
|                 | Learning and Memory  | 3                          |
|                 | Personality and Self Concept   | 3                          |
|                 | Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles  | 3                          |
| <b>III</b>      | External determinants of buyer behaviour- Social Class, Status   | 2                          |
|                 | Reference Groups and Family Influences on consumer behaviour   | 2                          |
|                 | Different roles in buying behaviour  | 1                          |
|                 | Influence of Culture and subculture on Consumer Behaviour  | 2                          |
| <b>IV</b>       | Communication and Consumer Behaviour   | 2                          |
|                 | Consumer Influence and the diffusion of innovation   | 3                          |
|                 | Consumer Research; Consumer Markets  | 2                          |

**J.C. Bose University of Science & Technology, YMCA, Faridabad**  
**Department of Management Studies**

**Teaching Plan – Industrial Relations and its Legal Aspects (MS-HR-211)**

Course Code: MS-HR-211

Course Title: Industrial Relations and its Legal Aspects

Program: MBA (Semester III)

Credits: 4 (L-4, T-0, P-0)

Total Marks: 100 (External: 75, Internal: 25)

Duration: 40 Hours (10 Weeks × 4 Lectures per Week)

**Course Outcomes (COs):**

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

1. Understand the concept of industrial relations along with its national and international aspects.
- 2 Develop an insight into the aspects of unions and employee participation in management.
- 3 Gain knowledge about the dispute settlement machinery and the laws related to dispute settlement.
4. Analyze the importance of employee welfare and its legal aspects.

**Assessment Scheme:**

| <b>Component</b>                            | <b>Marks</b> |
|---|--------------|
| Sessional Test I & II                       | 15           |
| Class Participation/Assignment/Presentation | 5            |
| Attendance (based on university policy)     | 5            |
| <b>Total (Internal Marks)</b>               | 25           |
| <b>End Term Examination (External)</b>      | 75           |
| <b>Total</b>                                | 100          |

### Lecture-wise Teaching Plan (52 Lectures)

| L No. | Unit | Topic to be Covered   | COs Mapped |
|-------|------|---|------------|
| 1     | I    | Meaning, objectives, and importance of industrial relations         | C01        |
| 2     | I    | Approaches of IR: Unitary, Pluralist, Marxist                       | C01        |
| 3     | I    | Scope & Determinants: Economic, social, political, and legal        | C01        |
| 4     | I    | Major stakeholders: Management, Trade Union, and State              | C01        |
| 5     | I    | Role of Indian Labour Laws (Key legislations)                       | C01        |
| 6     | I    | Managing Foreign Nationals: HR challenges, cross-cultural issues    | C01        |
| 7     | I    | International Labour Organization: Structure, objectives, functions | C01        |
| 8     | I    | Social Audit: Concept, need & relevance in IR                       | C01        |
| 9     | I    | Group discussion on "Role of ILO in improving labour standards"     |            |
| 10    | II   | Definition, purpose, and functions of trade unions                  | C02        |
| 11    | II   | Structure and types of trade unions                                 | C02        |
| 12    | II   | Emerging trends in trade unions                                     | C02        |
| 13    | II   | Impact of globalization on technology reforms on trade unions       | C02        |
| 13    | II   | Impact of globalization on economic reforms on trade unions         | C02        |
| 14    | II   | Concept of industrial democracy                                     | C02        |
| 15    | II   | Models and significance of workers' participation in management     | C02        |
| 16    | II   | Types and attributes of workers' participation                      | C02        |



|    |     |   |     |
|----|-----|---|-----|
| 17 | II  | Case studies of Maruti Suzuki on worker participation in management                             | C02 |
| 18 | II  | Debate on “Are trade unions still relevant today?”  | C02 |
| 19 | III | Meaning, causes, and types of industrial disputes   | C03 |
| 20 | III | Understand settlement Machinery: Collective bargaining, conciliation, arbitration, adjudication | C03 |
| 21 | III | Recent trends in industrial disputes: lay-offs, termination, retrenchment, closures             | C03 |
| 22 | III | Industrial Disputes Act 1947: Provisions and case laws  | C03 |
| 23 | III | Disciplinary Action: Purpose, procedure   | C03 |
| 24 | III | Code of Discipline in industries: Principles and enforcement                                    | C03 |
| 25 | III | Standing Orders Act 1946: Rules and model standing orders                                       | C03 |
| 26 | III | Grievance Redressal: Machinery and procedures   | C03 |
| 27 | III | Case analysis on labour unrest at Maruti Suzuki India Ltd.                                      | C03 |
| 28 | IV  | Employee Welfare: Concept, objectives, and types  | C04 |
| 29 | IV  | Factories Act 1948: Working conditions, safety  | C04 |
| 30 | IV  | Maternity Benefit Act 1961: Provisions & eligibility  | C04 |
| 31 | IV  | Case study of “Neera Mathur vs. Life Insurance Corporation of India”                            | C04 |
| 32 | IV  | Voluntary retirement Schemes – Objectives, procedures, and examples                             | C04 |
| 33 | IV  | Types of Voluntary Retirement Schemes   | C04 |
| 34 | IV  | Implications of VRS and social security schemes on workers                                      | C04 |
| 35 | IV  | Case study on Infosys VRS   | C04 |
| 36 | IV  | ESI Act 1948: Benefits, administration  | C04 |

|    |    |   |     |
|----|----|---|-----|
| 37 | IV | Payment of Gratuity Act 1972: Eligibility, calculation                      | C04 |
| 38 | IV | EPF & Miscellaneous Provisions Act 1952: Contributions, withdrawals         | C04 |
| 39 | IV | Identify and explain major welfare and social security laws                 | C04 |
| 40 | IV | PPT comparing different labour laws in India and at the international level | C04 |

### **Suggested Readings & Resources**

1. Venkataratnam, C. S. Industrial relations, Oxford University Press.
2. Ghosh P., Nandan, S. Industrial Relations and Labour Laws, McGraw Hill Education.
3. Venkataratnam, C. S., Manoranjan Dhal, Industrial Relations, Oxford University Press.

**Note:** Only the latest editions of the above books are recommended.

| <b>Lesson Plan: INDUSTRIAL RELATIONS AND ITS LEGAL ASPECTS(MBA)</b>                                    |  |
|--|--|
| <b>Program: MBA Semester: 3 Course Code:MGT-HR-208(MBA– 225 – V) Credits:3</b>                         |  |
| CO1: Understand the concept of industrial relations along with its national and international aspects. |  |
| CO2: Develop an insight about the aspects of unions and employee participation in management           |  |
| CO3: Gain knowledge about the dispute settlement machinery and the laws related to dispute settlement. |  |
| CO4: Analyse the importance of employee welfare and its legal aspects                                  |  |
| <b>Lecture No</b>  | <b>Topics</b>  |
| Lecture 1  | Industrial Relations- Concept, evolution   |
| Lecture 2  | Industrial Relations: scope and determinants   |
| Lecture 3  | Major stakeholders in Employee Relations: Management, Union and State                                    |
| Lecture 4  | Role of Indian Labour Laws   |
| Lecture 5  | Managing Foreign nationals in Indian organisation  |
| Lecture 6  | International Labour Organization  |
| Lecture 7  | Social Audit.  |
| Lecture 8  | Trade Unions - Purpose, functions, structure,  |
| Lecture 9  | Impact of Globalization, Technology and Economic reforms on Trade Union; Emerging trends in Trade Unions |
| Lecture 10   | Industrial Democracy and workers participation in management.  |
| Lecture 11   | Trade union legislation(Trade Union Act 1926)  |
| Lecture 12   | Trade union legislation(Trade Union Act 1926)  |
| Lecture 13   | Introduction to settlement machinery for industrial Dispute: conciliation, arbitration, adjudication     |
| Lecture 14   | Collective Bargaining: Forms and process   |
| Lecture 15   | Recent trends in industrial disputes-Lay off, Termination, Retrenchment, closures                        |
| Lecture 16   | Industrial Dispute Act 1947  |
| Lecture 17   | Industrial Dispute Act 1947  |
| Lecture 18   | Grievance Redressal Machinery  |
| Lecture 19   | Standing Order Act 1946.   |
| Lecture 20   | Employee welfare and its legal aspects   |
| Lecture 21   | Laws related to working conditions   |
| Lecture 22   | Factories Act 1948   |
| Lecture 23   | Factories Act 1948   |
| Lecture 24   | Factories Act 1948   |
| Lecture 25   | Maternity Benefit Act  |
| Lecture 26   | VRS Schemes  |
| Lecture 27   | ESI Act 1948   |
| Lecture 28   | Payment of Gratuity Act 1982   |
| Lecture 29   | Employees' Provident Fund & Miscellaneous Provisions Act, 1952.  |
| Lecture 30   | Employees' Provident Fund & Miscellaneous Provisions Act, 1952.  |



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA, FARIDABAD  
Department of Management Studies**

**LESSON PLAN**

**Subject Code:** MS-FM-214 , MBA, 3<sup>rd</sup> Semester  
**Subject Name:** INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

**Course outcomes:**

**CO1:** Understand different aspects of risks which is faced by individual and organisations while investing.

**CO2:** Analyse securities on basis of risk and return.

**CO3:** Apply contemporary approaches of portfolio for developing and optimising the portfolio.

**CO4:** Make the strategy to revise the portfolio in the light of changing market dynamics.

**Name:** Dr. Archana Singh

**No. of Lectures per week :** 3

**Total No. of Lectures :** 36

**No. of credits:** 3

**Internal Marks:**25

**External Marks:**75

|  | Topics To Be Covered   | Unit    | No. of Lectures Required |
|--|--|---------|--------------------------|
|  | Investment - meaning, nature and scope, decision process;  | Unit-I  | 2                        |
|  | investment alternatives; investment risk, interest risk, market risk, inflation risk, default risk;    |         | 2                        |
|  | measurement of systematic and unsystematic risk; valuation of securities; notion of dominance.         |         | 4                        |
|  | Security analysis fundamental analysis; economy, industry and company analysis and technical analysis; | Unit-II | 3                        |
|  | Dow Jones theory; charts; supports and resistance levels;  |         | 2                        |
|  | relative strength analysis; moving averages, breadth of market; efficient market hypothesis.           |         | 3                        |
|  | revision   |         | 2                        |
|  |  |         |                          |
|  | <b>Total lecture (Unit 1 &amp; 2)</b>  |         | 18                       |
|  | <b>Class Test I</b>  |         | <b>Unit 1 &amp; 2</b>    |

|  |   |                 |                       |
|--|---|-----------------|-----------------------|
|  | Portfolio meaning, advantages and selection,  | <b>Unit-III</b> | 1                     |
|  | approaches in portfolio construction,   |                 | 2                     |
|  | objectives of portfolio;  |                 | 1                     |
|  | overview of Markowitz portfolio theory, risk and return with different correlation, |                 | 3                     |
|  | Markowitz efficient frontier.   |                 | 2                     |
|  | Overview of Sharpe single index model,  | <b>Unit-IV</b>  | 2                     |
|  | corner portfolio, Sharpe optimal portfolio,   |                 | 2                     |
|  | construction of the optimal portfolio;  |                 | 1                     |
|  | securities market line, capital asset pricing model;                                |                 | 2                     |
|  | arbitrage pricing theory; portfolio evaluation and strategies; portfolio revision.  |                 | 2                     |
|  | <b>Total lecture (Unit 3 &amp; 4)</b>   |                 | 18                    |
|  | <b>Class Test II</b>  |                 | <b>Unit 3 &amp; 4</b> |
|  | <b>Total lectures</b>   |                 | <b>36</b>             |
|  |   |                 |                       |

#### Equipment Required

LCD/Projector, Whiteboard/Markers, Case Study Materials, Evaluation Forms.

#### Assessment Scheme

| S. No. | Criteria                              | Marks (100) |  |
|--------|---------------------------------------|-------------|--|
| 1      | <b>External Examination</b>           | 75          |  |
| 2      | <b>Internal Evaluation</b>            | 25          |  |
| 2(a)   | <b>Class Test / Quiz</b>              | 15          |  |
| 2(b)   | <b>Assignment / Presentation</b>      | 5           |  |
| 2(c)   | <b>Attendance &amp; Participation</b> | 5           |  |

#### Suggested readings:

1. Chandra, Prasanna. Investment analysis and portfolio management. McGraw Hill Education.
2. Fischer, D. E., & Jordan, R. J. Security analysis and portfolio management. Prentice Hall.
3. Rustagi, R. P. Investment analysis and portfolio management. Sultan Chand & Sons, New Delhi.
4. Bhalla, V. K. Investment management. S. Chand Publishing.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House

#### Note:

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.



### **Lesson Plan: LEGAL ASPECTS OF BUSINESS (MBA)**

**Program: MBA Semester: I Course Code: MBA105 Course Name: Legal Aspects of Business**

#### **Course Objectives**

CO1: Understand the legal framework regulating business, from the point of view of making the operations of the organization legally compliant.

CO2. Develop a critical understanding of the implications of the changes in the provisions of different business law and assess their impact.

CO3. Develop suitable adjustment strategies according to business law.

CO4: Identify non-compliant practices and operations, and replace them with legally compliant system.

**Session Duration:** 120 minutes. **Credits:** 4

**Participants:** MBA 1 Sem Students

#### **Entry level knowledge and skills of students**

- To develop understanding and critical thinking skills for making law-based business decisions

#### **Equipment required in Classroom/ Laboratory/ Workshop**

- i. LCD/Projector
- ii. Whiteboard/ Black Marker

#### **Assessment Scheme**

| S. No.   | Criteria                                   | Marks (100) |
|----------|--|-------------|
| 1        | End Term Examination                       | 75          |
| 2        | Internal Evaluation Scheme                 | 25          |
| 2(a)     | Class test (I &II)                         | 10          |
| 2(b)     | Teacher Assessment (Continuous Evaluation) |             |
| 2(b)(i)  | Attendance                                 | 5           |
| 2(b)(ii) | Case Study/Topic Based Presentation        | 5           |
| 2(b)iii  | Assignments ( Unit wise)                   | 5           |

| L No.             | Topics   | Sub Topic  | Pedagogy                             | Co - Covered | Faculty Sign | HOD Remarks |
|-------------------|--|--|--------------------------------------|--------------|--------------|-------------|
| <b>UNIT - 1</b>   |  |  |                                      |              |              |             |
| 1-2               | The Indian Contract Act - essentials of a valid contract                             | Introduction to legal system and basic concepts  | Lecture and Discussion               | CO1          |              |             |
| 3-4               | Void agreements, Kinds of void agreements,   | Introduction to agreements and types             | Lecture and Discussion<br>Case study | CO1          |              |             |
| 5-6               | Kinds of contracts, Performance of contracts,  | Introduction to contracts and types              | Lecture and Discussion<br>Case study | CO1          |              |             |
| 7-8               | breach of contract and its remedies, quasi-contracts;                                | Introduction, Importance and Breach              | Lecture and Discussion<br>Case study | CO1          |              |             |
| 9-10              | The Sale of Goods Act - contract of sale of goods, conditions and warranties,        | Introduction to Sales of good act and Conditions | Lecture and Discussion<br>Case study | CO1          |              |             |
| 11-12             | Transfer of property, rights of an unpaid seller.                                    | Meaning, Introduction Importance                 | Lecture and Discussion<br>Case study | CO1          |              |             |
| 13-14             | Activity   | Role play  | Think, Pair Share                    |              |              |             |
| <b>UNIT - II</b>  |  |  |                                      |              |              |             |
| 15-16             | Negotiable Instruments Act - nature and types of negotiable instruments,             | Meaning, Introduction Importance                 | Lecture and Discussion               | CO2          |              |             |
| 17-18             | Parties to negotiable instruments, negotiation and assignment,                       |  | Lecture and Discussion<br>Case study | CO2          |              |             |
| 19-20             | Dishonor and discharge of a negotiable instrument, crossing and bouncing of cheques; | Meaning, Introduction Importance                 | Lecture and Discussion<br>Cases      | CO2          |              |             |
| 21-22             | Consumer Protection Act 1986   | Scope and applicability of CPA 1986              | Lecture and Discussion               | CO2          |              |             |
| 23-24             | Activity   | Quiz   | Discussion                           | CO2          |              |             |
| <b>UNIT - III</b> |  |  |                                      |              |              |             |
| 25-26             | The Companies Act, 2013 - characteristics and types of companies;                    | Nature, formation and types of companies         | Lecture and Discussion               | CO3          |              |             |



| L No.     | Topics   | Sub Topic  | Pedagogy                     | Co - Covered | Faculty Sign | HOD Remarks |
|-----------|--|--|------------------------------|--------------|--------------|-------------|
| 27-28     | Incorporation of a company, memorandum and articles of association;  | Process of Incorporation of the company                  | Lecture and Discussion Cases | CO3          |              |             |
| 29-30     | Director's powers and duties, meetings prospectus, winding up;   | Types of BOD, Qualification and Renumeration             | Lecture and Discussion       | CO3          |              |             |
| 31-32     | Class presentations  | Revision and Review                                      | Discussion                   | CO3          |              |             |
| 33-34     | Indian Partnership Act, 1932 - essential elements, formation of partnership, registration,                                     | Formation and essential elements of partnership          | Lecture and Discussion Cases | CO3          |              |             |
| 35-36     | Types of partners and partnership, rights and duties of partners.  | Rights, duties and type of partners                      | Lecture and Discussion       | CO3          |              |             |
| 37-38     | Class presentations  | Revision and Review                                      | Discussion                   | CO3          |              |             |
| UNIT - IV |  |  |                              |              |              |             |
| 39-40     | Competition Act 2002 - objectives, competition commission of India; Information Technology Act 2000; Right to Information Act; | Objectives and Salient features of Competition act 2002. | Lecture and Discussion Cases | CO4          |              |             |
| 41-42     | Overview of Foreign Exchange Management Act.   | Introduction and importance of FEM act.                  | Lecture and Discussion Cases | CO4          |              |             |
| 43-44     | Revision and Doubts  |  | Chalk and Talk               | CO4          |              |             |

#### Text Books:

1. Kuchhal, M.C. and Kuchhal Vivek, Business Legislation Management, Vikas Publishing, New Delhi.
2. Pathak, Legal Aspects of Business, McGraw Hill, New Delhi.
3. Kapoor, N. D. (2009). Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

#### Reference Books:

- Legal Aspects of Business | Text & Cases by M. K. Nabi: This book includes the latest amendments and new chapters on topics like the Insolvency and Bankruptcy Code, MCA-21, and the Environment Protection Act.

**Department: Management Studies****Course: Performance Management****Faculty: Dr Sapna Taneja****Course: MGT-HR-205****Session: July – Dec 2025**

| Topic No. | Unit     | Topic / Subtopics   | No. of Lectures Required | Teaching Method             | CO Mapping |
|-----------|----------|---|--------------------------|-----------------------------|------------|
| 1         | Unit I   | Nature and evolution of management                          | 2                        | Lecture + Discussion        | CO1        |
| 2         |          | Managerial levels, skills, and roles                        | 2                        | Lecture + Activity          | CO1        |
| 3         |          | Functions of management: Planning                           | 2                        | Lecture + Class examples    | CO1        |
| 4         |          | Organising, Staffing and Directing                          | 2                        | Lecture + Case discussion   | CO1        |
| 5         |          | Controlling; problem-solving and decision-making            | 2                        | Lecture + Activity          | CO1        |
| 6         |          | Management control  | 1                        | Lecture                     | CO1        |
| 7         |          | Management Information System (MIS)                         | 1                        | Lecture + Demonstration     | CO1        |
| 8         | Unit II  | Organisational Behavior – concept, importance, challenges   | 2                        | Lecture + Discussion        | CO2        |
| 9         |          | Foundations of individual behavior differences              | 1                        | Lecture                     | CO2        |
| 10        |          | Personality – concept, determinants, applications           | 2                        | Lecture + Activity          | CO2        |
| 11        |          | Values, ability, attitudes and emotions                     | 1                        | Lecture + Reflection        | CO2        |
| 12        |          | Perception – concept, process, applications                 | 2                        | Case + Activity             | CO2        |
| 13        |          | Learning and reinforcement                                  | 1                        | Lecture + Examples          | CO2        |
| 14        |          | Motivation – theories and applications                      | 3                        | Lecture + Case              | CO2        |
| 15        |          | Job satisfaction and stress management                      | 2                        | Case + Discussion           | CO2        |
| 16        | Unit III | Types of groups; stages of group development                | 1                        | Lecture + Activity          | CO3        |
| 17        |          | Group properties – roles, norms, size, status, cohesiveness | 1                        | Activity + Class Discussion | CO3        |
| 18        |          | Group decision making                                       | 1                        | Role play / Case            | CO3        |
| 19        |          | Work teams and team building                                | 2                        | Team activity               | CO3        |
| 20        |          | Conflict management   | 2                        | Case + Role play            | CO3        |
| 21        |          | Power and political behavior                                | 2                        | Lecture + Examples          | CO3        |
| 22        |          | Leadership functions and styles                             | 2                        | Lecture + Demonstration     | CO3        |
| 23        | Unit IV  | Organizational structure and designs                        | 2                        | Lecture + Activity          | CO4        |
| 24        |          | Organizational behaviour implications                       | 1                        | Lecture                     | CO4        |
| 25        |          | Organizational climate and culture                          | 2                        | Case + Discussion           | CO4        |

|    |  |                                      |   |                    |     |
|----|--|--------------------------------------|---|--------------------|-----|
| 26 |  | Organizational change and management | 2 | Lecture + Activity | CO4 |
| 27 |  | Organizational development           | 2 | Lecture + Examples | CO4 |

**Department: Management Studies**  
**Faculty: Dr Sapna Taneja**  
**Session: July – Dec 2025**

**Course: Performance Management**  
**Course: MGT-HR-205**

| Topic No. | Unit     | Topic / Subtopics  | No. of Lectures Required | Teaching Method                  | CO Mapping |
|-----------|----------|--|--------------------------|----------------------------------|------------|
| 1         | Unit I   | Aims & role of PMS   | 1                        | PPT + Discussion                 | CO1        |
| 2         |          | Benefits of PMS  | 1                        | Lecture + Case examples          | CO1        |
| 3         |          | Disadvantages of poorly implemented PMS                    | 1                        | Lecture + Case discussion        | CO1        |
| 4         |          | Characteristics of an ideal PMS                            | 1                        | Lecture + Activity               | CO1        |
| 5         |          | Reward system & its types                                  | 2                        | PPT                              | CO2        |
| 6         |          | Difference between performance and potential management    | 1                        | Lecture + Example based learning | CO1        |
| 7         | Unit II  | Performance management process                             | 2                        | PPT + Flow chart explanation     | CO1        |
| 8         |          | Performance management & strategic planning                | 1                        | Lecture + Discussion             | CO1        |
| 9         |          | Identifying KRAs & KPIs                                    | 2                        | Activity-based learning          | CO2        |
| 10        |          | Interactive goal setting                                   | 2                        | Discussion                       | CO2        |
| 11        |          | SMART goals for performance                                | 1                        | PPT                              | CO2        |
| 12        | Unit III | Choosing a measurement approach                            | 1                        | PPT                              | CO3        |
| 13        |          | Measuring results and behaviour                            | 1                        | Lecture                          | CO3        |
| 14        |          | Self-appraisal   | 1                        | Activity                         | CO3        |
| 15        |          | Simple ranking, graphic rating scale, BARS                 | 2                        | Lecture + Example based learning | CO3        |
| 16        |          | Paired comparison, forced choice, critical incident method | 2                        | Lecture + Example based learning | CO3        |
| 17        |          | Field review method, appraisal interviews                  | 1                        | Lecture + Demonstration          | CO3        |
| 18        |          | 360-degree feedback & Balanced Scorecard                   | 2                        | PPT + Case                       | CO3        |
| 19        |          | Gathering performance information                          | 1                        | PPT                              | CO3        |
| 20        | Unit IV  | Performance feedback and counselling                       | 2                        | Role play + Demonstration        | CO4        |
| 21        |          | Performance & employee development                         | 2                        | PPT + Example                    | CO4        |
| 22        |          | Competency mapping & potential assessment                  | 1                        | PPT                              | CO4        |
| 23        |          | Ethics in performance management                           | 1                        | PPT                              | CO4        |

**J.C. Bose University of Science & Technology, YMCA, Faridabad**  
**Department of Management Studies**

**Teaching Plan – Legal Aspects of Business (MBA–107-V)**

| Particulars    | Details                                   |
|----------------|---|
| Course Code    | MBA–107-V                                 |
| Course Title   | Legal Aspects of Business                 |
| Program        | MBA (Semester I)                          |
| Credits        | 4 (L–4, T–0, P–0)                         |
| Total Marks    | 100                                       |
| External Marks | 75  |
| Internal Marks | 25  |
| Duration       | 48 Hours (12 Weeks × 4 Lectures per Week) |

**Course Outcomes (COs):**

1. Understand the legal framework regulating business, from the point of view of making the operations of the organization legally compliant.
2. Develop a critical understanding of the implications of the changes in the provisions of different business law and assess their impact.
3. Develop suitable adjustment strategies according to business law.
4. Identify non-compliant practices and operations, and replace them with legally compliant system.

**Assessment Scheme:**

| Component                                   | Marks |
|---|-------|
| Sessional Test I & II                       | 15    |
| Class Participation/Assignment/Presentation | 5     |
| Attendance (based on university policy)     | 5     |
| <b>Total (Internal Marks)</b>               | 25    |
| <b>End Term Examination (External)</b>      | 75    |
| <b>Total</b>                                | 100   |

### Lecture-wise Teaching Plan (48 Lectures)

| L No. | Unit | Topic to be Covered  | COs Mapped | Suggested Activity/Case Study   |
|-------|------|--|------------|---|
| 1     | I    | Indian Contract Act (ICA): Introduction, Scope, Definition of Contract, Agreement, and Proposal.                               | CO1        | Discussion on the importance of legally binding agreements in business. |
| 2     | I    | Essentials of a Valid Contract: Offer & Acceptance, Intention to Create Legal Relations, Lawful Consideration.                 | CO1, CO4   |   |
| 3     | I    | Essentials of a Valid Contract (Contd.): Capacity of Parties (Minors, Unsound Mind), Free Consent (Coercion, Undue Influence). | CO1, CO4   | Quiz on the capacity of a minor to enter into a partnership.            |
| 4     | I    | Free Consent (Contd.): Misrepresentation, Fraud, Mistake. Lawful Object and Consideration.                                     | CO1, CO4   | Group discussion on the difference between fraud and misrepresentation. |
| 5     | I    | Void Agreements: Agreements opposed to public policy, Wagering, Restraint of Trade.  | CO1        | Analyze an agreement with a restraint of trade clause.                  |
| 6     | I    | Kinds of Contracts: Void, Voidable, Illegal, Unenforceable, Executed, Executory, Implied, Express.                             | CO1        | Classification exercise based on scenario.                              |
| 7     | I    | Performance of Contracts: Who can perform, Joint Promises, Time and Place of Performance.                                      | CO1, CO3   | Scenarios on discharge by agreement and impossibility.                  |
| 8     | I    | Discharge of Contract: By Performance, Agreement, Breach, Impossibility.   | CO1, CO3   | Role play: A situation where impossibility of performance occurs.       |
| 9     | I    | Breach of Contract and its Remedies: Anticipatory Breach and Actual Breach.  | CO1, CO4   | Discussion on which type of breach is more detrimental to business.     |
| 10    | I    | Remedies for Breach: Damages (General, Special, Exemplary, Nominal), Specific Performance, Injunction.                         | CO3, CO4   |   |
| 11    | I    | Quasi-Contracts: Concept and types (Supply of necessities, Payment by an interested person, etc.).                             | CO1        | Relate quasi-contracts to the principle of unjust enrichment.           |
| 12    | I    | Sale of Goods Act (SOGA): Contract of Sale of  | CO1        | Discuss the SOGA implications for e-                                    |

|    |    |   |               |   |
|----|----|---|---------------|---|
|    |    | Goods (Definition, distinction with agreement to sell and hire purchase).   |               | commerce (e.g., Flipkart/Amazon).   |
| 13 | I  | Case Study I (ICA/SOGA): Detailed analysis of a landmark case on breach of contract or conditions/warranties                                | CO1, CO2, CO4 | Case Presentation and Critique.   |
| 14 | II | Negotiable Instruments Act (NIA): Nature, Characteristics, and Types of Negotiable Instruments (Promissory Note, Bill of Exchange, Cheque). | CO1           | Activity: Visual identification and labeling of a Promissory Note and a Bill of Exchange. |
| 15 | II | Parties to Negotiable Instruments: Drawer, Drawee, Payee, Holder, Holder in Due Course (HDC) and Privileges of HDC.                         | CO1           | Role play identifying the parties in a transaction.                                       |
| 16 | II | Negotiation and Assignment: Modes of Negotiation (By delivery and endorsement), Kinds of Endorsement (Blank, Special, Restrictive).         | CO1, CO3      |   |
| 17 | II | Dishonour of Negotiable Instrument: By non-acceptance and non-payment, Notice of Dishonour.   | CO1           | Discuss the legal consequence of receiving a notice of dishonour.                         |
| 18 | II | Discharge of a Negotiable Instrument: By Payment, Cancellation, Material Alteration, Renunciation.  | CO1, CO4      |   |
| 19 | II | Crossing of Cheques: General and Special Crossing, Significance and Types of Crossing (A/c Payee, Not Negotiable).                          | CO1, CO4      | Activity: Practical demonstration of crossing a cheque.                                   |
| 20 | II | Bouncing of Cheques: Legal provisions under Section 138, Penalties, and Defences.   | CO1, CO4      | Group discussion on preventing cheque bounce in business.                                 |
| 21 | II | Consumer Protection Act, 1986 (CPA): Objectives, Key Definitions (Consumer, Service, Goods, Defect, Deficiency).                            | CO1           | Discuss how e-commerce platforms affect the definition of 'Goods' and 'Consumer'.         |
| 22 | II | Rights of Consumers and Redressal Machinery: Consumer Protection Councils, Three-tier redressal mechanism (District, State, National).      | CO1, CO4      | Charting the process of filing a complaint.   |

|    |     |  |               |  |
|----|-----|--|---------------|--|
| 23 | II  | Powers and Procedures of the Redressal Agencies, Remedies available to consumers.  | CO1, CO3      | Mock Trial: A consumer complaint case study.                                   |
| 24 | II  | Latest Amendments/Changes in CPA (if any) and their impact on businesses.  | CO2, CO3      | Analysis of the transition from CPA 1986 to CPA 2019 (brief overview).         |
| 25 | II  | Case Study II (NIA/CPA): Detailed analysis of a landmark case on cheque bouncing (Sec. 138 NIA) or a significant CPA ruling.     | CO1, CO2, CO4 | Case Presentation and Critique focusing on the legal remedy sought.            |
| 26 | III | The Companies Act, 2013: Characteristics of a Company (Separate Legal Entity, Perpetual Succession), Lifting the Corporate Veil. | CO1           | Discussion on the importance of the concept of 'separate legal entity'.        |
| 27 | III | Types of Companies: Private, Public, One Person Company (OPC), Small Company, Producer Company.                                  | CO1           | Activity: Comparing the features of Private vs. Public Companies.              |
| 28 | III | Incorporation of a Company: Procedure, Pre-incorporation contracts, Role of Registrar of Companies (ROC).                        | CO1, CO3      | Outline the steps for registering an OPC.                                      |
| 29 | III | Memorandum of Association (MOA): Clauses (Name, Situation, Object, Liability, Capital, Subscription). Doctrine of Ultra Vires.   | CO1, CO4      | Analysis of the object clause of a sample MOA.                                 |
| 30 | III | Articles of Association (AOA): Contents, Relation with MOA, Doctrine of Indoor Management.                                       | CO1, CO4      |  |
| 31 | III | Prospectus: Definition, types (Red Herring, Shelf), Liabilities for Misstatement in Prospectus.                                  | CO1, CO4      | Group discussion on the Satyam/Sahara case in context of prospectus liability. |
| 32 | III | Directors: Appointment, Qualification, Disqualification, Director Identification Number (DIN).                                   | CO1, CO4      | Discussion on the duties and liabilities of Independent Directors.             |
| 33 | III | Director's Powers and Duties, Meetings (Board and General Meetings), Types of Resolutions.                                       | CO1, CO3      | Activity: Drafting a notice for an Annual General Meeting (AGM).               |
| 34 | III | Winding Up: Modes of Winding Up (Compulsory, Voluntary, Winding up by Tribunal), Consequences.                                   | CO1, CO4      | Discussion on the grounds for compulsory winding up.                           |



|    |     |  |               |   |
|----|-----|--|---------------|---|
| 35 | III | Indian Partnership Act, 1932: Essential Elements of Partnership, Partnership vs. Joint Stock Company.                              | CO1           | Compare Sole Proprietorship, Partnership, and Company.                                  |
| 36 | III | Formation and Registration of Partnership: Effects of non-registration, Types of Partners and Partnership.                         | CO1, CO4      | Advise a start-up on the pros and cons of choosing a Partnership over an LLP.           |
| 37 | III | Rights and Duties of Partners, Implied Authority of a Partner, Dissolution of a Firm.  | CO1, CO3      | Analyze scenarios involving partner misconduct and liability.                           |
| 38 | III | Case Study III (Companies/Partnership Act): Detailed analysis of a landmark case on Lifting the Corporate Veil                     | CO1, CO2, CO4 | Case Presentation focusing on the judicial reasoning behind the judgment.               |
| 39 | IV  | Competition Act, 2002: Objectives, Anti-Competitive Agreements (Sec. 3).   | CO1, CO2      | Discussion on cartelization and its impact on the market.                               |
| 40 | IV  | Abuse of Dominant Position (Sec. 4), Combinations (M&A) and their regulation.  | CO2, CO4      | Analysis of a major M&A deal cleared/rejected by the CCI.                               |
| 41 | IV  | Competition Commission of India (CCI): Composition, Powers, and Functions. Penalties.  | CO1, CO4      | Activity: Debate on whether the Competition Act stifles or promotes business.           |
| 42 | IV  | Information Technology Act, 2000 (IT Act): Objectives, Digital Signature, Electronic Governance, Certifying Authority.             | CO1           | Relate IT Act to contemporary issues like data privacy (briefly).                       |
| 43 | IV  | IT Act (Contd.): Electronic Records, Attribution, Acknowledgement, and Dispatch of Electronic Records.                             | CO1, CO3      | Discuss the legal validity of contracts entered into via email/digital platform.        |
| 44 | IV  | IT Act (Contd.): Cyber Crimes (Hacking, Tampering, Publishing obscene content), Penalties.   | CO1, CO4      | Case analysis of a cyber fraud scenario.  |
| 45 | IV  | Right to Information (RTI) Act, 2005: Objectives, Definitions, Obligations of Public Authority, Request for obtaining information. | CO1           | Discuss the role of RTI in promoting transparency in business dealings with government. |
| 46 | IV  | Foreign Exchange Management Act (FEMA): Overview, Objectives, Current Account and Capital  | CO1, CO2      | Discussion on the importance of FEMA for companies dealing in international             |

|    |    |   |               |   |
|----|----|---|---------------|---|
|    |    | Account Transactions (brief).   |               | trade.  |
| 47 | IV | Case Study IV (Contemporary Laws): Detailed analysis of a landmark case under the Competition Act or a relevant IT Act cybercrime case. | CO2, CO3, CO4 | Case Presentation focusing on the strategy needed to comply with the law. |
| 48 | IV | Revision: Comprehensive review of all four units and major legal concepts.  | CO1-CO4       | Open Book Quiz covering all 4 units and their application.                |

### Suggested Readings & Resources

1. **Kuchhal, M.C. and Kuchhal Vivek**, *Business Legislation Management (Latest Edition)*, Vikas Publishing, New Delhi.
2. **Pathak, A. K.**, *Legal Aspects of Business (Latest Edition)*, McGraw Hill, New Delhi.
3. **Kapoor, N. D.**, *Elements of Mercantile Law (Latest Edition)*, Sultan Chand & Sons, New Delhi.
4. **Bare Acts:** Indian Contract Act, Sale of Goods Act, Companies Act, etc. (Government Publications).
5. **Journals:** The Company Law Journal, Chartered Secretary, and Relevant Law Review Journals.

**Note:** Only the latest editions of the above books are recommended.

| <b>MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR</b>                     |  |
|---|--|
| <b>Program: MBA Semester: 1 Course Code: MGT-101/MBA - 101 - V Credits: 4</b> |  |
| <b>Lecture Plan</b>   |  |
| CO 1  | Understand the principles and practices of management and contemporary issues related to managing an organisation. |
| CO2   | Analyse the behaviour of individual employees and its implications for the organisation.                           |
| CO3   | Developing a critical insight into the group and team dynamics.  |
| CO4   | Interpret the influence of various organisational development and change on the behaviour of the employees.        |
| <b>Lecture 1</b>  | Introduction to management: concept, nature  |
| <b>Lecture 2</b>  | Evolution of management thoughts –traditional, behavioural, system,  |
| <b>Lecture 3</b>  | Evolution of management thoughts –contingency and quality viewpoints   |
| <b>Lecture 4</b>  | Managerial levels, skills and roles in an organization   |
| <b>Lecture 5</b>  | Functions of Management: Planning, Organizing, Directing, Controlling  |
| <b>Lecture 6</b>  | Functions of Management: Problem solving and Decision making   |
| <b>Lecture 7</b>  | Management control   |
| <b>Lecture 8</b>  | Managerial ethics and social responsibility  |
| <b>Lecture 9</b>  | Revision Lecture   |
| <b>Lecture 10</b>   | Management Information System (MIS).   |
| <b>Lecture 11</b>   | Fundamentals of Organizational Behavior: Concept, evolution, importance and relationship with other Fields         |
| <b>Lecture 12</b>   | Contemporary challenges of OB  |
| <b>Lecture 13</b>   | Foundations of individual behavior – differences, Personality-concept,   |
| <b>Lecture 14</b>   | Personality- determinant, theories and applications  |
| <b>Lecture 15</b>   | Values, Ability,   |
| <b>Lecture 16</b>   | Attitudes and Emotions   |
| <b>Lecture 17</b>   | Revision Lecture   |
| <b>Lecture 18</b>   | Perception- concept, process and application   |
| <b>Lecture 19</b>   | Learning and Reinforcement   |
| <b>Lecture 20</b>   | Motivation: theories and applications  |
| <b>Lecture 21</b>   | Job satisfaction   |
| <b>Lecture 22</b>   | Stress management  |
| <b>Lecture 23</b>   | Interpersonal Processes- Work teams  |
| <b>Lecture 24</b>   | Definition of Group, Stages of group development   |
| <b>Lecture 25</b>   | Group properties: Roles, norms, status, size and cohesiveness  |
| <b>Lecture 26</b>   | Types of groups, Group Decision Making   |
| <b>Lecture 27</b>   | Team Building; Work teams  |
| <b>Lecture 28</b>   | Revision Lecture   |
| <b>Lecture 29</b>   | Conflict – sources, types, management of conflict  |
| <b>Lecture 30</b>   | Power and Political Behavior   |
| <b>Lecture 31</b>   | Leadership: concept, function and styles   |

|                   |  |
|-------------------|--|
| <b>Lecture 32</b> | Organizational design  |
| <b>Lecture 33</b> | Various organizational structures and their effect on human behavior |
| <b>Lecture 34</b> | Various organizational structures and their effect on human behavior |
| <b>Lecture 35</b> | Organizational climate   |
| <b>Lecture 36</b> | Organizational culture   |
| <b>Lecture37</b>  | Revision Lecture   |
| <b>Lecture38</b>  | Organizational change  |
| <b>Lecture39</b>  | Resistance to Change   |
| <b>Lecture40</b>  | Change Management, Implementing Change                               |
| <b>Lecture41</b>  | Organizational Development   |
| <b>Lecture42</b>  | Revision lecture   |

**J.C. Bose University of Science & Technology, YMCA, Faridabad**  
**Department of Management Studies**

**Teaching Plan – Managerial Economics (MBA-105-V)**

| <b>Particulars</b> | <b>Details</b>                            |
|--------------------|---|
| Course Code        | MBA–105-V                                 |
| Course Title       | Managerial Economics                      |
| Program            | MBA (Semester I)                          |
| Credits            | 4 (L–4, T–0, P–0)                         |
| Total Marks        | 100                                       |
| External Marks     | 75  |
| Internal Marks     | 25  |
| Duration           | 48 Hours (12 Weeks × 4 Lectures per Week) |

**Course Outcomes (COs):**

1. Develop a critical understanding of different economic theories.
2. Take decisions about optimum production quantity which will minimise costs and maximise returns.
3. Understand different market structures and apply decisions methodologies to decide the best price of the product of the business.
4. Integrate economic theories with managerial practices to solve business problems.

**Assessment Scheme:**

| <b>Component</b>                            | <b>Marks</b> |
|---|--------------|
| Sessional Test I & II                       | 15           |
| Class Participation/Assignment/Presentation | 5            |
| Attendance (based on university policy)     | 5            |
| <b>Total (Internal Marks)</b>               | 25           |
| <b>End Term Examination (External)</b>      | 75           |
| <b>Total</b>                                | 100          |

### Lecture-wise Teaching Plan (48 Lectures)

| L No. | Unit | Topic to be Covered  | COs Mapped    | Suggested Activity/Case Study   |
|-------|------|--|---------------|---|
| 1     | I    | Nature and scope of managerial economics; relation with traditional economics and other disciplines.               | CO1           | Discussion on the role of an economic consultant in a modern business firm.               |
| 2     | I    | Objectives of business firms: Profit maximization, sales maximization, and behavioral theories.                    | CO1, CO4      | Group discussion on which objective is most practical for a startup vs. an MNC.           |
| 3     | I    | Cardinal Utility Theory: Total Utility (TU) and Marginal Utility (MU), Law of Diminishing Marginal Utility (LDMU). | CO1           | Numerical exercise on calculating MU and plotting TU/MU curves.                           |
| 4     | I    | Consumer Equilibrium: Equi-marginal utility principle. Derivation of the demand curve (briefly).                   | CO1           | Analyze why LDMU fails to hold in some modern consumption scenarios (e.g., social media). |
| 5     | I    | Indifference Curve (IC)  | CO1           |   |
| 6     | I    | Budget Line/Price Line: Definition, shifts due to changes in income and prices.                                    | CO1           | Numerical problem on budget line and calculating its slope.                               |
| 7     | I    | Consumer Surplus (CS): Concept, measurement, and its managerial relevance (e.g., pricing).                         | CO1, CO3      | Discussion on how firms can capture consumer surplus through dynamic pricing.             |
| 8     | I    | Consumer Equilibrium using Indifference Curve Analysis (Maximizing utility subject to budget constraint).          | CO1, CO4      | Problem-solving: Determining optimal consumption bundle graphically.                      |
| 9     | I    | Price Effect & Substitution Effect   | CO1           |   |
| 10    | I    | Combination of Income Effect (IE) and Substitution Effect (SE)   | CO1           | Graphical derivation of IE and SE for a normal good.                                      |
| 11    | I    | IE and SE for Inferior and Giffen Goods.   | CO1, CO4      | Discussion on real-world examples of Giffen goods (if any exist in India).                |
| 12    | I    | Revision and Application of Consumer Theories in Marketing/Pricing.  | CO1, CO3, CO4 | Quiz on the fundamental principles of Utility and ICs.                                    |

|    |    |   |               |  |
|----|----|---|---------------|--|
| 13 | I  | Case Study I (Consumer Theory): Detailed analysis of a real-world company's pricing strategy based on utility or demand estimation. | CO1, CO3, CO4 | Case Presentation focusing on how consumer behavior dictated the business decision.                            |
| 14 | II | Law of Demand: Determinants of Demand, Exceptions to the Law of Demand.   | CO1           | Discussion on the effect of future price expectations on current demand.                                       |
| 15 | II | Demand Elasticities (Part 1): Price Elasticity of Demand (PED), types, measurement (arc and point method).                          | CO1, CO3      | Numerical exercises on calculating PED and relating it to Total Revenue (TR).                                  |
| 16 | II | Demand Elasticities (Part 2): Income Elasticity of Demand (IED), Cross Elasticity of Demand (CED).                                  | CO1, CO3      | Categorizing goods (normal, inferior, substitute, complement) based on IED and CED values.                     |
| 17 | II | Demand Estimation: Surveys, Statistical Methods   | CO2, CO4      |  |
| 18 | II | Demand Forecasting (Part 1): Objectives, Significance, Forecasting Methods (Qualitative: Expert opinion, Delphi).                   | CO2, CO4      | Discussion on the challenges of forecasting demand for a service vs. a product.                                |
| 19 | II | Demand Forecasting (Part 2): Quantitative Methods (Time Series Analysis, Moving Average, Exponential Smoothing).                    | CO2, CO4      | Numerical problem on calculating 3-period Moving Average.  |
| 20 | II | Production Analysis: Production Function (Short-run vs. Long-run), Fixed vs. Variable Factors.                                      | CO1, CO2      | Discussion on the production function of a software development firm.  |
| 21 | II | Law of Variable Proportions (LVP): Stages of Production, rationale for Stage II being the optimum stage.                            | CO2           | Graphical plotting and analysis of Total Product (TP), Average Product (AP), and Marginal Product (MP) curves. |
| 22 | II | Laws of Return to Scale: Constant, Increasing, and Decreasing Returns to Scale.   | CO1, CO2      | Analyze which stage of returns to scale is relevant for a firm's long-term expansion.                          |
| 23 | II | Isoquants: Definition, Properties, Marginal Rate of Technical Substitution (MRTS).  | CO1, CO2      | Activity: Sketching Isoquants for different production scenarios (e.g., fixed proportions).                    |
| 24 | II | Isocost Line: Definition, slope, shifts. Optimal Combination of Inputs (Least Cost Combination).                                    | CO2           | Problem-solving: Determining the least cost combination of Labour and Capital graphically.                     |

|    |     |   |               |   |
|----|-----|---|---------------|---|
| 25 | II  | Case Study II (Demand/Production): Analysis of a firm's decision to shift production location (Returns to Scale) or a case on forecasting demand for an essential good. | CO2, CO3, CO4 | Case Presentation focusing on the managerial impact of production decisions.        |
| 26 | III | Theory of Cost: Introduction to Cost Concepts (Opportunity Cost, Accounting vs. Economic Cost, Incremental Cost).   | CO1           | Discussion on the relevance of opportunity cost in capital budgeting decisions.     |
| 27 | III | Traditional Theory of Cost (Short Run): Total Fixed Cost (TFC), Total Variable Cost (TVC), Total Cost (TC), Average Cost (AC) and Marginal Cost (MC).                   | CO1, CO2      | Numerical exercise on calculating various cost metrics and plotting the curves.     |
| 28 | III | Traditional Theory of Cost (Long Run): Long Run Average Cost (LAC) and Long Run Marginal Cost (LMC) curves.   | CO1, CO2      | Discussion on how a firm plans its scale of operation using the LAC curve.          |
| 29 | III | Modern Theory of Cost: Short-run and Long-run cost curves.  | CO1           | Compare and contrast the policy implications of traditional vs. modern cost curves. |
| 30 | III | Economies and Diseconomies of Scale: Internal (Technical, Managerial) and External (Localization, Information).   | CO1, CO2      | Analyze the economies of scale enjoyed by Amazon/Reliance.                          |
| 31 | III | Revenue Curves: Total Revenue (TR), Average Revenue (AR), Marginal Revenue (MR) under different market structures.  | CO1, CO3      | Graphical illustration of AR and MR curves under Perfect Competition vs. Monopoly.  |
| 32 | III | Market Structures: Perfect Competition (PC): Characteristics, Profit maximization condition ( $MR=MC$ ).  | CO1, CO3      | Discussion on whether truly Perfect Competition exists in reality.                  |
| 33 | III | Price-Output Decisions under PC: Short-run equilibrium (Normal, Super-normal, Loss).  | CO3, CO4      | Problem-solving: Finding the short-run equilibrium price and output in a PC market. |
| 34 | III | Price-Output Decisions under PC: Long-run equilibrium; Shut Down Point (Short-run and Long-run).  | CO3, CO4      | Analyze the decision to shut down a business based on AVC/AC.                       |
| 35 | III | Monopoly: Characteristics, Sources of Monopoly  | CO1, CO3      | Group discussion on the regulation of   |



|    |     |  |          |   |
|----|-----|--|----------|---|
|    |     | power, Price Discrimination.   |          | monopolies (e.g., railways, utilities).   |
| 36 | III | Price-Output Decisions under Monopoly: Short-run and Long-run equilibrium (Absence of supply curve).   | CO3, CO4 | Graphical analysis showing profit maximization under Monopoly.                          |
| 37 | III | Monopolistic Competition: Characteristics, Product Differentiation, Selling Costs (Advertising).   | CO1, CO3 | Discussion on Monopolistic Competition in the mobile phone industry.                    |
| 38 | III | Price-Output Decisions under Monopolistic Competition: Short-run and Long-run equilibrium.   | CO3, CO4 | Compare the efficiency of PC vs. Monopolistic Competition in the long run.              |
| 39 | III | Case Study III (Market Structure): Detailed analysis of a company operating in an oligopolistic or monopolistic market (e.g., airline pricing, cement cartel). | CO3, CO4 | Case Presentation focusing on the strategic pricing and output decision.                |
| 40 | IV  | Determinants of Economic Development: Capital, technology, institutional framework, natural resources.   | CO1, CO4 | Discussion on the role of technological innovation in India's recent economic growth.   |
| 41 | IV  | Recent Developments in Indian Economy: GDP trends, Sectoral shares, major policy initiatives (brief overview).   | CO1, CO4 | Activity: Presentation/Report on the current state of India's GDP and growth drivers.   |
| 42 | IV  | Business Cycles: Phases (Boom, Recession, Trough, Recovery), Causes, and Indicators.   | CO1, CO4 | Analyze how a firm should adjust its inventory and pricing strategy during a recession. |
| 43 | IV  | Inflation: Types (Demand-pull, Cost-push), Causes, and Impact on Business (Profits, Investment).   | CO1, CO4 | Group discussion on the most effective methods to control Cost-push inflation.          |
| 44 | IV  | Monetary Policy: Tools (Repo Rate, CRR, Open Market Operations) and role in controlling inflation.   | CO1, CO4 | Discuss the recent actions of the RBI and their impact on bank lending rates.           |
| 45 | IV  | Fiscal Policy: Tools (Taxation, Government Expenditure) and role in managing demand and growth.  | CO1, CO4 | Compare the effectiveness of Monetary vs. Fiscal Policy in addressing a recession.      |
| 46 | IV  | Balance of Payments (BOP) of India: Components (Current Account, Capital Account), Trade Deficit   | CO1, CO4 | Discussion on the impact of a high trade deficit on the value of the Indian             |

|    |    |   |          |   |
|----|----|---|----------|---|
|    |    | and its remedies.   |          | Rupee.  |
| 47 | IV | Case Study IV (Macroeconomics): Analysis of a firm's strategic response to a major national economic event (e.g., GST implementation, Demonetisation, or a major BOP crisis). | CO3, CO4 | Case Presentation focusing on formulating an adjustment strategy.                   |
| 48 | IV | Revision: Comprehensive review of all four units and integration of micro/macro concepts.   | CO1-CO4  | Open Book Quiz focusing on application of economic theories to managerial problems. |

**Suggested readings:**

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, McGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad
5. T.R. Jain, Managerial Economics, V.K. Publication.

**Note:** Only the latest editions of the above books are recommended.



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA FARIDABAD**

**Department of Management Studies**

**LECTURE PLAN**

**Subject Code:** MBA/FM//205 , MBA, 3rd Semester

**Subject Name:** Managing Banks and Financial Institutions

**Course Outcomes:**

CO1: Understanding the importance of Banking system in an economy.

CO2: Assess the different dimensions for management of banks and develop a suitable strategy for enhancing efficiency.

CO3: Identify role of different financial institutions and regulatory authorities.

CO4: Develop plan for managing risks in banks.

**Name:** Dr. Renu Agarwal

**No. of Lectures per week : 3**

**Total No. of Lectures : 39**

**No. of credits: 3**

**Internal Marks:25**

**External Marks:75**

| Week         | Topics to be Covered   | UNIT | No. of Lectures Required |
|--------------|--|------|--------------------------|
| Week 1,2,3,4 | Concept of Bank, Types of Banks, Banking operations,<br>Case study/Real life example | I    | 2                        |
|              | Key market players in banking sector   |      | 2                        |
|              | Role and services offered by banks   |      | 1                        |

|                    |  |            |                      |
|--------------------|--|------------|----------------------|
|                    |  |            |                      |
|                    | Case study / real life example related to roles and services offered by banks                |            | 2                    |
|                    | Retail banking, Universal banking meaning and services offered                               |            | 1                    |
|                    | Contemporary issues at global level  |            | 1                    |
|                    | Discussion regarding ways to solve contemporary issues faced by banks.                       |            | 1                    |
|                    | <b>Total lecture (Unit 1)</b>  |            | <b>10</b>            |
| <b>Week 5,6,7</b>  | Concept of Asset liability management in banks. Importance of Asset liability management     | <b>II</b>  | 2                    |
|                    | Prudential norms related to income recognition   |            | 1                    |
|                    | Norms related to asset classification and provisioning for advances portfolio of the banks.  |            | 2                    |
|                    | Debt recovery Tribunal- meaning and working  |            | 1                    |
|                    | Corporate Debt Restructuring-meaning and working for managing NPA's                          |            | 1                    |
|                    | Introduction to SARFAESI act 2002  |            | 1                    |
|                    | Basel Norms for Banking supervision, Risk management in Banks. Real life example/case study. |            | 2                    |
|                    | <b>Total Lecture (Unit 2)</b>  |            | 10                   |
|                    | <b>Class Test I</b>  |            | <b>Unit 1 &amp;2</b> |
| <b>Week 8,9,10</b> | <b>Unit-III</b>  | <b>III</b> |                      |
|                    | Role of financial institutions in financing in India   |            | 1                    |
|                    | Role of NABARD, SIDBI in financial sector  |            | 2                    |
|                    | Role of EXIM bank in promoting exports and its functions                                     |            | 2                    |
|                    | Functions of IDBI, IFCI  |            | 1                    |

|   |  |           |                       |
|---|--|-----------|-----------------------|
|   | Role and functions of ICICI in financial sector  |           | 1                     |
|   | UTI and LIC functions and objectives   |           | 2                     |
|   | IRCI and SFC's role and functions, Presentations/discussions on schemes offered by different financial institutions. |           | 2                     |
|   | <b>Total Lecture (Unit 3)</b>  |           | <b>11</b>             |
| <b>Week 11,12,13</b>  | Role of regulatory authorities in managing financial sector in India   | <b>IV</b> | 1                     |
|   | Functions and role of SEBI in managing stock market in India, Case discussion.                                       |           | 2                     |
|   | Role of IRDA in regulating insurance sector in India   |           | 2                     |
|   | Role of PFRDA and its objectives   |           | 1                     |
|   | Reserve Bank of India: importance and objectives, Case related to intervention of RBI for managing banks in India.   |           | 2                     |
|   | <b>Total Lecture (Unit 4)</b>  |           | <b>08</b>             |
|   | <b>Class Test II</b>   |           | <b>Unit 3 &amp; 4</b> |
|   | <b>Total lecture(Unit 1,2,3,4)</b>   |           | <b>39</b>             |
| <ul style="list-style-type: none"> <li><b>Total Weeks (13+2*)Two week for Class Test1 And Class Test 2</b></li> </ul> |  |           |                       |

### Text Books

1. Khan M.Y., Indian Financial System, Tata McGraw-Hill.
2. Bhole L.M., Mahakund J. Financial Institutions and Markets, Tata McGraw-Hill.
3. Pathak, V. Bharati, The Indian Financial System, Pearson Education.



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA FARIDABAD**

**Department of Management Studies**

**LECTURE PLAN**

**Subject Code:** MBA/FM//205 , MBA, 3rd Semester

**Subject Name:** Managing Banks and Financial Institutions

**Course Outcomes:**

CO1: Understanding the importance of Banking system in an economy.

CO2: Assess the different dimensions for management of banks and develop a suitable strategy for enhancing efficiency.

CO3: Identify role of different financial institutions and regulatory authorities.

CO4: Develop plan for managing risks in banks.

**Name:** Dr. Jyotsana Chawla

**No. of Lectures per week :** 3

**Total No. of Lectures :** 39

**No. of credits:** 3

**Internal Marks:**25

**External Marks:**75

| Week         | Topics to be Covered   | UNIT | No. of Lectures Required |
|--------------|--|------|--------------------------|
| Week 1,2,3,4 | Concept of Bank, Types of Banks, Banking operations,<br>Case study/Real life example | I    | 2                        |
|              | Key market players in banking sector   |      | 2                        |
|              | Role and services offered by banks   |      | 1                        |

|                    |  |            |                      |
|--------------------|--|------------|----------------------|
|                    |  |            |                      |
|                    | Case study / real life example related to roles and services offered by banks                |            | 2                    |
|                    | Retail banking, Universal banking meaning and services offered                               |            | 1                    |
|                    | Contemporary issues at global level  |            | 1                    |
|                    | Discussion regarding ways to solve contemporary issues faced by banks.                       |            | 1                    |
|                    | <b>Total lecture (Unit 1)</b>  |            | <b>10</b>            |
| <b>Week 5,6,7</b>  | Concept of Asset liability management in banks. Importance of Asset liability management     | <b>II</b>  | 2                    |
|                    | Prudential norms related to income recognition   |            | 1                    |
|                    | Norms related to asset classification and provisioning for advances portfolio of the banks.  |            | 2                    |
|                    | Debt recovery Tribunal- meaning and working  |            | 1                    |
|                    | Corporate Debt Restructuring-meaning and working for managing NPA's                          |            | 1                    |
|                    | Introduction to SARFAESI act 2002  |            | 1                    |
|                    | Basel Norms for Banking supervision, Risk management in Banks. Real life example/case study. |            | 2                    |
|                    | <b>Total Lecture (Unit 2)</b>  |            | 10                   |
|                    | <b>Class Test I</b>  |            | <b>Unit 1 &amp;2</b> |
| <b>Week 8,9,10</b> | <b>Unit-III</b>  | <b>III</b> |                      |
|                    | Role of financial institutions in financing in India   |            | 1                    |
|                    | Role of NABARD, SIDBI in financial sector  |            | 2                    |
|                    | Role of EXIM bank in promoting exports and its functions                                     |            | 2                    |
|                    | Functions of IDBI, IFCI  |            | 1                    |

|   |  |           |                       |
|---|--|-----------|-----------------------|
|   | Role and functions of ICICI in financial sector  |           | 1                     |
|   | UTI and LIC functions and objectives   |           | 2                     |
|   | IRCI and SFC's role and functions, Presentations/discussions on schemes offered by different financial institutions. |           | 2                     |
|   | <b>Total Lecture (Unit 3)</b>  |           | <b>11</b>             |
| <b>Week 11,12,13</b>  | Role of regulatory authorities in managing financial sector in India   | <b>IV</b> | 1                     |
|   | Functions and role of SEBI in managing stock market in India, Case discussion.                                       |           | 2                     |
|   | Role of IRDA in regulating insurance sector in India   |           | 2                     |
|   | Role of PFRDA and its objectives   |           | 1                     |
|   | Reserve Bank of India: importance and objectives, Case related to intervention of RBI for managing banks in India.   |           | 2                     |
|   | <b>Total Lecture (Unit 4)</b>  |           | <b>08</b>             |
|   | <b>Class Test II</b>   |           | <b>Unit 3 &amp; 4</b> |
|   | <b>Total lecture(Unit 1,2,3,4)</b>   |           | <b>39</b>             |
| <ul style="list-style-type: none"> <li><b>Total Weeks (13+2*)Two week for Class Test1 And Class Test 2</b></li> </ul> |  |           |                       |

### Text Books

1. Khan M.Y., Indian Financial System, Tata McGraw-Hill.
2. Bhole L.M., Mahakund J. Financial Institutions and Markets, Tata McGraw-Hill.
3. Pathak, V. Bharati, The Indian Financial System, Pearson Education.



**MARKETING ANALYTICS MGT-MM-212**

Subject Code MGT-MM-212

Total credits: 3

External marks: 75

Internal marks: 25

Course outcomes:

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

1. Acquire operational knowledge of datasets of marketing to make data-driven decisions.
2. Understand customer framework to develop marketing strategies
3. Manipulate and summarise data for marketing decisions
4. Develop skills in analytical software packages such as Excel, SPSS and utilise open source software tools.

Session Duration: 60 minutes

Participants: MBA 3rd Sem Students(specilization Marketing )

| Entry level knowledge and skills of students i. Basic Knowledge about Mathematics/Statistics |  |                    |          |            |
|--|--|--------------------|----------|------------|
| L. No  | Topics   | Sub Topics         | Pedagogy | CO Covered |
| 1  | Marketing Analytics  | Types of Analytics | Lecture  | CO1        |
| 2  | Marketing Analytics  | Types of Analytics | Lecture  | CO1        |
| 3  | Marketing Analytics  | Types of Analytics | Lecture  | CO1        |
| 4  | Understanding customer wants and needs                                 |                    | Lecture  | CO1        |
| 5  | Understanding customer wants and needs                                 |                    | Lecture  | CO1        |
| 6  | Understanding customer wants and needs                                 |                    | Lecture  | CO1        |
| 7  | understanding data sources   |                    | Lecture  | CO1        |
| 8  | Data cleaning  |                    | Lecture  | CO3        |
| 9  | Data cleaning  |                    | Lecture  | CO3,CO4    |
| 10   | Approaches available for dealing with missing data; imputation methods |                    | Lecture  | CO3        |
| 11   | Approaches available for dealing with missing data; imputation methods |                    | Lecture  | CO3        |
| 12   | Approaches available for dealing with missing data; imputation methods |                    | Lecture  | CO4        |
| 13   | Various types of charts  | Bar                | Lecture  | CO4        |
| 14   | Various types of charts  | Line ,Heat charts  | Lecture  | CO4        |
| 15   | Various types of charts  |                    | Lecture  | CO4        |

|    |  |                                 |            |         |
|----|--|---------------------------------|------------|---------|
| 16 | Dashboard in Excel   |                                 | Case Study | CO4     |
| 17 | Market Segmenting based on categories                        |                                 | Lecture    | CO2     |
| 18 | Market Segmenting based on categories                        |                                 | Case Study | CO2     |
| 19 | Identification of demographic and psychographic segmentation |                                 | Lecture    | CO2     |
| 20 | Identification of demographic and psychographic segmentation |                                 | Lecture    | CO2,CO4 |
| 21 | targeting strategies   |                                 | Lecture    | CO2     |
| 22 | Profiling the customers using clustering analysis;           | Different algorithms of cluster | Lecture    | CO2     |
| 23 | Profiling the customers using clustering analysis;           |                                 | Case Study | CO2     |
| 24 | positioning analytics – perceptual maps                      |                                 | Case Study | CO2,CO4 |
| 25 | MDS; developing differentiation strategies                   |                                 | Case Study | CO2     |
| 26 | Collaborative filtering;                                     | Real World examples             | Lecture    | CO3     |
| 27 | Classifying customers using linear discriminant analysis     |                                 | Lecture    | CO3     |
| 28 | Classifying customers using linear discriminant analysis     |                                 | Lecture    | CO2     |
| 29 | Product development using conjoint analysis                  |                                 | Lecture    | CO2     |
| 30 | Product development using conjoint analysis                  |                                 | Case Study | CO3     |
| 31 | Measuring effectiveness of advertising                       |                                 | Lecture    | CO2     |
| 32 | Demand forecasting using multiple regression                 |                                 | Lecture    | CO3     |
| 33 | Product management   |                                 | Lecture    | CO2     |
| 34 | Marketing-mix allocation                                     |                                 | Lecture    | CO4     |
| 35 | Recommendation engine; recommender problem                   |                                 | Lecture    | CO4     |
| 36 | Recommendation engine; recommender problem                   |                                 | Lecture    | CO2     |
| 37 | Retail analytics   |                                 | Lecture    | CO3     |
| 38 | RFM  |                                 | Case Study | CO3     |
| 39 | Market basket analysis                                       |                                 | Lecture    | CO2     |
| 40 | Customer churn   |                                 | Case Study | CO3     |
| 41 | Customer lifetime value                                      |                                 | Lecture    | CO3     |
| 42 | Overview of text mining and sentimental analysis             |                                 | Lecture    | CO3     |
| 43 | Overview of text mining and sentimental analysis             |                                 | Lecture    | CO3     |
| 44 | Overview of text mining and sentimental analysis             |                                 | Lecture    | CO3     |
| 45 | Overview of text mining and sentimental analysis             |                                 | Case Study | CO3     |

Suggested readings:

1. Hair F Joseph, Multivariate Analysis, Pearson Education, New Delhi.
2. Fairhurst Danielle Stein, Using Excel for Business Analysis, Wiley, New Delhi.
3. Wayne L. Winston Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, New Delhi.

#### Weblinks

1. <https://nptel.ac.in/courses/110105142/>

**J.C. Bose University of Science & Technology, YMCA, Faridabad**  
**Department of Management Studies**

**Teaching Plan – Moral Values (MBA-115-V)**

**Course Code:** MBA-115-V

**Course Title:** Moral Values

**Program:** MBA (Semester 1)

**Credits:** 0

**Total Marks:** 100 (External: 75, Internal: 25)

**Duration:** 26 Hours (13 Weeks × 2 Lectures per Week)

**Course Outcomes (COs):**

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

1. Understand moral values.
2. Understand the rationale of social responsibility.
3. Recognize and appreciate ethical considerations and values relevant to business activity.
4. Maintain balance in their personal and professional life.

**Assessment Scheme:**

| Component                                   | Marks |
|---|-------|
| Sessional Test I & II                       | 15    |
| Class Participation/Assignment/Presentation | 5     |
| Attendance (based on university policy)     | 5     |
| <b>Total (Internal Marks)</b>               | 25    |
| <b>End Term Examination (External)</b>      | 75    |
| <b>Total</b>                                | 100   |

### Lecture-wise Teaching Plan (26 Lectures)

| L No. | Topic to be Covered  | COs Mapped |
|-------|--|------------|
| 1     | Introduction to Human and Moral Values – Concept, Meaning, and Relevance | C01        |
| 2     | Role of Values in Personality Development and Ethical Conduct            | C01        |
| 3     | Morals vs. Ethics – Relationship and Distinction                         | C01        |
| 4     | Values and Ethics in Everyday Life – Real-Life Illustrations             | C01        |
| 5     | Basic Etiquettes and Work Ethics in the Corporate Environment            | C01, C02   |
| 6     | Integrity, Honesty, and Professional Accountability                      | C02        |
| 7     | Importance of Work Ethics and Time Management                            | C02        |
| 8     | Courage, Empathy, and Self-Confidence as Moral Strengths                 | C02, C04   |
| 9     | Character Building and Positive Attitude – Concept and Practice          | C03        |
| 10    | Balancing Personal and Professional Life through Value Orientation       | C03, C04   |
| 11    | Ethical Decision-Making in Business Contexts – Case Discussions          | C03        |
| 12    | Social Responsibilities and Rights of Individuals and Organizations      | C02, C03   |
| 13    | Corporate Social Responsibility (CSR) and Ethical Business Practices     | C03        |
| 14    | Environmental and Sustainability Ethics in Modern Management             | C03        |
| 15    | Role of Ethical Leadership in Organizational Success                     | C03, C04   |

|    |  |          |
|----|--|----------|
| 16 | Case Study: Ethical Dilemmas in Corporate Settings           | C03, C04 |
| 17 | Group Discussion: Personal Values vs. Organizational Demands | C04      |
| 18 | Group Discussion:: Integrity at Workplace                    | C04      |
| 19 | Story on Empathy   | C02, C04 |
| 20 | Case Discussion: CSR and Corporate Misconduct                | C02, C03 |
| 21 | Role Play: Handling Ethical Dilemmas in Business             | C03, C04 |
| 22 | Story telling: Developing Self-Confidence and Moral Courage  | C01, C04 |
| 23 | Debate: Profit vs. Ethics – Can Both Coexist?                | C02, C03 |
| 24 | Reflection Session: My Personal Code of Ethics               | C04      |
| 25 | Comprehensive Revision and Review of All Modules             | All COs  |
| 26 | Case-Based Presentation                                      | All COs  |

### Suggested Readings & Resources

1. Boatright, J.R. *Ethics and the Conduct of Business*. Pearson Education, New Delhi.
2. Seebauer, E.G., & Barry, R.L. *Fundamentals of Ethics for Scientists and Engineers*. Oxford University Press.
3. Hartman, L.P., & Des Jardins, J. *Business Ethics: Decision Making for Personal Integrity and Social Responsibility*. McGraw–Hill/Irwin.
4. Arthur, J. *Studying Philosophy: A Guide for the Perplexed*. Pearson/Prentice Hall.

**Note:** Only the latest editions of the above books are recommended.

# Lesson Plan: Performance Management System (MGT-HR-205)

Program: BBA / MBA (HR Specialization)

Semester: -

Course Code: MGT-HR-205

Course Name: Performance Management System

Credits: 3

Total Marks: 100 (External 75 + Internal 25)

Session Duration: 60 minutes

Participants: Management Students

## Course Objectives

1. Understand the concept and process of performance management.
2. Learn the significance of rewards in improving performance.
3. Understand various methods used for measuring results and behaviour.
4. Understand how performance management contributes to employee development.

## Equipment Required

LCD/Projector, Whiteboard/Markers, Case Study Materials, Evaluation Forms.

## Assessment Scheme

| S. No. | Criteria                   | Marks (100) |
|--------|----------------------------|-------------|
| 1      | External Examination       | 75          |
| 2      | Internal Evaluation        | 25          |
| 2(a)   | Class Test / Quiz          | 15          |
| 2(b)   | Assignment / Presentation  | 5           |
| 2(c)   | Attendance & Participation | 5           |

### Course Outcomes

| CO Code | Course Outcome Description  |
|---------|---|
| CO1     | Understand the concept and process of performance management.                     |
| CO2     | Learn the significance of rewards in improving performance.                       |
| CO3     | Understand various methods for measuring results and behaviour.                   |
| CO4     | Understand how performance management system contributes to employee development. |

### Detailed Lesson Plan

| L. No. | Unit / Topics                                   | Sub-Topics   | Pedagogy             | CO Covered | Remarks |
|--------|---|--|----------------------|------------|---------|
| 1      | Unit I – Introduction to Performance Management | Aims and role, benefits and disadvantages of performance management        | Lecture / Discussion | CO1        |         |
| 2      |   | Characteristics of an ideal performance system                             | Lecture / Case Study | CO1        |         |
| 3      |   | Reward Systems and Difference between performance and potential management | Lecture / Activity   | CO2        |         |
| 4      | Unit II – Performance Management Process        | Strategic planning, identifying KRAs and KPIs                              | Lecture / Examples   | CO1        |         |



|    |                                    |   |                         |     |  |
|----|------------------------------------|---|-------------------------|-----|--|
| 5  |                                    | Interactive goal setting process  | Activity / Worksheet    | CO3 |  |
| 6  |                                    | SMART goals for employee performance  | Lecture / Role Play     | CO3 |  |
| 7  | Unit III – Measuring Performance   | Methods: self-appraisal, graphic rating, BARS, paired comparison, 360-degree feedback | Lecture / Demonstration | CO3 |  |
| 8  |                                    | Critical incidents, field review, appraisal interviews                                | Case Study              | CO3 |  |
| 9  | Unit IV – Feedback and Counselling | Performance feedback and communication  | Lecture / Activity      | CO4 |  |
| 10 |                                    | Identifying competency gaps and developmental needs                                   | Workshop / Discussion   | CO4 |  |
| 11 |                                    | Ethics in performance management  | Lecture / Discussion    | CO4 |  |
| 12 |                                    | Revision and Review   | Lecture / Quiz          | All |  |

### Suggested Readings

1. Aguinis, H. Performance Management, Pearson Education Inc.
2. Kandula, S. Performance Management: Strategies, Interventions and Drivers, PHI.
3. Kohli, A.S., & Deb, T. Performance Management, Oxford University Press.

4. Armstrong, M. Performance Management: Key Strategies and Practical Guidelines, Kogan Page.

### Notes

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**Lesson Plan : Product and Brand Management MGT-MM-209****Credits 3****Course outcomes:**

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

1. Gain operational understanding of product development process and product strategies.
2. Design, implement and take appropriate branding decisions.
3. Implement the branding strategies in current scenario.
4. Measure the sources of brand equity.

**External marks: 75****Internal marks: 25**

| <b>Lecture No</b> | <b>Unit</b> | <b>Topic</b>   |
|-------------------|-------------|--|
| 1                 | 1           | Introduction to product, product life cycle, new product development process |
| 2                 | 1           | Branding concepts: Challenges and Opportunities                              |
| 3                 | 1           | Difference between Branded vs Unbrand Products and group discussion          |
| 4                 | 1           | Strategic brand management process   |
| 5                 | 1           | Brand Identity with cases  |
| 6                 | 1           | Customer based brand equity  |
| 7                 | 2           | Building a strong brand and its implications                                 |
| 8                 | 2           | Identifying and establishing brand positioning                               |
| 9                 | 2           | Defining and establishing brand mantras                                      |
| 10                | 2           | Internal branding; brand audits  |
| 11                | 2           | Brand personalities  |
| 12                | 2           | Presentation   |
| 13                | 2           | Choosing brand elements to build brand equity                                |
| 14                | 2           | Designing marketing programs to build brand equity                           |
| 15                | 2           | Designing marketing programs to build brand equity                           |
| 16                | 2           | Integrating marketing communication to build brand equity                    |
| 17                | 2           | Information processing model of communication                                |
| 18                | 2           | Case Study discussion  |
| 19                | 2           | Marketing communication options  |
| 20                | 2           | Marketing communication options  |
| 21                | 2           | Presentation   |
| 22                | 3           | Leveraging secondary brand associations to build brand equity                |
| 23                | 3           | Conceptualizing the leveraging process                                       |
| 24                | 3           | Country of origin, co-branding, licensing                                    |
| 25                | 3           | Celebrity endorsement  |
| 26                | 3           | Sporting, cultural and other events  |
| 27                | 3           | Third party sources  |
| 28                | 3           | Examples discussion  |
| 29                | 4           | Measuring sources of brand equity  |
| 30                | 4           | Qualitative research techniques  |
| 31                | 4           | Quantitative research techniques   |
| 32                | 4           | Designing and implementing branding strategies                               |
| 33                | 4           | Brand-product matrix, brand hierarchy  |
| 34                | 4           | Introducing and naming new products and brand extensions                     |

|  |   |  |
|--|---|--|
| 35   | 4 | Managing brands over time                                      |
| 36   | 4 | Case Study discussion  |
| 37   | 4 | Case Study discussion  |
| 38   | 4 | Managing brands over geographic boundaries and market segments |
| 39   | 4 | Managing brands over geographic boundaries and market segments |
| 40   | 4 | Presentation   |
| 41   | 4 | Presentation   |
| <b>Suggested readings:</b>   |   |  |
| <ol style="list-style-type: none"> <li>1. Keller, Kevin Lane. Strategic Brand Management; Pearson Education, New Delhi.</li> <li>2. Kirti Dutta. Brand Management: Principles and Practices, Oxford University Press.</li> <li>3. Kapferer, Jean Noel. Strategic Brand Management, Kogan Page, New Delhi.</li> <li>4. Kapoor, Jagdeep. Brand Mantras, Sage Publications; New Delhi</li> <li>5. Sengupta Subroto. Brand Positioning: Strategies for competitive advantage, Tata McGraw Hill, N</li> </ol> |   |  |



New Delhi.



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA FARIDABAD**

**Department of Management Studies**

**LECTURE PLAN**

**Subject Code: MBA/FM//210 , MBA, 3rd Semester**

**Subject Name: Risk Management and Insurance**

**Course Outcomes:**

CO1: To understand the risk, risk management and insurance

CO2: To think critically upon the contemporary issues of insurance in individual and corporate life.

CO3: To apply the underwriting and claim settlement procedures in insurance

CO4: To demonstrate policy design, rate making and distribution strategies in insurance

**Name: Dr. Jyotsana Chawla**

**No. of Lectures per week : 3**

**Total No. of Lectures : 39**

**No. of credits: 3**

**Internal Marks:25**

**External Marks:75**

| Week                | Topics to be Covered  | UNIT | No. of Lectures Required |
|---------------------|---|------|--------------------------|
| <b>Week 1,2,3,4</b> | Concept of Risk, Types of Risk, Peril Meaning, Hazard Types of Hazard<br>Case study/Real life example | I    | 2                        |
|                     | Risk Management, Meaning, importance, Process   |      | 1                        |
|                     | Risk identification, Risk evaluation, Risk strategies, review<br>Real life example                    |      | 2                        |

|                    |   |            |                      |
|--------------------|---|------------|----------------------|
|                    |   |            |                      |
|                    | Risk Avoidance. Risk Retention and Risk control and Risk Transfer   |            | 2                    |
|                    | Pooling in Insurance  |            | 1                    |
|                    | Loss Exposure   |            | 1                    |
|                    | Emergence of insurance  |            | 1                    |
|                    | <b>Total lecture (Unit 1)</b>   |            | <b>10</b>            |
| <b>Week 5,6,7</b>  | Concept of Insurance, features of insurance, Mechanism of Insurance   | <b>II</b>  | 2                    |
|                    | Need for Insurance ,Principles of insurance   |            | 2                    |
|                    | Contemporary issues in insurance, Types of insurance  |            | 2                    |
|                    | Legal Aspects of Insurance Contract   |            | 1                    |
|                    | Insurance clauses   |            | 1                    |
|                    | Reinsurance,  |            | 1                    |
|                    | Co-insurance<br>Real life example   |            | 1                    |
|                    | <b>Total Lecture (Unit 2)</b>   |            | 10                   |
|                    | <b>Class Test I</b>   |            | <b>Unit 1 &amp;2</b> |
| <b>Week 8,9,10</b> | <b>Unit-III</b>   | <b>III</b> |                      |
|                    | Insurance industry in India, Origin and development of insurance sector;  |            | 2                    |
|                    | Role of IRDA  |            | 1                    |
|                    | Types of insurance plans (Case study)   |            | 2                    |
|                    | Policies of various insurance companies with Presentations on the policies offered by public and private life and non-life insurers |            | 1                    |



|   |   |           |                       |
|---|---|-----------|-----------------------|
|   | Distribution channels in Insurance  |           | 1                     |
|   | Challenges of insurance marketing   |           | 1                     |
|   | Bancassurance and its models  |           | 1                     |
|   | <b>Total Lecture (Unit 3)</b>   |           | <b>9</b>              |
| <b>Week 11,12,13</b>  | Management of life and non-life insurance companies   | <b>IV</b> | <b>1</b>              |
|   | Product design, Insurance Rating (case Study)   |           | 2                     |
|   | Use of insurance in personal and business planning  |           | 1                     |
|   | Insurance underwriting, life and non-life (health and motor vehicle) case study/Real life example |           | 2                     |
|   | Claim settlement in Life Insurance.   |           | 2                     |
|   | Claim settlement in Health and Motor vehicle insurance case Study/Real life example               |           | 2                     |
|   | <b>Total Lecture (Unit 4)</b>   |           | <b>10</b>             |
|   | <b>Class Test II</b>  |           | <b>Unit 3 &amp; 4</b> |
|   | <b>Total lecture(Unit 1,2,3,4,)</b>   |           | <b>39</b>             |
| <ul style="list-style-type: none"> <li><b>Total Weeks (13+2*)Two week for Class Test1 And Class Test 2</b></li> </ul> |   |           |                       |

### Text Books

1. Black, Kenneth jr. & Skipper, Harold D. jr., Life and Health Insurance, Pearson Education, Delhi
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
- 3., Gupta P.K. Risk Management and Insurance Himalaya Publications



**J C BOSE UNIVERSITY OF SCIENCE & TECHNOLOGY  
YMCA FARIDABAD**

**Department of Management Studies**

**LECTURE PLAN**

**Subject Code: MBA/FM//210 , MBA, 3rd Semester**

**Subject Name: Risk Management and Insurance**

**Course Outcomes:**

CO1: To understand the risk, risk management and insurance

CO2: To think critically upon the contemporary issues of insurance in individual and corporate life.

CO3: To apply the underwriting and claim settlement procedures in insurance

CO4: To demonstrate policy design, rate making and distribution strategies in insurance

**Name: Dr. Renu Aggarwal**

**No. of Lectures per week : 3**

**Total No. of Lectures : 39**

**No. of credits: 3**

**Internal Marks:25**

**External Marks:75**

| Week         | Topics to be Covered  | UNIT | No. of Lectures Required |
|--------------|---|------|--------------------------|
| Week 1,2,3,4 | Concept of Risk, Types of Risk, Peril Meaning, Hazard Types of Hazard<br>Case study/Real life example | I    | 2                        |
|              | Risk Management, Meaning, importance, Process   |      | 1                        |
|              | Risk identification, Risk evaluation, Risk strategies, review<br>Real life example                    |      | 2                        |
|              |   |      |                          |

|                    |   |            |                      |
|--------------------|---|------------|----------------------|
|                    |   |            |                      |
|                    | Risk Avoidance. Risk Retention and Risk control and Risk Transfer   |            | 2                    |
|                    | Pooling in Insurance  |            | 1                    |
|                    | Loss Exposure   |            | 1                    |
|                    | Emergence of insurance  |            | 1                    |
|                    | <b>Total lecture (Unit 1)</b>   |            | <b>10</b>            |
| <b>Week 5,6,7</b>  | Concept of Insurance, features of insurance, Mechanism of Insurance   | <b>II</b>  | 2                    |
|                    | Need for Insurance ,Principles of insurance   |            | 2                    |
|                    | Contemporary issues in insurance, Types of insurance  |            | 2                    |
|                    | Legal Aspects of Insurance Contract   |            | 1                    |
|                    | Insurance clauses   |            | 1                    |
|                    | Reinsurance,  |            | 1                    |
|                    | Co-insurance<br>Real life example   |            | 1                    |
|                    | <b>Total Lecture (Unit 2)</b>   |            | 10                   |
|                    | <b>Class Test I</b>   |            | <b>Unit 1 &amp;2</b> |
| <b>Week 8,9,10</b> | <b>Unit-III</b>   | <b>III</b> |                      |
|                    | Insurance industry in India, Origin and development of insurance sector;  |            | 2                    |
|                    | Role of IRDA  |            | 1                    |
|                    | Types of insurance plans (Case study)   |            | 2                    |
|                    | Policies of various insurance companies with Presentations on the policies offered by public and private life and non-life insurers |            | 1                    |

|   |   |           |                       |
|---|---|-----------|-----------------------|
|   | Distribution channels in Insurance  |           | 1                     |
|   | Challenges of insurance marketing   |           | 1                     |
|   | Bancassurance and its models  |           | 1                     |
|   | <b>Total Lecture (Unit 3)</b>   |           | <b>9</b>              |
| <b>Week 11,12,13</b>  | Management of life and non-life insurance companies   | <b>IV</b> | <b>1</b>              |
|   | Product design, Insurance Rating (case Study)   |           | 2                     |
|   | Use of insurance in personal and business planning  |           | 1                     |
|   | Insurance underwriting, life and non-life (health and motor vehicle) case study/Real life example |           | 2                     |
|   | Claim settlement in Life Insurance.   |           | 2                     |
|   | Claim settlement in Health and Motor vehicle insurance case Study/Real life example               |           | 2                     |
|   | <b>Total Lecture (Unit 4)</b>   |           | <b>10</b>             |
|   | <b>Class Test II</b>  |           | <b>Unit 3 &amp; 4</b> |
|   | <b>Total lecture(Unit 1,2,3,4,)</b>   |           | <b>39</b>             |
| <ul style="list-style-type: none"> <li><b>Total Weeks (13+2*)Two week for Class Test1 And Class Test 2</b></li> </ul> |   |           |                       |

### Text Books

1. Black, Kenneth jr. & Skipper, Harold D. jr., Life and Health Insurance, Pearson Education, Delhi
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
- 3., Gupta P.K. Risk Management and Insurance Himalaya Publications

| Lecture Plan                    |   |          |                               |
|---------------------------------|---|----------|-------------------------------|
| MBA                             |   |          |                               |
| Services Marketing (MGT-MM-206) |   |          |                               |
| Unit                            | Topics  | Lectures | References                    |
| Unit I                          | Concept of service marketing                                      | 1        | Zeithaml and Bitner; Lovelock |
|                                 | distinctive characteristics                                       | 1        |                               |
|                                 | classification of services  | 1        |                               |
|                                 | service marketing mix   | 1        |                               |
|                                 | emergence and growth of services                                  | 1        |                               |
|                                 | Unique challenges in marketing of services                        | 1        |                               |
|                                 | Consumer Behaviour in services                                    | 1        |                               |
|                                 | Application of services   | 2        |                               |
| Unit II                         | GAP Model   | 1        | Zeithaml and Bitner; Lovelock |
|                                 | SERVQUAL scale for the measurement of service quality             | 2        |                               |
|                                 | service quality and its dimensions                                | 1        |                               |
|                                 | Customer expectations of service                                  | 1        |                               |
|                                 | Customer perceptions of Service                                   | 1        |                               |
|                                 | measuring customer satisfaction                                   | 1        |                               |
|                                 | service encounters  | 1        |                               |
|                                 | service failure and recovery                                      | 1        |                               |
|                                 | Service Guarantees  | 1        |                               |
| Unit III                        | Service design and development                                    | 2        | Zeithaml and Bitner; Lovelock |
|                                 | concept of service blueprinting                                   | 1        |                               |
|                                 | customer defined service standards                                | 1        |                               |
|                                 | physical evidence and the service scape                           | 1        |                               |
| Unit IV                         | Role of employees in service delivery                             | 2        | Zeithaml and Bitner; Lovelock |
|                                 | Role of Customers in service delivery                             | 2        |                               |
|                                 | delivering service through intermediaries and electronic channels | 2        |                               |
|                                 | Integrated Services Marketing Communications                      | 2        |                               |
|                                 | Pricing of Services   | 2        |                               |
|                                 | Concept of self service technologies                              | 1        |                               |