

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	

Working Capital Management
(MB/FM 210)

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 uncertainty 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, 3rd 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.

	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,	Unit-II	2
	working capital advance by commercial banks;		1
	regulation of bank finance, public deposits,		1
	ICDs, short term loans from FIs,		2
	right debentures for W.C., commercial papers and factoring;		2
	banking policy - Tando, Chore , Marathe committee reports.		1
	revision		2
	Total lecture (Unit 1 & 2)		17
	Class Test I		Unit 1 & 2
	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.	Unit-III	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,	Unit-IV	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
	Total lecture (Unit 3 & 4)		19
	Class Test II		Unit 3 & 4
	Total lectures		36

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	

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: 1st

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:

Component	Marks
Sessional Test I & II	15
Class Participation/Assignment/Presentation	5
Attendance (based on university policy)	5
Total (Internal Marks)	25
End Term Examination (External)	75
Total	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	Quatiles,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 Distribrution
36	Probability distribution	Types and applications of Poission 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	CO3
Lecture	CO3
Lecture	CO3
Lecture	CO4
Case Study	CO4
Case Study	CO4

Statistics, Pearson Education India

Business Statistics and Analytics for Decision Making

Program: MBA

Semester: 1

Course Code: MGT 106

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	
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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			
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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
2. www.statistics.com
3. www.data.gov.in
4. 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
	Total lecture (Unit 1)		11
Week 5,6,7	Concept and Principles of effective written communication	II	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
	Total Lecture (Unit 2)		12
	Class Test I		Unit 1 &2
Week 8,9,10	Unit-III	III	
	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.	IV	2
	Total Lecture (Unit 3)		11
Week 11,12,13	Negotiation process & its management, importance of negotiation for business		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
	Total Lecture (Unit 4)		12
	Class Test II		Unit 3 & 4
	Total lecture(Unit 1,2,3,4,)		46
<ul style="list-style-type: none"> • Total Weeks (13+2*)Two week for Class Test1 And Class Test 2 			

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
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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

	Topics To Be Covered	Unit	No. of Lectures Required
	Nature and structure of business environment;	Unit-I	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;	Unit-II	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

	Total lecture (Unit 1 & 2)		28
	Class Test I		Unit 1 & 2
	India's competitiveness in the world economy;	Unit-III	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	Unit-IV	
	- cost reductions and local responsiveness;		2
	competitive strategies for international business		2
	- international strategy, multi-domestic strategy, 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.		2
	Total lecture (Unit 3 & 4)		28
	Class Test II		Unit 3 & 4
	Total lectures		56

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	

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		
Course	MBA	Credit: 3
Subject:	Consumer Behaviour	
Unit	Topic	Duration (in hours)
I	Consumer Behaviour-nature, scope and application; Buyer Behaviour	1
	Buying Decision Process- Problem Recognition; Information Search, AlternativeEvaluation-Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behaviour andCustomer Satisfaction	3
	Role of Involvement; Types of Buying Behaviour	1
II	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
III	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
IV	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:

Component	Marks
Sessional Test I & II	15
Class Participation/Assignment/Presentation	5
Attendance (based on university policy)	5
Total (Internal Marks)	25
End Term Examination (External)	75
Total	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	CO4
38	IV	EPF & Miscellaneous Provisions Act 1952: Contributions, withdrawals	CO4
39	IV	Identify and explain major welfare and social security laws	CO4
40	IV	PPT comparing different labour laws in India and at the international level	CO4

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.

Lesson Plan: INDUSTRIAL RELATIONS AND ITS LEGAL ASPECTS(MBA)	
Program: MBA Semester: 3 Course Code:MGT-HR-208(MBA- 225 – V) Credits:3	
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	
Lecture No	Topics
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, 3rd 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
	Total lecture (Unit 1 & 2)		18
	Class Test I		Unit 1 & 2

	Portfolio meaning, advantages and selection,	Unit-III	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,	Unit-IV	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
	Total lecture (Unit 3 & 4)		18
	Class Test II		Unit 3 & 4
	Total lectures		36

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	

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
UNIT - 1						
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 Case study	CO1		
5-6	Kinds of contracts, Performance of contracts,	Introduction to contracts and types	Lecture and Discussion Case study	CO1		
7-8	breach of contract and its remedies, quasi-contracts;	Introduction, Importance and Breach	Lecture and Discussion 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 Case study	CO1		
11-12	Transfer of property, rights of an unpaid seller.	Meaning, Introduction Importance	Lecture and Discussion Case study	CO1		
13-14	Activity	Role play	Think, Pair Share			
UNIT - II						
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 Case study	CO2		
19-20	Dishonor and discharge of a negotiable instrument, crossing and bouncing of cheques;	Meaning, Introduction Importance	Lecture and Discussion Cases	CO2		
21-22	Consumer Protection Act 1986	Scope and applicability of CPA 1986	Lecture and Discussion	CO2		
23-24	Activity	Quiz	Discussion	CO2		
UNIT - III						
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

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	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
Total (Internal Marks)	25
End Term Examination (External)	75
Total	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 necessaries, 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.

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

Lecture 32	Organizational design
Lecture 33	Various organizational structures and their effect on human behavior
Lecture 34	Various organizational structures and their effect on human behavior
Lecture 35	Organizational climate
Lecture 36	Organizational culture
Lecture 37	Revision Lecture
Lecture 38	Organizational change
Lecture 39	Resistance to Change
Lecture 40	Change Management, Implementing Change
Lecture 41	Organizational Development
Lecture 42	Revision lecture

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

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

Particulars	Details
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:

Component	Marks
Sessional Test I & II	15
Class Participation/Assignment/Presentation	5
Attendance (based on university policy)	5
Total (Internal Marks)	25
End Term Examination (External)	75
Total	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, 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
	Total lecture (Unit 1)		10
Week 5,6,7	Concept of Asset liability management in banks. Importancce of Asset liability management	II	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
	Total Lecture (Unit 2)		10
	Class Test I		Unit 1 &2
Week 8,9,10	Unit-III	III	
	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
	Total Lecture (Unit 3)		11
Week 11,12,13	Role of regulatory authorities in managing financial sector in India	IV	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
	Total Lecture (Unit 4)		08
	Class Test II		Unit 3 & 4
	Total lecture(Unit 1,2,3,4,)		39
<ul style="list-style-type: none"> • Total Weeks (13+2*)Two week for Class Test1 And Class Test 2 			

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, 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
	Total lecture (Unit 1)		10
Week 5,6,7	Concept of Asset liability management in banks. Importancce of Asset liability management	II	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
	Total Lecture (Unit 2)		10
	Class Test I		Unit 1 &2
Week 8,9,10	Unit-III	III	
	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
	Total Lecture (Unit 3)		11
Week 11,12,13	Role of regulatory authorities in managing financial sector in India	IV	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
	Total Lecture (Unit 4)		08
	Class Test II		Unit 3 & 4
	Total lecture(Unit 1,2,3,4,)		39
<ul style="list-style-type: none"> • Total Weeks (13+2*)Two week for Class Test1 And Class Test 2 			

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
1	Marketing Analytics	Types of Analytics	Lecture
2	Marketing Analytics	Types of Analytics	Lecture
3	Marketing Analytics	Types of Analytics	Lecture
4	Understanding customer wants and needs		Lecture
5	Understanding customer wants and needs		Lecture
6	Understanding customer wants and needs		Lecture
7	understanding data sources		Lecture
8	Data cleaning		Lecture
9	Data cleaning		Lecture
10	Approaches available for dealing with missing data; imputation methods		Lecture
11	Approaches available for dealing with missing data; imputation methods		Lecture
12	Approaches available for dealing with missing data; imputation methods		Lecture
13	Various types of charts	Bar	Lecture
14	Various types of charts	Line ,Heat charts	Lecture
15	Various types of charts		Lecture

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
Total (Internal Marks)	25
End Term Examination (External)	75
Total	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	CO1
2	Role of Values in Personality Development and Ethical Conduct	CO1
3	Morals vs. Ethics – Relationship and Distinction	CO1
4	Values and Ethics in Everyday Life – Real-Life Illustrations	CO1
5	Basic Etiquettes and Work Ethics in the Corporate Environment	CO1, CO2
6	Integrity, Honesty, and Professional Accountability	CO2
7	Importance of Work Ethics and Time Management	CO2
8	Courage, Empathy, and Self-Confidence as Moral Strengths	CO2, CO4
9	Character Building and Positive Attitude – Concept and Practice	CO3
10	Balancing Personal and Professional Life through Value Orientation	CO3, CO4
11	Ethical Decision-Making in Business Contexts – Case Discussions	CO3
12	Social Responsibilities and Rights of Individuals and Organizations	CO2, CO3
13	Corporate Social Responsibility (CSR) and Ethical Business Practices	CO3
14	Environmental and Sustainability Ethics in Modern Management	CO3
15	Role of Ethical Leadership in Organizational Success	CO3, CO4

16	Case Study: Ethical Dilemmas in Corporate Settings	CO3, CO4
17	Group Discussion: Personal Values vs. Organizational Demands	CO4
18	Group Discussion:: Integrity at Workplace	CO4
19	Story on Empathy	CO2, CO4
20	Case Discussion: CSR and Corporate Misconduct	CO2, CO3
21	Role Play: Handling Ethical Dilemmas in Business	CO3, CO4
22	Story telling: Developing Self-Confidence and Moral Courage	CO1, CO4
23	Debate: Profit vs. Ethics – Can Both Coexist?	CO2, CO3
24	Reflection Session: My Personal Code of Ethics	CO4
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**

Lecture No	Unit	Topic
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

Suggested readings:

1. Keller, Kevin Lane. Strategic Brand Management; Pearson Education, New Delhi.
2. Kirti Dutta. Brand Management: Principles and Practices, Oxford University Press.
3. Kapferer, Jean Noel. Strategic Brand Management, Kogan Page, New Delhi.
4. Kapoor, Jagdeep. Brand Mantras, Sage Publications; New Delhi
5. Sengupta Subroto. Brand Positioning: Strategies for competitive advantage, Tata McGraw Hill, N

Jew 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
Week 1,2,3,4	Concept of Risk, Types of Risk, Peril Meaning, Hazard Types of Hazard	I	2
	Case study/Real life example		1
	Risk Management, Meaning, importance, Process		2
	Risk identification, Risk evaluation, Risk strategies, review Real life example		

	Risk Avoidance. Risk Retention and Risk control and Risk Transfer	II	2
	Pooling in Insurance		1
	Loss Exposure		1
	Emergence of insurance		1
	Total lecture (Unit 1)		10
Week 5,6,7	Concept of Insurance, features of insurance, Mechanism of Insurance	II	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		1
	Real life example		
	Total Lecture (Unit 2)		10
	Class Test I		Unit 1 &2
Week 8,9,10	Unit-III	III	
	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
	Total Lecture (Unit 3)		9
Week 11,12,13	Management of life and non-life insurance companies	IV	1
	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
	Total Lecture (Unit 4)		10
	Class Test II		Unit 3 & 4
	Total lecture(Unit 1,2,3,4,)		39
• Total Weeks (13+2*)Two week for Class Test1 And Class Test 2			

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 Case study/Real life example Risk Management, Meaning, importance, Process Risk identification, Risk evaluation, Risk strategies, review Real life example	1	2 1 2

	Risk Avoidance. Risk Retention and Risk control and Risk Transfer	II	2
	Pooling in Insurance		1
	Loss Exposure		1
	Emergence of insurance		1
	Total lecture (Unit 1)		10
Week 5,6,7	Concept of Insurance, features of insurance, Mechanism of Insurance	II	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		1
	Real life example		
	Total Lecture (Unit 2)		10
	Class Test I		Unit 1 & 2
Week 8,9,10	Unit-III	III	
	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
	Total Lecture (Unit 3)		9
	Management of life and non-life insurance companies		1
	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
Week 11,12,13	Total Lecture (Unit 4)	IV	10
	Class Test II		Unit 3 & 4
	Total lecture(Unit 1,2,3,4,)		39
<ul style="list-style-type: none"> • Total Weeks (13+2*)Two week for Class Test1 And Class Test 2 			

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	
Unit II	Application of services	2	Zeithaml and Bitner; Lovelock
	GAP Model	1	
	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	
Unit III	Service Guarantees	1	Zeithaml and Bitner; Lovelock
	Service design and development	2	
	concept of service blueprinting	1	
	customer defined service standards	1	
Unit IV	physical evidence and the service scape	1	Zeithaml and Bitner; Lovelock
	Role of employees in service delivery	2	
	Role of Customers in service delivery	2	
	delivering service through intermediaries and electronic chann	2	
	Integrated Services Marketing Communications	2	
	Pricing of Services	2	
	Concept of self service technologies	1	