

**J.C. BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY,  
YMCA, FARIDABAD (HARYANA)**



**MBA FOR WORKING PROFESSIONALS  
SCHEME AND SYLLABI  
W.E.F. SESSION 2024-2025**

**DEPARTMENT OF MANAGEMENT STUDIES**

## **DEPARTMENT OF MANAGEMENT STUDIES**

### **Vision**

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation.

### **Mission**

1. To provide learning environment to young aspirants by introducing innovative industry based curriculum.
2. To provide best research facilities for developing analytical capabilities.
3. To impart effective managerial skills for transformation of raw minds into effective managers and entrepreneurs.

## PROGRAM OUTCOMES OF MBA EXECUTIVE PROGRAM

By the end of the program, graduating students should be able to

PO1	Develop a comprehensive understanding of diverse business functions and the local and global business landscape. They should be able to identify potential business opportunities and make well-informed decisions.
PO2	Demonstrate a global business outlook, encompassing an understanding of international markets, global economic trends, and cultural diversity.
PO3	Enhance critical thinking skills for analysing business data and problem-solving skills to address complex business issues. They should be able to cultivate entrepreneurial mindset and propel innovation.
PO4	Identify societal challenges, devise business solutions, and nurture ethical decision-making by incorporating social responsibility and sustainability into business operations.
PO5	Enhance effective verbal and written communication skills, while also developing the capability to communicate intricate ideas to a varied stakeholders using appropriate technological tools.
PO6	Develop leadership skills for executive roles, including strategic thinking, decision-making, and adept communication. They should be able to foster collaboration with cross-functional and diverse teams.

## STUDY SCHEME

### MBA EXECUTIVE – DUAL SPECIALISATION

The MBA Executive program is designed for working professionals and intends to reinforce knowledge and skills related to business administration, thereby preparing them for the next phase of their career. The program is spread over four semesters of 16-18 weeks each. The courses covered in the first two semesters are designed to give an insight into the various functional areas of management. In the second year, the students shall take elective/optional courses to specialise in a maximum of two functional areas i.e., in third Semester: Marketing Management or Financial Management and in Fourth Semester: Financial Management or Human Resource Management. All specialisation packages, however, may not be offered. The Department will float the specialisation and/or electives and audit courses (wherever applicable) subject to minimum 10 students opt for a particular specialisation/course. In every semester, students will carry out a live/field project. It is mandatory for students to enrol and complete one Massive Open Online Course (MOOC) course from the NPTEL/SWAYAM portal for a minimum of 12 weeks and 3 credits as per university norms. The selected MOOC course should not be the same as the subjects/courses offered in the MBA program. Students also need to complete one Mandatory Audit Course (MAC) offered by the department. MAC has no credits, however, passing the course shall be mandatory. The classes will be held on weekend basis and final examinations will be conducted on working days as per university schedule. The scheme and syllabi, including specialisations, can be upgraded, and modified by the university according to industry and academic requirements.

#### STUDY SCHEME

Type of Course	Semester I		Semester II		Semester III		Semester IV		Total Credits
	No. of courses	Credits	No. of courses	Credits	No. of courses	Credits	No. of courses	Credits	
Core	7	21	6	18	1	3	1	3	45
Discipline-centric Electives (DCE)	-	-	-	-	5	15	5	15	30
Open Elective Course (OEC)	-	-	1	3	-	-	-	-	3
Mandatory Audit Course (MAC)	-	-	-	-	1	0	-	-	0
Skill Enhancement Course (SEC)	1	6	1	6	1	6	1	6	24
MOOC	One MOOC course of 12 weeks in any semester								3
<b>TOTAL CREDITS</b>									<b>105</b>

**MBA EXECUTIVE SCHEME 2024-25**

<b>Semester – I</b>										
<b>Sr. No.</b>	<b>Course Type</b>	<b>Subject Code</b>	<b>Subject Name</b>	<b>Contact Hours</b>				<b>Credits</b>	<b>Marks</b>	
				<b>L</b>	<b>T</b>	<b>P</b>	<b>Total</b>		<b>CCE*</b>	<b>ESE**</b>
1	Core	MBW-101-V	Management Process and Organisational Behaviour	3	0	0	3	3	25	75
2		MBW-103-V	Accounting for Managers	2	0	2	4	3	25	75
3		MBW-105-V	Managerial Economics	3	0	0	3	3	25	75
4		MBW-107-V	Business and Economic Laws	3	0	0	3	3	25	75
5		MBW-109-V	Business Environment	3	0	0	3	3	25	75
6		MBW-111-V	Business Research Methods	3	0	0	3	3	25	75
7		MBW-113-V	Business Communication	3	0	0	3	3	25	75
8	SEC	MBW-115-V	Social Sensitization Project	0	0	12	12	6	50	150
<b>Total</b>				<b>20</b>	<b>0</b>	<b>14</b>	<b>34</b>	<b>27</b>	<b>900</b>	

**\*CCE** – Continuous and Comprehensive Evaluation

**\*\*ESE** – End Semester Examination

Semester – II										
Sr. No.	Course Type	Subject Code	Subject Name	Contact Hours				Credits	Marks	
				L	T	P	Total		CCE	ESE
1	Core	MBW-102-V	Human Resource Management	3	0	0	3	3	25	75
2		MBW-104-V	Marketing Management	3	0	0	3	3	25	75
3		MBW-106-V	Corporate Finance	3	0	0	3	3	25	75
4		MBW-108-V	Operations Management	3	0	0	3	3	25	75
5		MBW-110-V	Logistics & Supply Chain Management	3	0	0	3	3	25	75
6		MBW-112-V	Business Statistics and Analytics for Decision Making	2	0	2	4	3	25	75
7	SEC	MBW-114-V	Community Development Project	0	0	12	12	6	50	150
8	OEC	MBW-122-V to MBW-134-V	Open Elective	3	0	0	3	3	25	75
			<b>Total</b>	<b>20</b>	<b>0</b>	<b>14</b>	<b>34</b>	<b>27</b>	<b>900</b>	

### List of Open Electives (OEC)

No.	Subject code	Subject
I	MBW-122-V	Strategic Management
II	MBW-124-V	Micro, Small and Medium Enterprises
III	MBW-126-V	Event Management
IV	MBW-128-V	Management of Technology, Innovation, and change
V	MBW-130-V	Sustainable Business Development
VI	MBW-132-V	Management Information System
VII	MBW-134-V	Life Skills Development

Semester – III										
Sr. No.	Course Type	Subject Code	Subject Name	Contact Hours				Credits	Marks	
				L	T	P	Total		CCE	ESE
1	Core	MBW-201-V	Entrepreneurship Development	3	0	0	3	3	25	75
2	Discipline-centric elective	MBW-221-V to MBW-249-V	Specialization Course I (MM/FM)	3	0	0	3	3	25	75
3		MBW-221-V to MBW-249-V	Specialization Course II (MM/FM)	3	0	0	3	3	25	75
4		MBW-221-V to MBW-249-V	Specialization Course III (MM/FM)	3	0	0	3	3	25	75
5		MBW-221-V to MBW-249-V	Specialization Course IV (MM/FM)	3	0	0	3	3	25	75
6		MBW-221-V to MBW-249-V	Specialization Course V (MM/FM)	3	0	0	3	3	25	75
7	MAC	MBW-203-V to MBW-205-V	Mandatory Audit Course*	2	0	0	2	0	25*	75*
8	SEC	MBW-209-V	On Job Project	0	0	12	12	6	50	150
				<b>Total</b>	<b>20</b>	<b>0</b>	<b>12</b>	<b>32</b>	<b>24</b>	<b>800</b>

#### List of Mandatory Audit Course (MAC)

Sr. No.	Subject code	Subject	CBCS code
I	MBW-203-V	Moral Values	MAC
II	MBW-205-V	Introduction to Psychology	MAC
III	MBW-207-V	Introduction to Health Psychology	MAC

\*It is mandatory for the students to pass MAC offered by the department with no credit having two contact hours per week.

Semester – IV										
Sr. No.	Course Type	Subject Code	Subject Name	Contact Hours				Credits	Marks	
				L	T	P	Total		CCE	ESE
1	Core	MBW-202-V	Indian Ethos and Business Ethics	3	0	0	3	3	25	75
2	Discipline -centric elective	MBW-221-V to MBW-249-V	Specialization Course I (FM/HRM)	3	0	0	3	3	25	75
3		MBW-221-V to MBW-249-V	Specialization Course II (FM/HRM)	3	0	0	3	3	25	75
4		MBW-221-V to MBW-249-V	Specialization Course III (FM/HRM)	3	0	0	3	3	25	75
5		MBW-221-V to MBW-249-V	Specialization Course IV (FM/HRM)	3	0	0	3	3	25	75
6		MBW-221-V to MBW-249-V	Specialization Course V (FM/HRM)	3	0	0	3	3	25	75
7	Field Work / SEC	MBW-204-V	Research Project	0	0	12	12	6	50	150
				<b>Total</b>	<b>18</b>	<b>0</b>	<b>12</b>	<b>30</b>	<b>24</b>	<b>800</b>

## LIST OF ELECTIVES

	<b>Financial Management</b>	<b>Marketing Management</b>	<b>Human Resource Management</b>
I.	Corporate Tax Planning MBW-221-V	Services Marketing MBW-231-V	Human Resource Planning and Development MBW-241-V
II.	Export Import Procedure and Documentation MBW-222-V	Consumer Behaviour MBW-232-V	Learning and Development MBW-242-V
III.	Financial Markets and Institutions MBW-223-V	Sales and Distribution Management MBW-233-V	Industrial Relations and Labour laws MBW-243-V
IV.	Mergers, Acquisitions & Corporate Restructuring MBW-224-V	Product and Brand Management MBW-234-V	Compensation and Reward Management MBW-244-V
V.	Financial Derivatives MBW-225-V	Customer Relationship Management MBW-235-V	Performance Management MBW-245-V
VI.	Insurance and Risk Management MBW-226-V	Integrated Marketing Communication MBW-236-V	Strategic Human Resource Management MBW-246-V
VII.	International Financial Management MBW-227-V	Retail Management MBW-237-V	Organisation Change and Development MBW-247-V
VIII.	Security Analysis and Investment Management MBW-228-V	Marketing Analytics MBW-238-V	Cross-cultural Human Resource Management MBW-248-V
IX.	Behavioural Finance MBW-229-V	Digital and Social Media Marketing MBW-239-V	Human Resource Metrics and Analytics MBW-249-V

## **MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR** **MBW-101-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

This course is designed to develop an understanding of fundamentals of management, its functions, and processes. The course also intends to acquaint students with individual, group, and organisational behavioural dynamics, enabling them to adopt a strategic approach of managing people for ensuring positive organizational outcomes.

### **Course Outcomes:**

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

- CO1: Demonstrate a comprehensive understanding of the management functions, theory, and principles.
- CO2: Analyse OB concepts and their importance of individual processes and behaviours.
- CO3: Interpret complex nature of human behaviour and group dynamics.
- CO4: Evaluate the impact of organizational structure and culture on employee behaviour and organizational performance.

### **Unit-I**

Introduction to management - concept, nature, and evolution of management; skills, roles, and responsibilities of a professional manager; Managerial functions: Planning, Organizing, Directing, Controlling, Problem solving and Decision making; Social responsibility.

### **Unit-II**

Fundamentals of Organizational Behaviour - concept, foundation and importance of OB, OB model and relationship with other fields, contemporary challenges of OB; Individual processes and behaviour – Personality: concept, determinant, theories, and applications; Perception: concept, process, and applications, Learning and Reinforcement; Motivation: theories and applications; Managing stress at work.

### **Unit-III**

Interpersonal Processes and behaviour - Group dynamics: types of groups, reasons for joining groups, norms and size of group, group think and group cohesiveness; Team Building; Work teams; Conflict: sources, types, management of conflict; Power and Political Behaviour; Leadership: function and styles.

### **Unit-IV**

Organizational Processes and structure - various organizational structures and their effect on human behaviour; Organizational culture and climate; Organizational change: sources, resistance to change, change management, Implementing Change and Organizational Development.

### **Practical Exercises:**

The learners are required to

1. Analyse the managerial functions carried out in a local industrial unit of their choice and identify the difference in management principles taught in the classroom and real world.
2. Discuss ethical dilemmas commonly faced by managers, such as whether to report misconduct or prioritize profits, and evaluate the potential consequences of different decisions.
3. Carry out a personality assessment and share their results and analyze how different personality types might interact in an organizational context. They could also discuss the

strengths and weaknesses associated with different personality traits and how they impact team dynamics and organizational culture.

4. Practice five different types of stress management techniques including meditation.
5. Carry out a group assignment or conduct an event to understand the group dynamics and discuss their experiences.
6. Observe their organisational leader and prepare a structured questionnaire to understand the differences in the leadership styles.
7. Analyse and discuss a real-life case study that illustrates challenges related to organizational processes, structure, culture, and change.

**Suggested Readings:**

1. Robbins, S.P. and Decenzo, D.A. *Fundamentals of Management*, Pearson Education Asia, New Delhi.
2. James A F Stoner, R Edward Freeman, Daniel R Gilbert, *Management*, Pearson publication, New Delhi.
3. Kavita Singh, *Organisational Behaviour: Text and cases*, 3rd edition. Vikas Publishing House New Delhi.
4. Ramesh B Rudani, *Management and Organisational Behaviour*, (2012), Tata McGraw Hill, New Delhi.
5. Newstrom and Keith Davis, *Organisational Behaviour*, TMH, New Delhi.
6. Pareek, Udai, (2012) *Understanding Organisational Behaviour*, Oxford University Press

**Note:**

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

## **ACCOUNTING FOR MANAGERS MBW-103-V**

Total credits: 3

L T P  
2 0 2

ESE: 75  
CCE: 25

### **Course Objectives:**

This course aims to provide students with a comprehensive understanding of accounting principles and practices as they pertain to effective management decision-making. The course is designed in a way to familiarise the participants with various financial tools and techniques that will facilitate the participants in enhancing their analytical power to make rational decisions related to business.

### **Course Outcomes:**

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

- CO1: Define and differentiate between various types of accounting (financial, cost, and management), outlining their respective scope, purpose, and key differences. Prepare, analyse, and interpret financial statements.
- CO2: Apply techniques of financial analysis for evaluating performance and financial position.
- CO3: Prepare the cost sheet.
- CO4: Evaluate the concepts of budgetary control and marginal costing, assessing their significance, necessity, and objectives.

### **Unit-I**

Meaning nature and scope of different types of accounting and their comparison. Accounting principles – concepts and conventions, preparation of journal, ledger and trial balance, Preparation of final accounts –trading, profit and loss account and balance sheet with adjustment entries.

### **Unit-II**

Analysis of financial statements – meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis.

### **Unit-III**

Cost accounting – meaning, objectives, classification of costs; fixed cost, variable cost, opportunity cost, marginal cost, total cost, sunk cost. Preparation of cost sheet.

### **Unit-IV**

Budgetary control- meaning, need, objectives, essentials of budgeting. Marginal costing- breakeven point analysis - contribution, p/v ratio, margin of safety - decision making under marginal costing, make/buy decisions, accepting and rejecting decisions.

### **Practical Exercises:**

The learners are required to

1. Participate in the discussion on the topic “fundamental principles of financial, cost and management accounting.”
2. Select a company and review the financial statement of the company.
3. Prepare the cost sheet of manufacturing companies.
4. Discuss a case study regarding decisions making using management accounting tools.

### **Suggested Readings:**

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi.
2. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi.
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.

4. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
5. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.

**Note:**

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

## MANAGERIAL ECONOMICS MBW-105-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of this course is to utilise concepts and methods from microeconomics to assess the business choices made by companies. The focus is on demonstrating the application of conventional pricing theories to define decision-related challenges, analyse different possible actions, and ultimately make selections among those options.

### **Course Outcomes:**

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

- CO1: Analyse various economic theories to foster a discerning comprehension.
- CO2: Employ decision-making skills to determine the optimal production quantity for cost minimization and return maximization.
- CO3: Evaluate diverse market structures and utilize decision-making methodologies to ascertain the optimal pricing strategy for the company's product.
- CO4: Synthesize economic theories with managerial strategies to address business challenges effectively.

### **Unit-I**

Nature and scope of managerial economics; objectives of business firms; cardinal utility theory; indifference curve technique; consumer surplus; price effect combination of income effect and substitution effects.

### **Unit-II**

Law of demand, demand elasticities, demand estimation and forecasting; production analysis, law of variable proportions, laws of return to scale; isoquants, optimal combination of inputs.

### **Unit-III**

Theory of cost: traditional and modern theory of cost in short and long runs; economies and diseconomies of scale, revenue curves; market structures, price-output decisions under perfect competition, monopoly, monopolistic competition, and oligopoly, shut down point.

### **Unit-IV**

Determinants of economic development, recent developments in Indian economy; business cycles; inflation, types, and control methods; monetary policy; fiscal policy; balance of payment of India; trade deficit and remedies.

### **Practical Exercises:**

The learners are required to

1. Conduct consumer preference analysis, calculating total utility, marginal utility, and consumer surplus for individuals based on consumption data, relating these concepts to decision-making.
2. Analyse price and income effects of a price increase on a consumer product, examining price effect, income effect, and substitution effect on quantity demanded.
3. Estimate demand elasticity by calculating price elasticity of demand from provided quantity demanded and price data, interpreting price sensitivity implications.
4. Analyse production function by determining law of variable proportions and identifying production stage from data on input quantities and output.

5. Analyse cost structure using financial data for a manufacturing firm, calculating and plotting total cost, average cost, and marginal cost curves, discussing production implications.
6. Compare and analyse price-output decisions, profit maximization strategies, and barriers to entry for firms in different market structures (perfect competition, monopoly, monopolistic competition, and oligopoly) based on case studies.

**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:**

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

## **BUSINESS AND ECONOMIC LAWS MBW-107-V**

**Total credits: 3**

**L T P**  
**3 0 0**

**ESE: 75**  
**CCE: 25**

### **Course Objectives:**

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operate, and to provide the student with knowledge of legal principles.

### **Course Outcomes:**

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

- CO1: Identify the legal framework regulating business, from the point of view of making the organisation 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: Apply suitable adjustment strategies according to business law.
- CO4: Assess the non-compliant practices and operations and replace them with a legally compliant system.

### **Unit-I**

The Indian Contract Act - essentials of a valid contract, void agreements, kinds of contracts, performance of contracts, breach of contract and its remedies, quasi-contracts; The Sale of Goods Act - contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller.

### **Unit-II**

Negotiable Instruments Act - nature and types of negotiable instruments, parties to negotiable instruments, negotiation and assignment, dishonour, and discharge of a negotiable instrument, crossing and bouncing of cheques; Consumer Protection Act 1986.

### **Unit-III**

The Companies Act, 2013 - characteristics and types of companies; incorporation of a company, memorandum, and articles of association; director's powers and duties, meetings, prospectus, winding up; Competition Act 2002.

### **Unit-IV**

Information Technology Act 2000; Right to Information Act; Overview of Foreign Exchange Management Act. Securities Exchange Board of India Act, 1992: Objective, Salient Features, Definition of Security, Securities Exchange Board of India- Composition, Powers and Functions.

### **Practical Exercises:**

The learners are required to:

1. Discuss the case studies related to contract, agreement, and valid elements of a contract to understand the legal framework regulating business.
2. Case based discussions related to implications of the changes in the provisions of different business law and assess their impact.
3. Deliver lectures for suitable adjustment strategies according to business law.
4. Assess the non-compliant practices and operations by role play activities and replace them with a legally compliant system.

### **Suggested Readings:**

1. Albuquerque D., Legal Aspects of Business, Oxford University Press, New Delhi.

2. Bulchandani K. R., Business Law for Management, 7/e, Himalaya Publishing House.
3. Kapoor S.K., Law of Contract-I and Specific Relief Act, 13/e., Central Law Agency, Allahabad-2, India.
4. Kuchhal, M.C. and Kuchhal Vivek, Business Legislation Management, Vikas Publishing, New Delhi.

**Note:**

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

**BUSINESS ENVIRONMENT  
MBW-109-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

**Course Objectives:**

This course is designed to provide knowledge of the environment in which businesses operate, the economic operational and financial framework and to give an understanding of the various constituents of the local and global business environment.

**Course Outcomes:**

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

- CO1: Interpret the dynamics of the business environment to have a proper perspective of the current economic situation.
- CO2: Develop a critical understanding of changes in the business environment and assess threats and opportunities emerging out of it.
- CO3: Evaluate the foreign economic, social, political, cultural, and legal environment to set up international business.
- CO4: Analyse various approaches to internationalisation and suggest strategies for international business management.

**Unit-I**

Nature and structure of business environment; macro and micro indicators; political, economic, technological, socio-cultural environment and legal environment; emerging sectors of Indian economy; relative size, growth, and reforms of public and private sectors.

**Unit-II**

Current state of growth and investment; Fiscal and Monetary policies; Problems of Growth: Unemployment, Inflation, Regional imbalances, and Social Injustice. Foreign Investment: FDI, FII, Determinants of Foreign Investment

**Unit-III**

International business environment; Concept of international business; domestic vs international business, Economic, political, cultural, legal, technological, and competitive environments in international business, stages of internationalisation, tariff and non-tariff barriers, Risks involved in international business.

**Unit-IV**

Free trade zones. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization, World Bank, IMF; Regional Economic Integrations: NAFTA, EU. Trade Blocs; ASEAN, SAAARC, BRICS. Trade Wars and Tariff Negotiations, Assessment of geopolitical risks and their implications for business decisions.

**Practical Exercises:**

The learners are required to

1. Select a specific industry or company and analyze its current business environment.
2. Organize a workshop where students perform SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses for different businesses or industries.
3. Create groups, assign each group a hypothetical or real country as the target for international expansion.
4. Analyse case studies of companies that successfully expanded internationally and others that faced challenges.

**Suggested Readings:**

1. Cherunilam, Francis, Business Environment, Himalaya Publishing House, New Delhi.
2. Ahluwalia, I. J. and IMD Little, India's Economic Reform and Development, Oxford University Press, Delhi.
3. Aswathappa, K., Business Environment, Excel Books, New Delhi.
4. Bedi S.K., Business Environment, Excel Books, New Delhi.

**Note:**

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

## **BUSINESS RESEARCH METHODS MBW-111-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective is to equip students with knowledge and skills required to design, conduct, and communicate business research. This includes understanding the research process, problem identification, research design, data collection and analysis, ethical consideration, and effective reporting.

### **Course Outcomes:**

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

- CO1: Demonstrate proficiency in designing and conducting business research.
- CO2: Develop critical thinking skills and ability to apply these skills to real-world business problems.
- CO3: Interpret ethical and philosophical consideration in business research.
- CO4: Describe research findings clearly and persuasively.

### **Unit-I**

Managerial value of business research; theoretical framework; hypothesis development; literature Survey; process of research and structure of research proposal.

### **Unit-II**

Research design - exploratory; descriptive; diagnostic; experimental; sampling design and techniques; questionnaire designing; measurement scales – types and construction of scales and reliability and validity aspects in measurement; ethics in research.

### **Unit-III**

Methods of data collection; data analysis and interpretation; editing; coding; tabulation; hypothesis testing - an overview of parametric and non-parametric tests- ANOVA, Wilcoxon Matched pair signed; rank test; Mann Whitney test.

### **Unit-IV**

Multiple regression; factor analysis; cluster analysis; ingredients and constructions of research report; procedure of preparation of reference and bibliography

### **Practical Exercises:**

The learners are required to

1. Develop a proposal for a business-related research project outlining research objectives, research questions, data collection methods, and a timeline.
2. Discuss ethical dilemmas, their potential solutions and implications commonly faced in business research.
3. Analyse a real or simulated business data using statistical techniques to solve complex business problems.
4. Write a research report including necessary ingredients, appropriate formatting, citations, and visual aids to enhance clarity.

### **Suggested Readings:**

1. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay.
2. Cooper, Donald R- and Pamela Schindler, Business Research Methods, Tata McGraw Hills, New Delhi.
3. Sekaran, Uma, Business Research Method, Wiley Education, Singapore.

4. Chawla, Deepak, Sondhi, Neena. Research Methodology, Concepts and Cases, Vikas Publishing House, N.Delhi.

**Note:**

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

## **BUSINESS COMMUNICATION MBW-113-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

This course is designed to acquaint the students about the importance of communication so that they can design communication strategies to deal with communication barriers and develop an effective communication program for external as well as internal communication.

### **Course Outcomes:**

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

- CO1: Know the critical importance of business communication from the viewpoint of managerial efficiency.
- CO2: Recognize the different communication requirements and develop a suitable communication strategy for enhancing efficiency.
- CO3: Identify and design suitable communication systems to eliminate communication gaps.
- CO4: Demonstrate and strategize communication networks within and outside the organization.

### **Unit-I**

Importance and role of communication in business organizations; 7 Cs of communication; process of communication; Barriers of communication; ways to overcome barriers in communication.

### **Unit-II**

Types of communication; principles of effective written communication; types of business letters - commercial letters, sale letter, routine letter; enquiries; inter-office memos; report writing; speech writing; preparing agenda of meeting and minutes of meetings; writing e-mail: art of public speaking; listening skills; team communication; basics of blogs and podcast.

### **Unit-III**

Business etiquettes across cultures; communication using technology; video conferencing; mass communication - advertisements, publicity, and press releases; public relations; newsletters.

### **Unit-IV**

Principles of designing presentations using audio- visual aids; creating and delivering online presentations; writing a summer project report; writing CVs & application letters; group discussions & interviews.

### **Practical Exercises:**

The learners are required to

1. Identify the role of a manager to deal with employees at different levels through effective communication.
2. Participate in a discussion to discuss the different modes of communication and explore the most feasible method under diversified situations.
3. Analyse a given case study related to the communication gap that exists due to people belonging from different cultures in an organisation.
4. Engage themselves in group discussion on recent topics and a role play will be conducted to have an exposure about interviews.

### **Suggested Readings:**

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.
4. Krizan, A.C.B., Merrier, P., Logan, J. P. and Williams, K.S. Effective Business Communication, Cengage Learning.

**Note:**

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

## **SOCIAL SENSITIZATION PROJECT MBW-115-V**

L T P  
0 0 12

Total credits: 6

ESE: 150  
CCE: 50

### **Course Objectives:**

The Social Sensitization Project aims to raise awareness and empathy for diverse social issues. Students will develop critical thinking, communication, and conflict resolution skills. They will learn to advocate for social justice, promote inclusivity, and engage in ethical and civic action, fostering a sense of global citizenship and personal growth.

### **Course Outcomes:**

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

- CO1: Demonstrate an enhanced awareness and understanding of social issues, challenges, and opportunities in the community or society in which they work and live.
- CO2: Develop research and data analysis skills, including the ability to review relevant literature, design a research methodology, collect, and analyse data, and derive meaningful insights from their findings.
- CO3: Improve their written and oral communication skills, effectively presenting their research, findings, conclusions, and recommendations.
- CO4: Cultivate empathy and the ability to take the perspective of individuals and communities facing social challenges, fostering a deeper understanding of diverse needs and experiences.
- CO5: Identify social issues or challenges within their community and analyse their root causes, contributing to a more informed and analytical approach to addressing societal problems.

### **Guidelines for Social Sensitization Project**

During the first semester, every student of MBA executive will have to complete a Social Sensitization project. Students will do their project during this semester under the supervision of an internal supervisor. The student must submit report to the university, which will form the part of first semester examination. The tentative content of the project report is as follows:

- i. Cover Page
- ii. Acknowledgement
- iii. Certificate from supervisor
- iv. Introduction
- v. Literature Review
- vi. Research Methodology (Objectives, Hypothesis, Research Design, Analytical Tools, Limitations of Study)
- vii. Data Analysis
- viii. Findings
- ix. Conclusions
- x. Recommendations
- xi. References
- xii. Appendices – to include questionnaire etc. if any.

The report must be submitted within first semester. The student shall be required to submit the reports as per the schedule announced by the department. The project will be evaluated by External and Internal examiners separately. The average size of report will be 60 to 80 typed pages in standard font size 12 and one half spacing on A4 size papers. The external assessment shall be done based on Viva Voce and the report.

## **HUMAN RESOURCE MANAGEMENT MBW-102-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of the course is equipping students with basic human resource management processes, techniques, policies, and practices for effective management of people to achieve organisational objectives.

### **Course Outcomes:**

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

- CO1: Describe the fundamentals of managing human resources and its importance in organizations.
- CO2: Practice the techniques of human resource management systems and apply them in real life situations.
- CO3: Evaluate HRM related contemporary issues and developing role of HRM in dynamic arena.
- CO4: Design HR policies that enhance employee motivation and performance.

### **Unit-I**

Concept, evolution, nature, scope, functions of HRM; Strategic objectives of HR management; roles and responsibilities of HR managers; Human Resource Planning & Forecasting: significance and process; forecasting techniques, Human Resource Information System.

### **Unit-II**

Recruitment and Selection; on boarding; Job Analysis, Job Design approaches; Establishing rewards and pay plans - determinants of pay rates, Job Evaluation methods, Incentives, employee benefits; Performance management and appraisal - process, methods, and limitations; Balanced Scorecard.

### **Unit-III**

Training - training process, training need analysis (TNA); training methods and techniques; Designing Training programs and Delivery Methodology; Training evaluation; Career planning and Development; Potential Appraisal and Succession planning.

### **Unit-IV**

Industrial Relations and Grievance Handling; Dispute Resolution; Employee welfare; International dimensions of HRM; Contemporary Issues and challenges in managing human resources.

### **Practical Exercises:**

The learners are required to

1. Develop an HR planning strategy for a fictional organisation, considering various forecasting techniques.
2. Conduct job analyses for different positions within a company, identifying key tasks, skills, and competencies required.
3. Research and present case studies of companies with exemplary employee welfare programs, highlighting their impact on employee morale and productivity.
4. Role-play recruitment and selection scenarios, followed by a debriefing session to analyse and improve the processes.
5. Design a training program, implement it, gather feedback, and assess its effectiveness through pre- and post-training evaluations.
6. Role-play as HR professionals and employees to resolve workplace disputes and grievances.

**Suggested Readings:**

1. K. Aswathapa, Human Resource Management: Text and cases, 6th edition, Tata McGraw Hill, New Delhi,2012.
2. De Cenzo, Da & Robbins S.P. (2010) Fundamentals of Human Resource Management, New York, John Wiley & Sons.
3. Gary Dessler (2008) Human Resource Management, Pearson Prentice Hall. New Delhi.
4. Tanuja Agarwala, Strategic Human resource Management, Oxford University Press.

**Note:**

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

## **MARKETING MANAGEMENT MBW-104-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

To enable students to learn the basic concepts and principles of marketing and understand tools that they can use for managing a firm's marketing functions.

### **Course Outcomes:**

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

- CO1: Identify scope of marketing Understand the process of marketing by which companies create value for customers and capture value from customers in return.
- CO2: Design the strategies related to 4Ps and understand the significance of consumer behaviour.
- CO3: Analyse the contemporary issues of marketing.
- CO4: Interpret the challenges in the market and ways to tackle them in an effective manner.

### **Unit-I**

Nature and scope of marketing; philosophies of marketing management; attracting, retaining, and developing a relationship with customers; marketing environment; marketing research and marketing information system; ethical issues in marketing.

### **Unit-II**

Understanding consumer behaviour; factors influencing consumer buying behaviour and organisational buying behaviour; market segmentation, targeting and positioning; marketing strategies at the different stages of the product life cycle; new product development process.

### **Unit-III**

Marketing mix; product classification, product mix and product line decisions; branding and packaging decisions; pricing strategies and practices; factors affecting selection of marketing channels; introduction to wholesaling and retailing; promotion mix: advertising, sales promotion, public relations, personal selling.

### **Unit-IV**

Marketing organisation structures; implementation and control of the marketing program; sales forecasting methods; green Marketing; event marketing; direct marketing; network marketing; holistic marketing; permission marketing; social marketing.

### **Practical Exercises:**

The learners are required to

1. Examine the marketing strategies followed by a company to prolong its maturity stage.
2. Select any product and analyse its segmentation strategy in comparison to its immediate competitive product.
3. Design a promotional strategy for a company.
4. Gather the examples of Green Marketing and permission marketing from the market.
5. Explore a case where unethical practices of marketing were found.

### **Suggested Readings:**

1. Kotler, P. and Armstrong, G., Principles of Marketing, Pearson Publication, India.
2. Kotler, P., Keller K., Koshy A. and Jha, M., Marketing Management in South Asian Perspective, Pearson Education, India.

3. Etzel M., Walker B., Stanton W., and Pandit A., Marketing, TMH, India.
4. Panda T., Marketing management: Text and cases Indian context, Excel Books, India.
5. Kumar, A. and Meenakshi, N., Marketing Management, Vikas Publication, India

**Note:**

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

**CORPORATE FINANCE  
MBW-106-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

**Course Objectives:**

This course aims to provide a comprehensive understanding of financial management, covering topics such as financial scope, functions, and objectives, time value of money, sources of long-term finance, investment decisions, capital budgeting methods, risk analysis, cost of capital, capital structure decisions, leverage analysis, dividend policy determinants and models, and effective working capital management. Students will learn to make informed financial decisions essential for an organisation's success.

**Course Outcomes:**

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

- CO1: Discuss the basic concept, functions, and scope of financial management.
- CO2: Apply their knowledge to making critical capital budgeting decisions for creating value for the organisation in the long term.
- CO3: Interpret the relevance of capital structure, and its decisions, and recommend an optimum capital mix for a firm.
- CO4: Demonstrate the ability to assess the dividend policy and working capital decision for the management of the firm.

**Unit-I**

Financial management scope, finance functions and its organisation, objectives of financial management; time value of money; Computation of EMI and Annuity, sources of long-term finance.

**Unit-II**

Investment decisions importance, difficulties, determining cash flows, capital budgeting, Conventional and DCF Methods, risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital, weighted average cost of capital.

**Unit-III**

Capital structure decisions, financial and operating leverage; capital structure theories- Net Income Approach, Net Operating Income Approach, traditional approach, and M-M Approach; Leverage Analysis, Operating Leverage, Financial Leverage, Combined Leveraged, EBIT- EPS Analysis.

**Unit-IV**

Determinants of dividend policy and dividend models - Walter, Gordon & M.M. models, Working Capital management, approaches; estimation of working capital need; management of cash; inventory management; receivables management.

**Practical Exercises:**

The learners are required to:

1. Discuss in class about functions and scope of financial management.
2. Calculate relevant financial metrics such as net present value (NPV), internal rate of return (IRR), and payback period to make informed investment decisions.
3. Create a simulation where students must make decisions regarding the debt-equity ratio of a company over several periods.
4. Analyse the company's financial situation, assess the implications of dividend decisions, and make recommendations for optimizing the dividend policy.

**Suggested Readings:**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi.
3. Chandra, Prasanna, Financial Management, TMH, New Delhi.
4. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
5. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi.

**Note:**

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

## OPERATIONS MANAGEMENT MBW-108-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### Course Objectives:

This course introduces principles, concepts and techniques developed in operations management. Emphasis is given to various aspects related to both production and service systems' operations.

### Course Outcomes:

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

- CO1: Define the manufacturing and services operations.
- CO2: Apply best practices for managing operations.
- CO3: Know how to utilize resources in an optimum manner by using various techniques.
- CO4: Evaluate quality of manufacturing and services operations.

### Unit-I

Concept and scope of operations management; systems perspectives of operations management; operations as a competitive strategy; emerging trends and implications for operations; facility location; types of manufacturing system; plant layouts; line balancing; material handling: principles and equipment's.

### Unit-II

Capacity planning; aggregate planning and master production scheduling; maintenance management; material management: material requirement planning, inventory control, purchase management, stores management.

### Unit-III

Just-in-Time manufacturing; business process reengineering; enterprise resource planning; lean manufacturing; poka yoke.

### Unit-IV

Definition of quality; quality management; cost of quality; kaizen; 5s; ISO (9000 and14000 Series); six sigma; statistical quality control: variable and attribute process control.

### Practical Exercises:

The learners are required to

1. Visit any service organization and understand their service operations.
2. Design a plant layout for any organization.
3. Evaluate the different types of location alternatives with the help of suitable methods for any organization.
4. Study the best practices related to quality management by visiting any organization.

### Suggested Readings:

1. Panneerselvan, R., Production and Operations Management, PHI, India.
2. Mahadevan,B., Operations Management, Pearson Education, India.
3. Chary, S. N., Production and Operations Management, TMH, New Delhi.
4. Buffa, E. S. and Sareen, R.R., Modern Production Management, John Wiley, New York.
5. Nair, N.G., Production and Operations Management, TMH, India

### Note:

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

## **LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

### **MBW-110-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

#### **Course Objectives:**

This subject is designed to assist students in understanding the basics of logistics and supply chain management. It would also make the students learn the tools and techniques used during supply chain management.

#### **Course Outcomes:**

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

- CO1: Describe the concepts, objectives, and elements of logistics.
- CO2: Analyse various models of integrated logistics management and outsourcing strategies for achieving overall efficiency.
- CO3: Apply the knowledge of logistics management to strengthen the supply chain of organisations.
- CO4: Evaluate the dynamics of supply chain management (SCM), including supply chain processes, integration mechanisms.

#### **Unit-I**

Logistics: Definition, objectives, and elements; Logistics interface with marketing, retail logistics, Emerging concept in logistics.

#### **Unit-II**

Integrated logistics management model; Outsourcing logistics: Third party logistics provided, fourth party logistics providers (4PL) and role of logistics providers.

#### **Unit-III**

Dynamics of SCM: Supply chain process cycles, order management process, supply chain integration through push-pull mechanism, Bullwhip/Whiplash/Whipsaw effect; Information and communication technology in SCM; World class best practices in SCM.

#### **Unit-IV**

Introduction to supply chain management: Evolution of SCM, objectives of SCM, Supply chain planning framework, strategic fit model of supply chain, supply chain decision making framework, managing uncertainty in supply chain.

#### **Practical Exercises:**

The learners are required to

1. Create a concept map illustrating the key concepts, objectives, and elements of logistics covered in the course.
2. Analyse case studies of companies implementing integrated logistics management and outsourcing strategies.
3. Assess and illustrate the world class best practices in supply chain management.
4. Evaluate the recent developments in information and communication technology in SCM based on case studies and group discussion.

#### **Suggested Readings:**

1. David B. Grant, Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management.
2. Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, McGraw Hill Higher Education.

3. Levi, S. D. et al. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Tata McGraw-Hill.
4. Shah, J. Supply Chain Management- Text and Cases. Pearson.

**Note:**

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

## **BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING MBW-112-V**

L T P  
2 0 2

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

This course is designed to provide the knowledge of statistical tools so that capability of interpreting and evaluating numerical and quantitative issues in business can be developed.

### **Course Outcomes:**

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

- CO1: Apply application of quantitative techniques in business decision making.
- CO2: Analyse data using statistical techniques and able forecasts under uncertain business environment.
- CO3: Evaluate normality and apply its concepts in different sampling techniques.
- CO4: Apply quantitative techniques to business situations and optimise resources under constraints.

### **Unit-I**

Measures of central tendency and variations; types of measures; Karl Pearson's coefficient of correlation and Spearman's rank correlation.

### **Unit-II**

Correlation analysis; regression analysis - meaning and two lines of regression; relationship between correlation and regression coefficients; time series analysis - measurement of trend and seasonal variations; forecasting.

### **Unit-III**

Basic rules for probability, conditional probability; Bayes' theorem; probability distributions - types and applications of Binomial, Poisson and Normal distributions.

### **Unit-IV**

Tests of significance; hypothesis testing - large samples, small samples; chi-square test; analysis of variance.

### **Practical Exercises:**

The learners are required to

1. Apply quantitative techniques to business situations and optimise resources under constraints.
2. Apply a real time case to evaluate the application of quantitative techniques in business decision making.
3. Identify a company and calculate the average salary of their employees.
4. Discuss a case to analyse data using statistical techniques and forecast business environment.
5. Analyse a given case study related to dispersion and central tendency and provide their valuable inputs.

### **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 Statistics, Pearson Education India.

**Note:**

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

## STRATEGIC MANAGEMENT MBW-122-V

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### Course Objectives:

The objective of this course is to help students to gain knowledge and skills required to design strategies. This includes understanding the impact of environmental factors on selection of strategies and aspects to be taken care while implementation of strategies.

### Course Outcomes:

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

- CO1: Appraise the basic concept of strategy and its relationship with the firm's vision, mission, and objectives for the organisations' success.
- CO2: Assess different strategic options available and their relationship with the dynamic environment.
- CO3: Sketch the strategy to be followed by the organisation and to effectively implement the strategy that will help the organisation to become successful in the market.
- CO4: Evaluate strategies in an effective manner by applying different techniques.

### Unit-I

Strategy - levels of strategy; strategic planning; strategic management; process of strategic management; strategic indent: company's vision, mission, and objectives.

### Unit-II

Strategic formulation - environmental and organisational appraisal; types of strategies; strategic analysis and choice, BCG matrix, General Electric matrix and balance score card approach, value chain analysis.

### Unit-III

Strategy implementation - designing organisational structure; structural, behavioural, functional and operational implementation.

### Unit-IV

Strategy evaluation and control - strategic and operational control; techniques of evaluation and control.

### Practical Exercises:

The learners are required to

1. Identify the importance of synchronisation between strategies, vision, mission and objectives of an organisation with the help of discussions.
2. Participate in a discussion to discuss the different types of strategic options available in front of a firm and how different environmental factors can have an impact on selection of a strategy.
3. Analyse a given case study related to the implementation of a strategy.
4. Discuss the importance of strategic control and evaluation for effective strategic management by taking example of a company.

### Suggested Readings:

1. Kazmi A., Business Policy and Strategic Management, TMH publication.
2. Jauch L. R. & Glueck W.F., Business Policy and Strategic Management, TMH publication.
3. Thompson A. A. and Strickland A. J., Strategic Management - Concept and cases, TMH publication.

4. David, Fred R. Strategic Management – Concept and Cases, Pearson Education.
5. Kenneth, A. Andrews, Concepts of corporate Strategy, Dow Jones-Irwin
6. John A. Pearce II and R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, McGraw-Hill Education.

**Note:**

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

## **MICRO, SMALL AND MEDIUM ENTERPRISES MBW-124-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

### **Course Outcomes:**

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

- CO1: Describe about various concepts and factors of MSMEs.
- CO2: Explain about policy requirement for opening a MSME unit.
- CO3: Identify the Challenges and opportunities of MSMEs in the current scenario.
- CO4: Annotate the role of MSMEs in economic development.

### **Unit-I**

Concept of MSMEs, Evolution of MSMEs, Characteristics of MSMEs, Advantages of MSMEs and their role and significance in economic development, Policies for MSMEs and Scope of MSMEs in India.

### **Unit-II**

Challenges and opportunities of MSMEs in the current scenario, Problem of and prospects of SSI/ MSMEs, Performance of MSME/ SSI Sector, Impact of WTO on MSMEs, WTO and some vital issues for MSMEs

### **Unit-III**

Concept of Globalization and Liberalization, Impact of Liberalization, and globalization on MSME, Role of SSI/ MSMEs in a global economy, Future Growth of Global SMEs, Role of MSMEs in Making Atmanirbhar Bharat.

### **Unit-IV**

Basic concepts of Growth, Pattern of Growth of MSMEs, Types of SMEs and the growth structure, MSMEs as a driving force in economic development, Demand aspect for MSMEs, Promotion and Development of MSMEs, Sustaining the growth and development in the MSMEs, MSMEs in the Service Sector.

### **Practical Exercises:**

The learners are required to

1. Conduct market research on a specific industry or region and create a comprehensive report on the MSMEs operating in that area.
2. Simulate the process of registering an MSME unit.
3. Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for a sample MSME.
4. Assign students to assess the economic impact of a group of MSMEs in a specific region.

### **Suggested Readings:**

1. Management of a small scale- industry, Vasant Desai, Himalaya Publishing.
2. Small scale industries and entrepreneurship, Vasant Desai, Himalaya Publishing.
3. Entrepreneurship Development, Small Business Enterprises', Poornima M Charantimath Pearson Education.
4. Business Environment and Policy, Francis Cherulinium, Himalaya Publishing House.
5. Small and Medium Enterprises: Challenges and opportunities, J.S Juneja AIMA Excel Books

**Note:**

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

## EVENT MANAGEMENT MBW-126-V

L T P  
3 0 0

Total credits: 3  
ESE: 75  
CCE: 25

### **Course Objectives:**

The course objective is to train students in skills to plan, manage and implement various types of events and to enable them to organise various events in organisation.

### **Course Outcomes:**

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

- CO1: Describe the concept of events, their types, and sizes, and recognize their significance as marketing tools for brand building and targeting specific markets.
- CO2: Organize the event in systematic way.
- CO3: Make planning and scheduling the events.
- CO4: Make strategies for Effective Event Management.

### **Unit-I**

Introduction: Meaning, Types of events, size of events; Use of event as a marketing tool –brand building, focusing the target market, Event planning. Event Infrastructure: Staging an event – Choosing the event site, developing the theme, conducting rehearsals, providing services, arranging catering. Equipment hiring (furniture, audio systems and other related items).

### **Unit-II**

Organizing Events: Purpose of entertainment and speakers; entertainment choices; Entertainment planning Anchoring the event; Planning decoration according to the event themes. Fund raising. Job outsourcing. Security arrangements. Telecast / promotional rights.

### **Unit-III**

Managing Events: Corporate Events; Trade Shows & Exhibitions; Planning and Scheduling the events. Celebrity events; Sports events; Concerts; Wedding Management: Guest lists; Photos and videos; Music arrangement; Party Management; Rural Events; Managing Events in Educational Institutions - Convocation, Farewell parties, Students Fests.

### **Unit-IV**

Strategies for Effective Event Management: Marketing; Control; Co-ordination; Execution; Crisis Management; Effectiveness Evaluation.

### **Practical Exercises:**

The learners are required to

1. Create a detailed event proposal for a hypothetical business.
2. Create a group and provide them with a hypothetical scenario where they need to plan and organize an event.
3. Create a detailed event timeline, including key milestones, tasks, deadlines, and dependencies.
4. Work in teams to develop a crisis management plan and present how they would handle the situation in real-time.

### **Suggested Readings:**

1. Getz Donald. Event Management & Event Tourism.2/e. Cognizant Communication Corporation.
2. Sanjaya Singh Gaur and Sanjav V. Saggere. Event Marketing & Management, Vikas Publishing.

3. Mathews J.M. Hospitality Marketing & Management. Avishkar Publisher.
4. Goldblatt, Best Practices in Modern Event Management. John Wiley & Sons.

**Note:**

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

## **MANAGEMENT OF TECHNOLOGY, INNOVATION AND CHANGE MBW-128-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The course objective is to equipping students with the knowledge, skills, and understanding needed to effectively manage technology, foster innovation, and navigate organisational change within a business or organisational context.

### **Course Outcomes:**

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

- CO1: Discuss the core concept of technology, technology development process and global trends.
- CO2: Distinguish between invention and innovation and have a better understanding of the role of various Innovation Strategies.
- CO3: Evaluate and apply the role of technology change and its various processes for organizational performance and transformation.
- CO4: Apply the concept of creative and lateral thinking to find solutions to various organizational problems and issues.

### **Unit-I**

Understanding the technology and core areas of technology management and development; role of technology management towards wealth of nation and global trends; Technology Life Cycles, S-curve of Technology Evolution, Technological Planning and Forecasting, Technology Policy, Technology Strategy, Technology Generation and Development, Technology Acquisition and Absorption; Technology Transfer, Technology, Exports and Joint Ventures.

### **Unit-II**

Invention and Innovation; Classification and Types of Innovation, Frugal Innovation, Social Innovation, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation.

### **Unit-III**

Understanding the basic concept of Technological Change; Technology Change types; Change Process, Change Strategy; building and sustaining the organizational culture for Change and Innovation, fostering Innovation and emerging role of leadership.

### **Unit-IV**

Concept of Creative Thinking & Lateral Thinking; various approaches; factors affecting creative thinking, illustrating with some exercise on managerial problem solving through creative and lateral thinking.

### **Practical Exercises:**

The learners are required to

1. Research and create reports on current global technology trends in specific industries.
2. Discuss real-world case studies of companies that have successfully innovated.
3. Simulate a scenario where students act as decision-makers in a company considering the adoption of a new technology.
4. Conduct brainstorming sessions where students tackle real organizational problems.

### **Suggested Readings:**

1. Narayanan, V. K. Managing Technology and Innovation for Competitive Advantage, Pearson

Education.

2. Tushman, Michael L and Anderson P. Managing Strategic Innovation and Change, Oxford University Press.
3. Khurana V. K. and Saini A.K. Management of Technology and Innovation for Competitive Advantage, Books, New Delhi.
4. Sanjiva Shankar Dubey. Technology and Innovation Management, Prentice Hall India.

**Note:**

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

## **SUSTAINABLE BUSINESS DEVELOPMENT MBW-130-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

This course is designed to spread the awareness among students about sustainable practices in business and development.

### **Course Outcomes:**

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

- CO1: Evaluate issues of sustainable businesses and the myriad perspectives of the role of business in sustainability.
- CO2: Analyse the challenges posed by sustainable development for companies and their associated responsibilities and the scope of their actions.
- CO3: Interpret the knowledge of sustainability at the individual, organisational and societal levels, with a special emphasis on the evolving role of business in society.
- CO4: Apply the various sustainable business management practices.

### **Unit-I**

Introduction to Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Sustainable Development Goals; Business Case for Sustainability.

### **Unit-II**

Sustainable Firm – Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable Retail; Supply Chain Restructuring.

### **Unit-III**

Sustainable Business Management –Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance.

### **Unit-IV**

International Legal Environment of Sustainable Business – International Trade Laws; Climate Change Treaties and their Impact on Business

### **Practical Exercises:**

The learners are required to

1. Present the recent news once a week related to sustainable business and development.
2. Discuss the various climate change-based treaties across the globe and their impact on businesses.
3. Participate in a think-pair-share activity on the role of socially responsible human resource management.
4. Analyse and present the case study related to sustainable business and development.

### **Suggested Readings:**

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

**Note:**

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

## **MANAGEMENT INFORMATION SYSTEM MBW-132-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

This course is designed to provide the knowledge of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems and to introduce the fundamental principles of computer-based information systems analysis.

### **Course Outcomes:**

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

- CO1: Demonstrate an understanding of the scope, purpose, and value of information systems in an organisation.
- CO2: Identify the value added to data by being processed into information to support problem-solving, decision-making and knowledge management.
- CO3: Apply the knowledge of the roles within the Information Management Systems.
- CO4: Evaluate how decision support systems and expert systems are used in various domains into business processes.

### **Unit-I**

Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Emerging Trends in Information Technology.

### **Unit-II**

Information Systems in the Enterprise: Types of Information Systems in the Organisation; TPS, DSS, MIS and ESS. Electronic Commerce and the Digital Organisation: Internet based Business Models. B2B, EDI and B2C Models; Role of Intranets.

### **Unit-III**

Information Systems in Global Business: Global e-Business and collaboration; Ethical and social issues in information systems. IT Infrastructure and Emerging Technologies: Foundations of business intelligence – databases and information management; Telecommunications, the Internet, and wireless technology; Securing information systems.

### **Unit-IV**

The Evolution and Security Challenges of Information Management Systems, Policies, Procedures, to Prevent Infiltration to Information Systems, The Accuracy and Reliability of its Records, Controls to Ensure the Safety of the Organization's Assets, Managing Information Systems Projects.

### **Practical Exercises:**

The learners are required to

1. Select a real organization or industry (e.g., healthcare, finance, retail) and assess its existing information systems.
2. Provide students with raw data sets from various sources (e.g., sales data, customer surveys). In groups, they should process the data into meaningful information using appropriate tools (e.g., Excel, data visualization software).
3. Organize a role-playing exercise where students take on different roles within an organization (e.g., CEO, IT manager, data analyst).

4. Assign case studies from various domains (e.g., healthcare, finance, supply chain) that involve the use of decision support systems.

**Suggested Readings:**

1. ITL Education Solutions, Introduction to Information Technology, 2/e, Pearson Education.
2. Turban, Rainer and Potter, Introduction to Information Technology, 8/e, John Wiley and Sons.
3. Behl R., Information Technology for Management, 2/e, McGraw Hill Education.
4. Joseph A. Brady and Ellen F Monk, Problem Solving Cases in Microsoft and Excel, 12/e, Thomson Learning.
5. Rajaraman V., (2013), Introduction to Information Technology, 2/e, PHI

**Note:**

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

## **LIFE SKILLS DEVELOPMENT MBW-134-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of this course is to increase one's knowledge and awareness of emotions at workplace and develop interpersonal skills and adopt good leadership behaviour for empowerment of self and others.

### **Course Outcomes:**

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

- CO1: Identify different life skills required in personal and professional life.
- CO2: Develop self-awareness and apply well-defined techniques to cope with emotions and stress.
- CO3: Apply appropriate problem-solving techniques to solve problems.
- CO4: Critically analyse the dynamics of teamwork and leadership.

### **Unit-I**

Overview of Life Skills: Meaning, concept and significance of life skills, Life skills for professionals: positive thinking, right attitude, attention to detail, learning skills, perseverance, setting and achieving goals, helping others, leadership, self-motivation, and motivating others, personality development, IQ, EQ, and SQ.

### **Unit-II**

Self-awareness: definition, need for self-awareness; Coping with Stress and Emotions, Human Values, tools, and techniques of SA: questionnaires, journaling, reflective questions, meditation, mindfulness, psychometric tests, feedback. Stress Management: meaning, reasons and effects, identifying stress, techniques, approaches: action- oriented, emotion-oriented, acceptance oriented, resilience; Coping with emotions: Identifying and managing emotions, harmful ways of dealing with emotions.

### **Unit-III**

21st century skills: Creativity, Critical Thinking, Collaboration, Problem Solving, Decision Making, Need for Creativity in the 21st century, Imagination, Intuition, Experience, Sources of Creativity, Lateral Thinking, Myths of creativity, Critical thinking vs. Creative thinking, Functions of Left Brain & Right brain, Convergent & Divergent Thinking, Critical reading & Multiple Intelligence; Problem solving: Techniques, Six Thinking Hats, Mind Mapping, Forced Connections. Analytical Thinking, Numeric, symbolic, and graphic reasoning, Scientific temperament, and Logical thinking.

### **Unit-IV**

Leadership: Leadership framework, entrepreneurial and moral leadership, managing diverse stakeholders, crisis management, types of Leadership, Traits, Styles, VUCA Leadership, Levels of Leadership, Transactional vs Transformational Leaders, Leadership Grid, Effective Leaders

### **Practical Exercises:**

The learners are required to

1. Practice effective communication techniques in different professional roles (e.g., manager, team member, client).
2. Organize a group discussion where participants share their preferred coping strategies for stress and emotions.
3. Organize brainstorming sessions where participants tackle a specific problem.

4. Present case studies or scenarios involving leadership challenges.

**Suggested Readings:**

1. Barun K. Mitra, "Personality Development & Soft Skills", Oxford Publishers, Third impression, 2017.
2. ICT Academy of Kerala, "Life Skills for Engineers", McGraw Hill Education (India)Private Ltd., 2016.
3. Caruso, D. R. and Salovey P, "The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership", John Wiley & Sons, 2004.
4. Kalyana, "Soft Skill for Managers"; First Edition; Wiley Publishing Ltd, 2015.
5. Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.
6. Shalini Verma, "Development of Life Skills and Professional Practice"; First Edition;Sultan Chand (G/L) & Company, 2014.
7. Daniel Goleman, "Emotional Intelligence"; Bantam, 2006.
8. Butterfield Jeff, "Soft Skills for Everyone", Cengage Learning India Pvt Ltd; First edition, 2011.
9. Training in Interpersonal Skills: Tips for Managing People at Work, Pearson Education, India; sixth, 2015.
10. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education; First edition, 2013.

**Note:**

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

## **COMMUNITY DEVELOPMENT PROJECT MBW-114-V**

L T P  
0 0 12

Total credits: 6

ESE: 150  
CCE: 50

### **Course Objectives:**

The objective is to equip students with practical skills for community engagement, needs assessment, and project planning. Students will learn effective communication, collaboration, and leadership, enabling them to contribute to sustainable community development initiatives and address social challenges through hands-on experiences.

### **Course Outcomes:**

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

- CO1: Demonstrate an enhanced understanding of community dynamics, needs, and challenges in the area where they conduct their project.
- CO2: Develop research and data analysis skills, including the ability to review relevant literature, design a research methodology, collect, and analyse data, and derive meaningful insights from their findings related to community development.
- CO3: Exhibit their written and oral communication skills, effectively presenting their research, findings, conclusions, and recommendations.
- CO4: Conduct needs assessments within the community and identify its assets and resources, which are essential for sustainable community development.
- CO5: Develop critical thinking abilities, enabling them to propose innovative and practical solutions to address community needs and challenges.

### **Guidelines for Community Development Project**

During the Second semester, every student of MBA executive will have to complete a community development project. Students will do their project during this semester under the supervision of an internal supervisor. The student must submit report to the university, which will form the part of second semester examination.

The tentative content of the project report is as follows:

- i. Cover Page
- ii. Acknowledgement
- iii. Certificate from supervisor
- iv. Introduction
- v. Literature Review
- vi. Research Methodology (Objective of the Research, Hypothesis, Research Design etc)
- vii. Data Analysis
- viii. Findings
- ix. Conclusions
- x. Recommendations
- xi. References
- xii. Appendices – to include questionnaire etc. if any.

The report must be submitted within second semester. The student shall be required to submit the reports as per the schedule announced by the department. The project will be evaluated by External and Internal examiners separately. The average size of report will be 60 to 80 typed pages in standard font size 12 and one half spacing on A4 size papers. The external assessment shall be done based on Viva Voce and the report.

## **ENTREPRENEURSHIP DEVELOPMENT MBW-201-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

This course aims to provide students' knowledge about entrepreneurial concepts and to enable them to investigate, understand the process of setting up a business.

### **Course Outcomes:**

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

- CO1: Know the dynamics of entrepreneurship to develop a proper perspective of current entrepreneurial practices.
- CO2: Develop a business plan.
- CO3: Analyse the feasibility of the project ideas.
- CO4: Suggest suitable entrepreneurship development programmes for improvement of entrepreneurial skills.

### **Unit-I**

Concept of entrepreneur; characteristics, qualities of entrepreneur, difference between entrepreneur, manager, leader and intrapreneur; barriers to entrepreneurship; need of entrepreneurship; Women entrepreneurship; Role of entrepreneurship in economic development.

### **Unit-II**

Business idea, sources of business idea, identifying the business opportunity, opportunities in various sectors; Business plan: components and importance; Concept of project, phases of project, project management cycle.

### **Unit-III**

Feasibility study; preparation of feasibility report; Economic, technical, market, financial and managerial analysis; Ways to start and expand business.

### **Unit-IV**

Government support to new enterprise; Entrepreneurship development programmes; Role of various institutions in developing entrepreneurship in India.

### **Practical Exercises:**

The learners are required to

1. Search out the entrepreneur in your reference group and write a case describing his qualities.
2. Prepare a business plan considering opportunities available in your area.
3. Analyse the feasibility of business plan submitted.
4. Explore about the entrepreneurial training programs offered.

### **Suggested Readings:**

1. Drucker, Peter. Innovation and Entrepreneurship. Heinemann, London.
2. Desai, A. N. Entrepreneur & Environment. Ashish, New Delhi.
3. Jain, Rajiv. Planning a Small-Scale Industry: A Guide to Entrepreneurs. S.S. Books, Delhi.
4. Kumar, S A. Entrepreneurship in Small Industry. Discovery, New Delhi.
5. McClelland, D. C. and Winter, W G. Motivating Economic Achievement. Free Press, New York.
6. Khanka, S.S., Entrepreneurship Development. S. Chand.

7. Chandra. P. Projects, Tata McGraw Hill.

**Note:**

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

**MORAL VALUES**  
**MBW-203-V**

Total credits: 0

L T P  
2 0 0

ESE: 75

CCE: 25

**Course Objectives:**

This course aims to provide students' knowledge about various human values and ethics and make them understand about the rationale of social responsibility.

**Course Outcomes:**

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

- CO1: Know the core values such as integrity, work ethics, honesty, courage, and empathy, and appreciate their importance in both personal and professional contexts.
- CO2: Cultivate self-confidence and understand the role it plays in personal and professional growth.
- CO3: Recognise how to strike a balance between their professional and personal lives, fostering a holistic approach to life. Understand the concept of social responsibilities and rights in the context of ethical behaviour.
- CO4: Analyse and distinguish between moral relativism and moral imperialism, and critically evaluate their implications on ethical decision-making. Additionally, they should understand the concept of cognitive moral development and the role it plays in shaping ethical behaviour.

**Unit-I**

Human Values, Morals Values, Values and Ethics, Basic Etiquettes, Integrity – Work Ethics – Honesty – Courage –Empathy.

**Unit-II**

Self-Confidence – Character, Positive Attitude and beliefs, Balanced approach professional and personal Life, Social Responsibilities and Rights.

**Unit-III**

Concept of moral Relativism and Moral Imperialism. Cognitive Moral Development. Encouragement to Ethical Behaviour.

**Unit-IV**

Approaches to Fostering Ethical Behaviour.

**Practical Exercises:**

The learners are required to

1. Present students with ethical dilemmas from real-life scenarios. In groups, have them discuss and debate the ethical considerations involved and propose solutions based on values and ethics.
2. Organize role-playing sessions where students practice basic etiquettes in different social and professional situations. This can include scenarios like job interviews, business meetings, or social gatherings.
3. Conduct workshops that focus on building self-confidence. Include activities such as public speaking, self-assessment exercises, and goal setting to boost students' self-esteem.
4. Assign students a task to create a personal-professional balance plan. They should identify their priorities in both areas and outline strategies for maintaining balance.
5. Encourage students to engage in social responsibility projects. They can choose a cause they

are passionate about and plan and execute a small-scale project to contribute positively to their community.

**Suggested Readings:**

1. John R Boatright, "Ethics and the Conduct of Business", Pearson Education, New Delhi.
2. Edmund G Seebauer and Robert L Barry, "Fundamentals of Ethics for Scientists and Engineers", Oxford University Press, Oxford.
3. Hartman, Laura P. and Joe DesJardins, Business Ethics: Decision-Making for Personal Integrity & Social Responsibility. McGraw-Hill/Irwin.
4. Arthur, John. Studying Philosophy: A Guide for the Perplexed. Pearson/Prentice Hall.

**Note:**

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

## **INTRODUCTION TO PSYCHOLOGY MBW-205-V**

L T P  
2 0 0

Total credits: 0

ESE: 75  
CCE: 25

### **Course Objectives:**

This course aims to provide students' knowledge regarding psychological factors and their relationship with health and well-being.

### **Course Outcomes:**

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

- CO1: Grasp the fundamental concepts of psychology and recognize its diverse applications across different fields. Students will also be able to describe the key characteristics, milestones, and challenges associated with each stage of life span development.
- CO2: Know the processes involved in perceptual processing and recognize the influence of internal and external factors on perception.
- CO3: Comprehend the stages of memory (encoding, storage, retrieval) and differentiate between sensory, short-term, and long-term memory. They will also understand the concept of forgetting and its contributing factors.
- CO4: Proficient in thinking critically, applying concepts effectively, categorizing information, and employing various problem-solving strategies.

Psychology: Concept and its applications. Stages of Life Span Development: Prenatal Development, Birth and Infancy, Childhood, Adolescence, Adulthood. The Perceptual Processing, and determinants of Perception. Stages of memory, Types of memory: (sensory, short term and long term). Concept of Forgetting. Thinking and Reasoning: Concepts, Categories, Problem solving: solution strategies.

### **Practical Exercises:**

The learners are required to

1. Conduct a class discussion where students research and present examples of how psychology is applied in various real-world contexts, such as clinical psychology, educational psychology, and industrial-organizational psychology.
2. Assign students to conduct interviews or surveys with individuals from different age groups (e.g., children, adolescents, adults) to gain insights into their unique experiences, challenges, and developmental milestones. Present their findings to the class.
3. Organize a perception experiment where students manipulate certain variables (e.g., lighting, context, attention) to observe how they affect participants' perception of an object or scene. Students should design, execute, and analyse the experiment.
4. Have students create mnemonic devices or memory aids to help their peers remember complex information. They can then share these memory aids with the class and explain how they apply memory principles.
5. Assign students a complex real-world problem or scenario and ask them to present a solution using a specific problem-solving strategy (e.g., brainstorming, decision matrices). Encourage them to explain their thought process and reasoning behind the chosen strategy.

### **Suggested Readings:**

1. Allen, F. Health psychology and behaviour. Tata McGraw Hill Edition.
2. Snyder, C.R., Lopez S. J., & Pedrotti, J. T. Positive psychology: The scientific and practical explorations of human strengths. New Delhi: Sage.
3. Baron, R. & Misra, G. Psychology. New Delhi: Pearson.

4. Chadha, N.K. & Seth, S. The Psychological Realm: An Introduction. New Delhi: Pinnacle Learning.
5. Kavita Singh, Organisational Behaviour: Text and cases. New Delhi: Pearson Education

**Note:**

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

## **INTRODUCTION TO HEALTH PSYCHOLOGY** **MBW-207-V**

L T P  
2 0 0

Total credits: 0

ESE: 75  
CCE: 25

### **Course Objectives:**

The purpose of this course is to develop an understanding of the concepts of health psychology. The emphasis is on using these concepts to understand health related behaviour and improve individual efficiency.

### **Course Outcomes:**

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

- CO1: Define the basic concept of Health Psychology.
- CO2: Generate an insight about how to enhance well-being by reducing stress.
- CO3: Evaluate the importance of different psychological factors.
- CO4: Associate the importance of the relationship between psychological factors and physical health.

### **Unit-I**

Health Psychology: definition, nature, and objectives; Emergence of Role of Psychology in Health and the recent developments in Health Psychology; Biopsychosocial model; Components of health: social, emotional, cognitive, and physical aspects, mind-body relationship; Role of health psychology in health.

### **Unit-II**

Introduction to health behaviour; Factors influencing the practice of health behaviour; Characteristics of health behaviour; Barriers to health behaviour; Theories of health behaviour and their implications.

### **Unit-III**

Stress: Definition, nature, and types; Sources of Stress; Responding to Stress (Physiological, Emotional & Behavioural Response); Coping with stress; Health Enhancing Behaviours: Exercise, nutrition, safety, pain, stress management.

### **Unit-IV**

Happiness; Life satisfaction; Optimism and Hope; Health and Wellbeing; Impact of health psychology on happiness and well-being.

### **Practical Exercises:**

The learners are required to

1. Explore why some people make healthy life decisions and some don't.
2. Participate in a panel discussion to discuss the importance of different psychological factors.
3. Analyse the usage of expertise of health psychologists in corporations for rehabilitation and smoking cessations.
4. Carry out role play as a health psychologist, for assisting people and motivating them for health enhancing behaviours and coping with stress.

### **Suggested Readings:**

1. Ogden, J. (2017). Health psychology: A textbook (4th ed.), McGraw Hill Education.
2. Sarafino, Edward P and Smith, Timothy W (2012). Health Psychology – Bio psychosocial Interaction (7th ed). Wiley India Edition.
3. Taylor, Shelley E. (2018). Health Psychology (10th ed). McGraw Hill Higher Education. Indian Edition.

4. Weiten, W. and Lloyd, M. (2007). Psychology applied to modern life: Adjustment in the 21st century, Indian Edition 8th. Thomson.

**Note:**

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

**ON JOB PROJECT**  
**MBW-209-V**

Total credits: 6

L T P  
0 0 12

ESE: 150  
CCE: 50

**Course Objectives:**

The On-the-Job Project aims to apply classroom knowledge in real-world scenarios. Objectives include skill enhancement, fostering professional growth, promoting networking, and encouraging reflective practice.

**Course Outcomes:**

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

- CO1: Apply the theoretical knowledge and skills acquired during their MBA program to real-world organizational challenges and opportunities.
- CO2: Develop research and analytical skills, including the ability to conduct a literature review, design a research methodology, collect, and analyse data, and draw meaningful insights from their findings.
- CO3: Enhance their written and oral communication skills by preparing a comprehensive project report.
- CO4: Develop the ability to identify and address practical business problems or opportunities within their organization, contributing to its growth and development.
- CO5: Know their organization's history, structure, products, and services, enabling them to appreciate its unique context and challenges.

**Guidelines for On Job Project**

At the end of third semester, every student of MBA executive will have to complete a project in the organisation where they are working during their program. Students will do their project during this semester under the supervision of an internal supervisor. The student must submit report to the university, which will form the part of third semester examination. The tentative content of the report is given below:

- i. Cover Page
- ii. Acknowledgement
- iii. Certificate from organization/company
- iv. Introduction
- v. Company profile
- vi. Literature Review if any
- vii. Research Methodology (Objectives, Hypothesis, Research Design, Analytical Tools, Limitations of Study)
- viii. Data Analysis
- ix. Findings
- x. Conclusions
- xi. Recommendations
- xii. References
- xiii. Appendices – to include questionnaire if any.

The report must be submitted within third semester. The student shall be required to submit the reports as per the schedule to be announced. The project will be evaluated by External and Internal examiners separately. One chapter must be included about history of the organisation, its structure, products, and services offered. The average size of report will be 60 to 80 typed pages in standard font size 12 and one half spacing on A4 size papers. The external assessment shall be done based on Viva Voce and the report.

## **INDIAN ETHOS AND BUSINESS ETHICS** **MBW-202-V**

L T P  
3 0 0

Total credits: 3  
ESE: 75  
CCE: 25

### **Course Objectives:**

The purpose of this course is to familiarise the students with the Indian work ethos, values, and styles of management. Further, the students will be helped to develop their inner and outer capability to face the challenges with equanimity.

### **Course Outcomes:**

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

- CO1: Develop an understanding and appreciation of the importance of value system, ethical conduct in business.
- CO2: Apply the moral values and ethics to the real challenges of the organisations.
- CO3: Apply management lessons in real life from Vedas, Mahabharata.
- CO4: Evaluate the concept of karma that helps to maintain work life balance in the organisation.

### **Unit-I**

Indian Ethos: History & Relevance, Principles practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management lessons from Vedas, Mahabharata, Kautilya's Artha Shastra, Indian Heritage in Business; Management-Production and Consumption, Ethics vs Ethos, Indian Vs Western Management.

### **Unit-II**

Values-Concepts, values in Business, Types and Formation of Values, importance of value system, Work Ethos and Values of Indian Managers; Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Secular v/s Spiritual Values.

### **Unit-III**

Stress Management; Meditation for mental health, Yoga, Contemporary approaches to Leadership, Indian system of Learning- Gurukul System of Learning, Advantages of Karma, importance of Karma to Managers- Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection Corporate Karma Leadership.

### **Unit-IV**

Understanding the need for ethics, Ethical values: myths & ambiguity; Ethical codes; Ethical principles in Business; Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD); Managing Ethical Dilemma; characteristics, Ethical decision making, ethical reasoning, the dilemma resolution process; Ethical dilemma in different areas of marketing, finance, HRM and International Business.

### **Practical Exercises:**

The learners are required to

1. Provide students with a series of ethical dilemmas commonly faced in business. Ask them to analyse each case, considering ethical principles and values.
2. Organize workshops where students work in groups to solve ethical dilemmas. These dilemmas can be real or hypothetical.
3. Assign students specific passages or stories from the Vedas and Mahabharata that contain management lessons (e.g., leadership, conflict resolution, decision-making).
4. Encourage students to explore the concept of karma in the context of maintaining work-life balance.

**Suggested Readings:**

1. Chakraborty S.K., Management by Values, New Delhi, Oxford University Press, 1992.
2. Chakraborty S.K., Ethics in Management- Vedantic Approach, New Delhi, Oxford University Press, 1995.
3. Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.
4. Fernando A.c., Business Ethics: An Indian Perspective, Pearson 2009.
5. Gini Al, Case Studies in Business Ethics, 6th edition, Pearson Education, 2009.
6. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.

**Note:**

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

## **RESEARCH PROJECT MBW-204-V**

L T P  
0 0 12

Total credits: 6

ESE: 150  
CCE: 50

### **Course Objectives:**

This course emphasises the importance of research, critical thinking, and problem-solving in addressing complex business challenges. Through the completion of a research project, students will develop a deeper understanding of business concepts and their practical applications, while also honing their research and presentation skills.

### **Course Outcomes:**

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

- CO1: Select a specialized project topic.
- CO2: Compile a structured research report encompassing literature review, methodology, data analysis, findings, conclusions, and recommendations.
- CO3: Apply appropriate research design methodologies to formulate and execute a comprehensive research plan.
- CO4: Utilize advanced analysis techniques and critical thinking skills to interpret and draw meaningful conclusions from research findings.

### **Guidelines for Research Project**

Every student will be assigned a project topic in the fourth semester from their area of specialization, and it will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on regular basis for topic selection, presentations, discussions, and other means to arrive at final assessment. This research project will be evaluated both by an internal supervisor as well as university appointed external examiner.

The tentative content of the project report is as follows:

- i. Cover Page
- ii. Acknowledgement
- iii. Certificate from supervisor
- iv. Introduction
- v. Literature Review
- vi. Research Methodology (Objectives, Hypothesis, Research Design, Analytical Tools, Limitations of Study)
- vii. Data Analysis
- viii. Findings
- ix. Conclusions
- x. Recommendations
- xi. References
- xii. Appendices – to include questionnaire etc. if any.

The student will submit project report in fourth semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report and one softcopy in CD/DVD. The project report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner before the commencement of final semester practical examination.

**ELECTIVES**  
**(FINANCIAL MANAGEMENT)**

## **CORPORATE TAX PLANNING MBW-221-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

This course aims at making students conversant with the concept of the corporate tax planning and Indian tax laws, as also their implications for corporate management.

### **Course Outcomes:**

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

- CO1: Comprehend the concept and relevance of basic concepts of Income Tax.
- CO2: Understand the difference between Tax Planning Tax Evasion and Tax Avoidance.
- CO3: Understand tax planning for location decisions and dividend policies.
- CO4: Evaluate the concepts of advance tax and Tax Deducted at Source (TDS).

### **Unit-I**

Basic Concepts of Income Tax; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions, Special Provisions in Computation of Profits from Business, Special Provisions relating to Tax on Distributed Profits of Domestic Companies, Additional Tax on Undistributed Profits.

### **Unit-II**

Meaning and Scope of Tax Planning, Difference between Tax planning Tax Evasion and Tax Avoidance, Residential status, and Tax incidence of a Company; Computation of Corporate Tax Liability.

### **Unit-III**

Tax Planning with reference to Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers, Tax planning with reference to business restructuring.

### **Unit-IV**

Tax Management: Filing of returns and assessments, penalties, and prosecutions, appeals and revisions, Advance tax, TDS, Advance rulings, Avoidance of Double taxation agreements.

### **Practical Exercises:**

The learners are required to

1. Discuss case studies of individuals or businesses with different income sources and financial situations.
2. Organize a debate or discussion in class where students discuss the ethical considerations of tax planning, tax evasion, and tax avoidance.
3. Create a simulation where students act as tax advisors to a multinational corporation planning to expand its operations to different countries.
4. Facilitate group discussions where students can compare their TDS calculations, identify common challenges, and discuss strategies for compliance.

### **Suggested Readings:**

1. Singhania, V K. and Singhania, Monica, Students' Guide to Income Tax, Taxmann.
2. Singhania, V K. & Singhania, Kapil, Direct Taxes Law and practice, Taxmann.
3. Singhania, V K. and Singhania, Monica, Corporate tax Planning and Business Tax Procedures, Taxmann.

4. Ahuja, G & Gupta, Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House private limited
5. Srinivas, E A., Handbook of Corporate Tax Planning, Tata McGraw, Hill.

**Note:**

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

## **EXPORT IMPORT PROCEDURE AND DOCUMENTATION**

### **MBW-222-V**

Total credits: 3

L T P  
3 0 0

ESE: 75

CCE: 25

#### **Course Objectives:**

This course aims to provide a comprehensive understanding of international trade, covering topics such as export and import concepts, documentation and procedures, trade barriers, WTO provisions, payment methods, FEMA regulations, export promotion schemes in India, and the roles of various institutions and agencies. Students will gain the knowledge and skills necessary for successful participation in the global trade arena.

#### **Course Outcomes:**

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

- CO1: Explain the concept and significance of export procedures and documentation.
- CO2: Apply knowledge pertaining to the initiation of export-import business procedures.
- CO3: Recognize different payment methods utilized in international trade.
- CO4: Employ governmental provisions and schemes related to export and import to benefit a firm.

#### **Unit-I**

Concept of Export, its meaning and classification; Methods of Exporting; Nature of Export / Trading Houses, EDI and Documentation, Significance of Procedures and Documentation in International Trade and trade barriers; WTO Provisions, Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification System; Role of ICC, INCOTERMS.

#### **Unit-II**

Concept of Import, Categories of Importers – Special Schemes for Importers; Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.

#### **Unit-III**

Types of Payments in International Trade; Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds; FEMA- Origin and Objectives, Main Provision of FEMA; Pre-Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.

#### **Unit-IV**

Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme SIL; Facility for Deemed Exports; Export Promoting Institutions (EOU's/ EPZs/ SEZ's) – Role of Export Promotion Councils, Commodity Boards and ITPO.

#### **Practical Exercises:**

The learners are required to

1. Simulate export documentation completion for a specific transaction (e.g., commercial invoice, bill of lading, certificate of origin).
2. Analyse trade barriers faced by exporters from assigned countries (e.g., tariffs, quotas, non-tariff barriers), presenting research and discussing strategies to overcome them.
3. Study a WTO trade dispute case, analysing involved provisions, suggesting solutions or rulings based on WTO regulations.

4. Engage in INCOTERMS exercise, selecting appropriate terms for international trade scenarios and explaining implications on responsibilities and costs.
5. Guide students through import order processing, including communication with foreign suppliers, import documentation, customs clearance, and payment methods.
6. Conduct customs clearance simulation, navigating import goods through the process, including tariff classification, valuation, and compliance with regulations.
7. Evaluate a cargo insurance scenario, understanding claim procedures and determining actions required to file and process an insurance claim for cargo damage during shipment.

**Suggested Readings:**

1. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
2. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
3. Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
4. Custom and Excise Law, Various Issues.
5. Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi.
6. M.D. Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi

**Note:**

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

## FINANCIAL MARKETS AND INSTITUTIONS MBW-223-V

Total credits:3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

This course provides an in-depth understanding of India's financial system, including its components, structure, and the role it plays in economic development. It covers financial regulatory authorities like SEBI, IRDA, PFRDA, RBI, and the Ministry of Corporate Affairs. Students will also learn about financial markets, including money and capital markets, their functions, instruments, and regulatory framework. The course delves into various financial institutions such as commercial banks, insurance companies, mutual funds, NBFCs, and RRBS, along with the significance of Development Financial Institutions (DFIs) like SIDBI, NABARD, EXIM Bank, and more in the Indian economy.

### **Course Outcomes:**

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

- CO1: Explain the significance of financial markets and institutions in economic development.
- CO2: Recognize the essential functions, instruments, and regulations governing capital and money markets.
- CO3: Interpret the roles played by different banking and non-banking financial institutions.
- CO4: Analyse the contribution of Developmental Financial Institutions (DFIs) in fostering the economic development of the nation.

### **Unit-I**

Introduction to Financial system in India, various components and structure of financial institutions, role of financial system in economic development, role and functions of Financial Regulatory authorities in India: SEBI, IRDA, PFRDA, Reserve Bank of India, Ministry of Corporate Affairs.

### **Unit-II**

Concept of Financial Markets and its types: Money market-functions and instruments, regulation of money market, Capital Markets-functions and instruments, debt market; corporate debt market, Indian equity market primary and secondary markets, capital market regulations by SEBI, Role of various stock exchanges in India.

### **Unit-III**

Financial Institutions: Commercial banks in India, banking operations, role and services provided by banks, key market players; retail banking, investment banking, universal banking, contemporary banking issues at global level, Depository and non-depository institutions, Life and non-life insurance companies in India, Mutual Funds- Introduction and their role in capital market development, non-banking financial companies (NBFCs) and Regional Rural Banks.

### **Unit-IV**

Development Financial Institutions (DFIs)-An overview and importance of DFIs in Indian economy, role, and functions of various DFIs in India - SIDBI, NABARD, EXIM Bank, IDBI, IFCI, ICICI, UTI, IRBI and SFCs.

### **Practical Exercises:**

The learners are required to

1. Conduct a role-play activity where students represent various financial regulatory authorities in India (SEBI, IRDA, PFRDA, RBI, and Ministry of Corporate Affairs), preparing presentations on their roles, functions, and impacts on financial markets and institutions.

2. Analyse real-world case studies of financial regulations' effects on Indian financial institutions and markets, discussing consequences and potential solutions.
3. Facilitate a money market simulation where students participate in short-term financial transactions, making decisions on money market instruments like Treasury bills or commercial paper.
4. Visit a local bank branch or explore online banking services to create a report on offered services, analysing the bank's role in the local economy, including retail banking, investment options, and digital banking.
5. Divide themselves into groups to present on different financial institutions (insurance companies or mutual funds), detailing products, services, and contributions to the financial sector.
6. Role-play various development financial institutions (DFIs) in India (SIDBI, NABARD, EXIM Bank), presenting historical backgrounds, functions, and key initiatives of their assigned DFI.

**Suggested Readings:**

1. Khan M.Y., Indian Financial System, Tata McGraw-Hill.
2. Vij, Madhu. Management of Financial Institutions in India. Anmol.
3. Bhole L.M., Mahakud J. Financial Institutions and Markets, Tata McGraw-Hill.
4. Pathak, V Bharati, The Indian Financial System, Pearson Education.
5. Gordon E. and Natrajan K., Financial Markets and Institutions, Himalaya 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.

## **MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING** **MBW-224-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The aim of this course is to acquaint students about the process, legal aspects and methods of merger, acquisition and corporate restructuring taking into consideration human resource related issues post mergers.

### **Course Outcomes:**

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

- CO1: Identify their capacity to think systematically about mergers.
- CO2: Assess the detailed process and challenges of merger and acquisition.
- CO3: Analyse practical aspects of post-merger.
- CO4: Apply the concepts that are fundamental to the practice of valuation.

### **Unit-I**

Types of mergers - merger strategy-growth, synergy, operating synergy, financial synergy, diversification; other economic motives; hubris hypothesis of takeovers; other motives; tax motives: financial evaluation, joint venture, and strategic alliances.

### **Unit-II**

Legal aspects of mergers/ amalgamation and acquisition; provisions of Companies Act, SEBI's role and regulations; takeover Code; scheme of amalgamation; approval from court.

### **Unit-III**

Methods of valuation - cash flow basis, earning potential basis, growth rate, market price, computation of impact on EPS and market price, impact of variation in growth of the firms, criteria for negotiating.

### **Unit-IV**

Defence against hostile takeover, poison pill, bear hug, greenmail; post-merger human resource related issues and cultural issues.

### **Practical Exercises:**

The learners are required to

1. Discuss the motives behind different types of mergers.
2. Visit an industry/ organisation which has recently been merged to understand the problems encountered during merger.
3. Prepare a checklist to get to know about how the selected organisation is dealing with post-merger effects.
4. Browse through press clippings of a merger/acquisition and discuss the practical aspects related to valuation.

### **Suggested Readings:**

1. Gaughan, Patrick. *Mergers Acquisitions and Corporate Restructurings*. Wiley, India.
2. Westan, Kwang, and Susan. *Mergers and Acquisitions*, Prentice Hall, India.
3. Ramanujan. S. *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill.
4. Gupta, Manju. *Contemporary Issues in Mergers and Acquisitions*, Himalaya Publishing.

### **Note:**

1. Only the latest editions of the above books are recommended.

2. At least four cases will be discussed, one from each unit.

## FINANCIAL DERIVATIVES MBW-225-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

The aim of this course is to familiarise participants with derivative instruments, specifically forwards, futures, options, and swaps, along with their valuation. Prior to each session, participants are encouraged to thoroughly review the assigned readings to enhance engaging and interactive classroom discussions. Additionally, attendees are kindly advised to have their calculators with them during the sessions, preferably scientific calculators.

### **Course Outcomes:**

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

- CO1: Explain the concept of derivatives and categorize their types.
- CO2: Obtain information regarding options and futures.
- CO3: Familiarize oneself with hedging and the developmental position of derivatives.
- CO4: Evaluate derivatives based on their risk and return profiles.

### **Unit-I**

Setting the Objectives, Introduction, Objectives, Risk and Return, Fundamental Security Analysis, Introduction, Basics of Fundamental Analysis, Fundamentals: Quantitative and Qualitative, Economy-Industry-Company Analysis, Economic Forecasting, Industry Analysis, Financial Statements, Charting, Dow Theory, Elliott Wave Theory, Moving Average, Market Indicators, Random Walk Hypothesis, Difference between FA and TA.

### **Unit-II**

Portfolio Construction and Optimization, Introduction, Performance Evaluation, Portfolio Revision, Portfolio Revision Strategies, Understanding Portfolio Construction Methodology, Portfolio Risk and Return, Different Types of Theory, Portfolio Optimization Functions, Portfolio Performance Examination and Revision, Introduction, Requirement of a Portfolio Manager (PM), Portfolio Performance Evaluation, Portfolio Measuring Ratios, Application of Portfolio Performance Measures, Measuring Portfolio Performance with Asset Pricing Models, Jensen's Alpha, Revision of the Equity Portfolio, Relative Performance of Constant Mix and CPPI Strategies,

### **Unit-III**

Derivatives Option Contracts, Introduction, Derivatives, Option: Meaning, Option Contract, Types of Options, Contract Differences, Valuation, SPOT Options, Option Style, Option Value, Option Pricing Models, Models for Valuing Options, Risks Related with Options, Option Strategies, Collar (Finance), Uses of Options, Advantages of Options, Options Risk that Harms the Portfolio, Risks Faced by the Option Writer and Holder, Risk Profile of an Option, Option Traders

### **Unit-IV**

The Sharpe Index Model, Introduction, Characteristic Lines, Market and Non-market Risk and Return, Portfolio Characteristic Lines, Sharpe Ratio, Influence of a Zero-investment Strategy on Asset Risk and Return, Sharpe Performance Index, Single-Index Model, Sharpe Ratio Optimal Portfolio

### **Practical Exercises:**

The learners are required to

1. Assess risk tolerance through a questionnaire and task them with creating a hypothetical investment portfolio aligned with their risk profile.

2. Conduct fundamental analysis of publicly traded companies by examining financial statements, financial ratios, industry trends, and qualitative factors.
3. Engage in technical analysis by creating stock price charts from historical data and applying tools like moving averages and trendlines to predict future price movements.
4. Calculate the theoretical value of a specific option contract using option pricing models such as the Black-Scholes model, based on provided information like the underlying asset, strike price, and expiration date.
5. Calculate the Sharpe ratio for a set of assets using historical data, and then construct an efficient portfolio by combining these assets.

**Suggested Readings:**

1. Financial Derivatives by Guru Swami: Ramesh Book Depot.
2. Derivatives Essentials. An Introduction to Forwards, Futures, Options and Swaps (Wiley Finance) by Aron Gottesman.
3. An Introduction to Derivative Securities, Financial Markets, and Risk Management. 2013 Edition Arkadev Chatterjea Robert A. Jarrow.
4. Derivatives: The Wild Beast of Finance | Alfred Steinherr.

**Note:**

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

## **INSURANCE AND RISK MANAGEMENT**

### **MBW-226-V**

**Total credits: 3**

**L T P**  
**3 0 0**

**ESE: 75**  
**CCE: 25**

#### **Course Objectives:**

The basic purpose of this course is to give in depth knowledge of insurance business in terms of principles, practices, designing insurance products, insurance underwriting and settlement of claims through theoretical and practical inputs.

#### **Course Outcomes:**

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

- CO1: Identify and interpret the risk and its various businesses.
- CO2: Interpret the current scenario of the Indian Insurance Industry and its Management.
- CO3: Investigate the role of the regulatory authority of the insurance sector in India.
- CO4: Justify the decisions taken for risk management and other relevant aspect of insurance in personal and corporate life.

#### **Unit-I**

Concept of Risk, Types of Risk, measurement of Risk, Risk Evaluation, Risk management and control by individuals and corporate; Risk Avoidance. Risk Retention and Risk Transfer, Pooling in insurance, Loss Exposure.

#### **Unit-II**

Concept of Insurance, Need for Insurance, Principles of insurance, types of insurance, Legal Aspects of Insurance Contract, Reinsurance, Co-insurance, use of insurance in personal and business planning.

#### **Unit-III**

Origin and development of insurance sector in India; role of IRDA, types of insurance plans; policies of insurance companies; distribution channels in Insurance, Bancassurance and its models, challenges of insurance marketing.

#### **Unit-IV**

Management of life and non -life insurance companies; product design, insurance pricing, life and non-life (health and motor vehicle) insurance underwriting; claim settlement in Life and non -life insurance, financial management of life insurance companies.

#### **Practical Exercises:**

The learners are required to

1. Identify the various situations and classify them in the category of peril, hazard, and risk.
2. Compare life insurance policies issued by Private and Public life insurers in India.
3. Compare health insurance, motor vehicle insurance policies issued by non -life insurers in India.
4. Make a list of possible strategies/solutions for the challenges in health insurance industry in Indian contemporary scenario.
5. Critically examine the IRDA guidelines regarding the role of agents, brokers, and corporate agents in insurance.
6. Evaluate the key issues of Bancassurance models also discuss the strategies can be applied to make these models successful.

7. Assess the various riders offered in insurance policies by the life and non- life insurers; suggest some new riders which may be the part of designing new insurance policy to make them more affordable to the potential buyers.

**Suggested Readings:**

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. Shekhar, K.C. and Shekhar, Lekshmy, Banking Theories and practices, Vikas Publication.
4. Risk Management, Indian Institute of Banking and Finance, McMillan Publisher.
5. Financial Intermediation, Indian Institute of Banking and Finance.
6. Insurance and Banking, Gupta P.K. Himalaya Publications.

**Note:**

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

## INTERNATIONAL FINANCIAL MANAGEMENT MBW-227-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

The basic purpose of this course is to give in depth knowledge about the international finance and its management through mechanism of foreign exchange market, analysis of foreign investment and manage the finance in multinational firms.

### **Course Outcomes:**

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

- CO1: Describe the functioning of Foreign Exchange Markets, theories of Foreign Exchange rate movements and International Parity Conditions.
- CO2: Calculate Cost of Capital and Capital Structure for a Multinational Firm and can interpret the problems and issues in foreign investment analysis.
- CO3: Evaluate the management of Cash for a Multinational Firm and techniques of Country Risk Assessment.
- CO4: Blend Euro currency Market, Raising Funds in International Markets, Structuring a Swap Deal- Interest Rate Swaps and Currency Swaps.

### **Unit-I:**

Multinational Business Finance – An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

### **Unit-II:**

The Foreign Exchange markets - Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid-Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Translation Exposure, Transaction Exposure- Transaction Exposure, Economic Exposure.

### **Unit-III:**

Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm, International experiences on Cost of Capital, Multinational Capital Budgeting: Techniques of Multinational Capital Budgeting- NPV, IRR, APV, Centralized perspective of Cash Flow Analysis, Techniques to Optimise Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis.

### **Unit-IV:**

Managing Foreign Operations - Eurocurrency markets- Eurocurrency Interest Rates, Domestic Issues v/s Euro Issues, International Bonds Markets, External Commercial Borrowings, Performance of Indian Euro Issues, GDRs and ADRs; Growth of the Swap market, Interest Rate and Currency Swaps- Forms, Interest Rate Swaps: Examples from Indian and Global scenario.

### **Practical Exercises:**

The learners are required to

1. Identify the financial management issues and propose solutions considering financial concepts.

2. Take some historical exchange rate data and make predictions for decisions about currency trading.
3. Choose two different country and industry collect information and analyze the financial markets and factors affecting them.
4. Create a risk management strategy for a hypothetical MNC to demonstrate currency risk and interest rate risk.
5. Choose a multinational company to conduct a comprehensive financial analysis.

**Suggested Readings:**

1. Buckley, A. (2009). *Multinational Finance*. (5th ed.), Pearson Education.
2. Shapiro, A.C. (2013). *Multinational Financial Management*. (10th ed.). John, Inc.
3. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management*. (12th ed.). South-Western.
4. Apte P.G.: *International Financial Management*, TMH, New Delhi.
5. Hull, J.C., & Basu, S. (2018). *Options futures and other derivatives*. (10th ed.). Prentice Hall of India.
6. Madura, J. (2018). *International Financial Management*. (13th ed.). Cengage Learning India Pvt Ltd.
7. Butler, K.C. (2012). *Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations*. (5<sup>th</sup> ed.). Thomson South-Western.
8. Kim, S & Kim, S.H. (2006). *Global Corporate Finance: Text & Cases*. (6th ed.). Blackwell Publications.
9. Levi, M.D. (2018). *International Finance*. (6th ed.). Routledge Publications.
10. Vij, M. (2018). *International Financial Management* (3rd ed.). Excel Books.

**Note:**

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

## **SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

### **MBW-228-V**

L T P  
0 0 3

Total credits: 3

ESE: 75  
CCE: 25

#### **Course Objectives:**

The objective of this course is to develop a comprehensive understanding of investment management, with a specific emphasis on employing financial theory to address challenges encountered by portfolio managers and investors at large. It aims to establish a conceptual groundwork that enables the undertaking of investment analysis for both individual securities and portfolios.

#### **Course Outcomes:**

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

- CO1: Explain the various risks encountered by individuals and organizations during investment.
- CO2: Evaluate securities according to their risk and return characteristics.
- CO3: Implement modern portfolio approaches to construct and enhance portfolios.
- CO4: Devise strategies to adjust portfolios in response to evolving market conditions.

#### **Unit-I**

Investment meaning, nature and scope, decision process; investment alternatives; investment risk, interest risk, market risk, inflation risk, default risk; measurement of systematic and unsystematic risk; valuation of securities; notion of dominance.

#### **Unit-II**

Security analysis fundamental analysis; economy, industry and company analysis and technical analysis; Dow Jones theory; charts; supports and resistance levels; relative strength analysis; moving averages, breadth of market; efficient market hypothesis.

#### **Unit-III**

Portfolio meaning, advantages and selection, approaches in portfolio construction, objectives of portfolio; overview of Markowitz portfolio theory, risk and return with different correlation, Markowitz efficient frontier.

#### **Unit-IV**

Overview of Sharpe single index model, corner portfolio, Sharpe optimal portfolio, construction of the optimal portfolio; securities market line, capital asset pricing model; arbitrage pricing theory; portfolio evaluation and strategies; portfolio revision.

#### **Practical Exercises:**

The learners are required to

1. Assess comprehension of fundamental analysis (FA) and technical analysis (TA) by presenting stock charts and financial statements
2. Build diversified portfolios tailored to different risk-return objectives, utilizing historical return and risk data for listed stocks or assets, and justifying their allocation decisions.
3. Compute performance metrics like the Sharpe ratio and Jensen's Alpha for a theoretical portfolio, based on past performance data.
4. Propose strategies for revising portfolios in response to various scenarios, such as shifts in economic conditions or risk preferences, to align with evolving investment objectives.

#### **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.

## BEHAVIOURAL FINANCE MBW-229-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### Course Objectives:

The aim of this course is to comprehend cognitive biases and delve into their underlying origins using real-life instances. Identify prevalent emotional biases and examine their origins through illustrative cases. Gain insight into loss aversion and other biases that contribute to its impact.

### Course Outcomes:

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

- CO1: Create an alternative framework to comprehend price discovery mechanisms in markets.
- CO2: Recognize enduring or systematic behavioural factors impacting investment decisions.
- CO3: Evaluate investor psychology critically in the context of decision-making processes.
- CO4: Understand the socio-psychological forces driving the phenomenon of herd mentality among investors.

### Unit-I

Behavioural finance; overview, history of behavioural finance; from standard finance to behavioural finance; investment decision cycle; judgment under uncertainty; utility/ preference functions; Expected Utility Theory [EUT]; Prospect Theory; Neurofinance (introduction only); limits to arbitrage; fundamental risk, noise trader risk; implementation cost.

### Unit-II

Information screening biases; information processing: Bayesian decision making, heuristics and cognitive biases; overconfidence bias; representativeness bias; anchoring and adjustment; non-consequentialism; disjunction effect; self-deception.

### Unit-III

Mental accounting bias; confirmation bias; hindsight bias; loss aversion bias; recency bias; regret aversion; framing bias; status quo bias; emotion and neuroscience; group behavior; conformism, herding, fatal attractions; investing styles and behavioral finance; mental accounting; self-control; regret avoidance.

### Unit-IV

Cognitive dissonance bias; availability bias; self-attribution bias; illusion of control bias; conservatism bias; ambiguity aversion bias; endowment bias; self-control bias; optimism bias; loss aversion; framing

### Practical Exercises:

The learners are required to

1. Analyse real-world financial market behaviours through a behavioural finance lens, discussing concepts like prospect theory and overconfidence.
2. Introduce neurofinance and its relevance to behavioural finance, prompting exploration of recent studies on the brain's role in financial decision-making.
3. Foster cognitive bias awareness by providing a list of biases, prompting students to journal instances of bias recognition and reflect on its impact on decision-making.
4. Analyse case studies of investor psychology and behavioural biases' influence on investment decisions, discussing implications for outcomes.
5. Engage in a role-play exercise to explore cognitive dissonance, reflecting on reactions to conflicting information and its impact on future choices.

**Suggested Readings:**

1. William Forbes, Behavioural Finance, Wiley Publication.
2. Michael M Pompian, Behavioral Finance and Wealth Management, John Wiley & Sons, Inc.
3. Prasanna Chandra, Behavioral Finance Kindle Edition, Mc Graw hill.
4. Shuchita Singh, Shilpa Bahi, Behavioural Finance, Vikas Publishing House.
5. Sulphey M.M, Behavioural Finance, PHI Learning Private Limited

**Note:**

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

**ELECTIVES**  
**(MARKETING MANAGEMENT)**

## SERVICES MARKETING MBW-231-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of the course is to provide students with a comprehensive understanding of the challenges and strategies involved in marketing services. It will include concepts related to service quality, customer experiences, service design, and service innovation.

### **Course Outcomes:**

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

- CO1: Create customer value by applying services marketing concepts and principles.
- CO2: Inspect challenges and opportunities of services marketing.
- CO3: Measure and manage service quality by using GAP model and SERVQUAL scale.
- CO4: Recognise the significance of people, process, and physical evidence in context of services.

### **Unit-I**

Concept of service marketing; distinctive characteristics and classification of services; service marketing mix; emergence and growth of services; service leadership; unique challenges in marketing of services; consumer behaviour in services; applications in areas of telecom, health care, banking, and insurance sector.

### **Unit-II**

Challenges of service design and development, types of new services, stages in new service development; concept of service blueprinting; customer defined service standards; physical evidence; servicescape.

### **Unit-III**

GAP model and SERVQUAL scale for the measurement of service quality; service quality dimensions; customer expectations of service; customer perceptions of service; measuring customer satisfaction; service encounters; service failure and recovery; service guarantees.

### **Unit-IV**

Role of employees and customers in service delivery; delivering service through intermediaries and electronic channels; integrated services marketing communications; pricing of services; concept of self-service technologies.

### **Practical Exercises:**

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

1. Research a specific service industry (e.g., airlines, healthcare, hospitality, or financial services) and discuss the challenges and opportunities it faces in marketing its services.
2. Create a service blueprint for a specific service (e.g., a restaurant meal or a banking transaction).
3. Analyse a service organisation's performance using GAP model, identify service quality gaps, and provide recommendations for improvement.
4. Role plays on a service failure and recovery.
5. Role plays on service encounters, emphasizing the importance of employee-customer interactions.

**Suggested Readings:**

1. Lovelock, C., Wirtz, J. & Chatterjee, J. Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi.
2. Zeithaml, V.A., & Bitner, M. J. Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi.
3. Verma, H. Services Marketing – Text and Cases, Pearson Education
4. Apte, G. Services Marketing – OUP, New Delhi
5. Jauhari, V. & Dutta, K. Services: Marketing, Operations and Management, Oxford University Press, New Delhi

**Note:**

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

## **CONSUMER BEHAVIOUR** **MBW-232-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

This course is designed to make students aware about the process of consumer decision making and various factors affecting consumer behaviour.

### **Course Outcomes:**

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

- CO1: Describe the behaviour and buying decision process of consumers.
- CO2: Evaluate the impact of internal determinants on consumer behaviour.
- CO3: Analyse the impact of external factors on consumer behaviour.
- CO4: Apply various aspects of communication and diffusion of innovation in marketing.

### **Unit-I**

Consumer behaviour - nature; scope and application of consumer behaviour; buyer behaviour; buying decision process; problem recognition; information search; alternative evaluation; decision rules and selection; outlet selection and purchase; post purchase behaviour and customer satisfaction; role of involvement; consumer markets; types of buying behaviour.

### **Unit-II**

Individual determinants of buyer behaviour; motivation; perception; learning and memory; personality and self-concept; consumer attitudes; formation and change; consumer values and lifestyles.

### **Unit-III**

External determinants of buyer behaviour; social class; status; reference groups and family influences on consumer behaviour; different roles in buying behaviour; influence of culture and subculture on consumer behaviour.

### **Unit-IV**

Communication and consumer behaviour; consumer influence and the diffusion of innovation.

### **Practical Exercises:**

The learners are required to

1. Examine the stages of the buyer decision process in a recent major purchase made by them and detail their experiences in each stage.
2. Conduct a small survey to understand consumer attitude towards a product.
3. Conduct interview of some customers to understand individual and external determinants of consumer behaviour.
4. Design an advertisement for any product using IT tools and using it analyze how communication affect consumer behaviour.

### **Suggested Readings:**

1. Schiffman, Leon G., Kanuk, Leslie. Consumer Behaviour. Pearson Education. New Delhi.
2. Blackwell, Roger, Miniard, Paul & Engel, James. Consumer Behaviour. Cengage Learning. New Delhi.
3. Loudon, David J. & Dellabitta, Albert. Consumer Behaviour. Tata McGraw Hill. New Delhi.

4. Soloman, Michael R. Consumer Behaviour- Buying, Having and Being. Pearson Education. New Delhi

**Note:**

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

## **SALES AND DISTRIBUTION MANAGEMENT** **MBW-233-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

This course is designed to impart the knowledge and skills needed to manage the sales force and distribution function in a business organisation to help gain a competitive advantage.

### **Course Outcomes:**

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

- CO1: Apply theories, techniques and practices related to sales and distribution management.
- CO2: Describe the different aspects of distribution channels.
- CO3: Design appropriate compensation structure for them.
- CO4: Know the challenges in international sales and distribution.

### **Unit-I**

Objective of sales management; personal selling objectives; personal selling process; theories of selling; sales forecasting; sales budget; determining the size of sales force; staffing the sales force.

### **Unit-II**

Motivation of sales force; sales force compensation; management of sales territories and sales quotas; sales contests; evaluating and controlling the performance of salespeople; trends in sales management.

### **Unit-III**

Distribution management and marketing mix; marketing channels; channel formats; prominent channel systems; retailing: role and types of retailers, retail strategies, retail performance measures, electronic retailing; wholesaling: functions, classification, key tasks, strategic issues, major wholesaling decisions, managing distributors.

### **Unit-IV**

Channel management; channel power; channel conflict; channel policies; channel information system; channel performance evaluation; market logistics and supply chain management; international sales and distribution management.

### **Practical Exercises:**

The learners are required to

1. Visit some wholesalers and retailers to understand various aspects of daily operations.
2. Design various possible distribution channels for a manufacturing or service organisation and select an optimum one based on discussion with classmates.
3. Devise various compensation structures for sales force and analyse them.
4. Visit an organisation which is into international sales and distribution and study their best practices.

### **Suggested Readings:**

1. Havaldar, K. K. and Cavale, V. M.; Sales and Distribution Management, Tata McGraw Hill, New Delhi.
2. Still, R. R., Cundiff, E. W. And Govoni, N.; Sales Management – Decision, Strategies and Cases, Pearson Education/Prentice Hall of India; New Delhi.
3. Panda, T. K. and Sahadev, S; Sales and Distribution Management, Oxford University Press, India.

4. Dalrymple, D. J., Cron, W. L. And Decarlo, T., Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi

**Note:**

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

## **PRODUCT AND BRAND MANAGEMENT**

### **MBW-234-V**

**Total credits: 3**

**L T P**  
**3 0 0**

**ESE: 75**  
**CCE: 25**

#### **Course Objectives:**

The purpose of the course is to expose students to the product and brand management and equip them to be able to manage the branding activities in the market.

#### **Course Outcomes:**

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

- CO1:** Know product development process and product strategies.
- CO2:** Design, implement and take appropriate branding decisions.
- CO3:** Implement the branding strategies in the current scenario.
- CO4:** Measure the sources of brand equity.

#### **Unit-I**

Introduction to product; product life cycle; new product development process; difference between branded and unbranded product; branding concept; branding challenges and opportunities; strategic brand management process; brand identity; customer-based brand equity.

#### **Unit-II**

Identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits brand personalities; choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity: information processing model of communication; marketing communication options.

#### **Unit-III**

Leveraging secondary brand associations to build brand equity; conceptualising the leveraging process; country of origin; co-branding; licensing; celebrity endorsement; sporting; cultural and other events; third party sources.

#### **Unit-IV**

Measuring brand equity; designing and implementing branding strategies; brand-product matrix; brand hierarchy; introducing and naming new products and brand extensions; tactical branding decisions; pre-launch and launch management; product recalls.

#### **Practical Exercises:**

The learners are required to

1. Explain your experience about “Branded vs unbranded products” Discuss with your classmates.
2. Select any product and analyse its brand elements.
3. Analyse brand mantras of at minimum five products.
4. Explore cases of Co-branding.
5. Design brand extension strategies for any product.

#### **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

**Note:**

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

## **CUSTOMER RELATIONSHIP MANAGEMENT** **MBW-235-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

To analyse cost, volume, and profit to understand the relationship of costs and revenues to output and make managerial decisions.

### **Course Outcomes:**

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

- CO1: Know the goal and strategic significance of Customer Relationship Management.
- CO2: Investigate the techniques of CRM and use of information technology for the same.
- CO3: Apply various strategies of customer relationship management and take appropriate decision.
- CO4: Analyse the value of the customer on the basis of analytical CRM.

### **Unit-I**

Evolution of CRM; CRM and e-CRM; strategic importance of CRM; goals of CRM; types of CRM; CRM architecture; application service providers (ASP); customer lifetime value; economics of building customer relations.

### **Unit-II**

Concept of operational CRM; components of operational CRM – sales force automation, lead management, contact management, field force automation, enterprise resource planning, campaign management, customer service and support, contact and call center operations; relationship building strategies in CRM.

### **Unit-III**

Concept of analytical CRM, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis; CRM and business intelligence; collaborative CRM.

### **Unit-IV**

CRM project management; employee engagement in CRM project; key account management; guarding against CRM failures; scope of CRM; ethical issues in CRM.

### **Practical Exercises:**

The learners are required to

1. Explore how companies use the concept of customer lifetime value for the segmentation of customers.
2. Select any company and analyse the relational building strategies by the company.
3. Gather the information about the CRM software's used by various companies for analytical CRM.
4. Explore the roles performed by employees in CRM projects

### **Suggested Readings:**

1. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi.
2. Peelen Ed, Customer Relationship Management, Pearson Education, New Delhi.
3. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK.
4. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management. Butterworth – Heinemann, Oxford, UK.

5. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi.

**Note:**

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

## **INTEGRATED MARKETING COMMUNICATION MBW-236-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of the course is to equip students with a comprehensive understanding of principles, strategies and tools required to create and manage coherent and effective communication campaigns.

### **Course Outcomes:**

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

- CO1: Describe the concepts, significance, and elements of Integrated Marketing Communication.
- CO2: Describe objectives and types of advertising within an IMC context and develop advertising budgets.
- CO3: Identify and evaluate sales promotion and PR tools and techniques in an IMC strategy.
- CO4: Explain the principles and tools of direct marketing and understand the importance of managing a salesforce within an IMC framework.

### **Unit-I**

Introduction to integrated marketing communication; developing an IMC programme; significance of IMC in the marketing mix; factors in setting marketing communication mix; elements of marketing communication mix; characteristics of marketing communication mix; measuring effectiveness of various elements of marketing communication mix.

### **Unit-II**

Purpose, role, functions, and types of advertising; advertising objectives and goal setting; advertising agencies; advertising budgeting; message development; types of media; media planning and buying; media measurement; measuring advertising effectiveness.

### **Unit-III**

Meaning and importance of sales promotion; integration with advertising and publicity; prominent sales promotion tools; push-pull strategies; decisions confronting sales promotion; meaning and importance of public relations; objectives and goals; prominent PR Tools; public relation decisions and strategies; PR V/S publicity.

### **Unit-IV**

Meaning and importance of direct marketing; prominent direct marketing tools; direct marketing decisions and strategies; designing sales force; managing the sales force.

### **Practical Exercises:**

The learners are required to

1. Analyse real-world IMC campaigns from different industries and discuss how various elements were integrated to achieve marketing goals.
2. Create a detailed advertising proposal for a hypothetical product, including goals, budget breakdown, and a media plan.
3. Designing a comprehensive IMC plan for a specific situation, integrating sales promotion, advertising, and PR.
4. Develop a sales force management plan that fits with overall IMC strategy.

### **Suggested Readings:**

1. Shah, K. Advertising, and Integrated Marketing Communications. Tata McGraw-Hill Education, India.

2. Clow, K.E., & Baack, D.E. Integrated Advertising, Promotion, and Marketing Communications. Pearson Education, India.
3. O'Guinn, T., & Allen, C., & Semenik, R. J. Advertising and Integrated Brand Promotion, Cengage Learning.
4. Murthy, S. N. & Bhojanna, U. Advertising- An IMC Perspective, Excel Books, India

**Note:**

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

## **RETAIL MANAGEMENT** **MBW-237-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

The objective of the course is to provide the students a comprehensive understanding of retailing, its different formats and various aspects required to be considered for successful retail management.

### **Course Outcomes:**

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

- CO1: Assess the nature and importance of retailing.
- CO2: Know about various formats of retailing, role of CRM and automation in retailing.
- CO3: Develop and implement various concepts related to merchandise management.
- CO4: Demonstrate effective retail store operations and management.

### **Unit-I**

Definition, nature, scope, and functions of retailing; global scenario of retailing; trends in retailing; growth of organised retail in India; understanding the retail consumers; retail strategy, ethical issues in retailing.

### **Unit-II**

Retail formats, retail store location and site selection, retail store planning, design and layout, retail management information systems - retail technology and automation, customer service; customer relationship management in retailing.

### **Unit-III**

Basics of retail merchandising; merchandise management; national brands or private labels; visual merchandising and displays, retail communication mix; store maintenance and store security.

### **Unit-IV**

Retail store operations; retail human resource management; supply chain management in retailing, retail research, retail audit; financial aspects of retail management.

### **Practical Exercises:**

The learners are required to

1. Identify the importance of retailing in the economic development of a country, by discussing different examples.
2. Visit different retail stores and analyse the different ways of working under different retail formats.
3. Visit two retail store and compare the methods opted by them for merchandise management.
4. Analyse a given case study related to the different aspects to be considered for effective retail store operations.

### **Suggested Readings:**

1. Pradhan, S. Retailing Management: Text and Cases; Tata McGraw Hill, New Delhi.
2. Bajaj, C., Tuli, R. and Srivastava, N. Retail Management, Oxford University Press, New Delhi.
3. Berman, B. and Evans, J. R., Retail Management – A strategic approach; Pearson Education, New Delhi.
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi.
5. Newman, Andrew J. & Cullen, Peter; Retailing Environment and Operations, Cengage Learning, London.

6. Gibson, G.V. *Retail Management: Functional Principles and Practices*, Jaico 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.

**MARKETING ANALYTICS**  
**MBW-238-V**

L T P  
0 0 3

Total credits: 3

ESE: 75

CCE: 25

This course is designed to impart the knowledge and skills related to the usage of various data analysis tools and techniques for taking marketing decisions.

**Course Outcomes:**

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

CO1: Describe marketing datasets to make data-driven decisions.

CO2: Analyse data for marketing decisions.

CO3: Interpret customer data to develop marketing strategies.

CO4: Develop skills in analytical software packages such as Excel, SPSS and utilise open-source software tools.

**Unit-I**

Marketing Analytics; understanding customer wants and needs; understanding data sources; data cleaning; approaches available for dealing with missing data; imputation methods; various types of charts and dashboard in Excel.

**Unit-II**

Market Segmentation based on categories; identification of demographic and psychographic segmentation; targeting strategies; profiling the customers using clustering analysis; basket analysis; positioning analytics – perceptual maps; MDS; developing differentiation strategies.

**Unit-III**

Collaborative filtering; classifying customers using linear discriminant analysis; product development using conjoint analysis; measuring effectiveness of advertising; demand forecasting using multiple regression, product management; marketing-mix allocation.

**Unit-IV**

Recommendation engine; recommender problem; retail analytics, RFM; market basket analysis customer churn; customer lifetime value; overview of text mining and sentimental analysis.

**Practical Exercises:**

The learners are required to

1. Explore various marketing data sources and use some of them for data analysis using appropriate tools and techniques.
2. Participate in a simulation activity wherein each learner is asked to prepare marketing strategy.
3. Collect quantitative data by conducting a survey and apply various data analysis techniques on data.
4. Use excel, SPSS and other open source tools for data analysis.

**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.

**Note:**

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

## **DIGITAL AND SOCIAL MEDIA MARKETING** **MBW-239-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of the course is to provide students with a comprehensive understanding of the key concepts, principles, strategies, and tools necessary to effectively navigate and leverage the digital landscape for marketing purposes.

### **Course Outcomes:**

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

- CO1: Describe digital marketing concepts and models.
- CO2: Develop strategies for marketing goods and services digitally.
- CO3: Evaluate the impact of social media platforms.
- CO4: Apply search engine optimization (SEO) and related concepts.

### **Unit-I**

Evolution of digital marketing; the digital consumer & communities online; digital marketing landscape; drivers of the new marketing environment; digital marketing strategy; digital marketing models; RSS feed.

### **Unit-II**

Digital marketing mix; impact of digital channels on integrated marketing communication; search engine marketing: Ad placement, Ad ranks, Ad campaigns creation; display marketing: types of display Ads; YouTube marketing; pay per click (PPC); web analytics.

### **Unit-III**

Introduction to social media platforms; social media marketing strategy; Facebook Marketing: Business through Facebook marketing, creating advertising campaigns, Facebook marketing tools; social media analytics; Mobile marketing: Mobile advertising, forms of mobile marketing, mobile campaign development.

### **Unit-IV**

Search engine optimization (SEO); google Ad and Google AdSense; banner advertisement and e-mail marketing: banner concept, banner placement, email campaign, newsletter campaign, press release; affiliate marketing: affiliate networks, In-house affiliate programs.

### **Practical Exercises:**

The learners are required to

1. Analyse real-world examples of successful digital marketing campaigns and discuss the strategies and concepts behind them.
2. Choose product/service and develop a comprehensive digital marketing plan.
3. Create and manage a social media account for a fictional business and implement appropriate strategies.
4. Audit a website for SEO issues and provide recommendations for improving its search engine rankings.

### **Suggested Readings:**

1. Heinze, A., Fletcher, G., Rashid, T., & Cruz, A. Digital and Social Media Marketing: A Results-driven Approach. Routledge.
2. Ahuja, Vandana. Digital Marketing, Oxford University Press, India.
3. Bhatia, P.S., Fundamentals of Digital Marketing, Pearson, India.

4. Gupta, S., Digital Marketing, Mc-Graw Hill, India.

**Note:**

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

**ELECTIVES**  
**(HUMAN RESOURCE MANAGEMENT)**

## **HUMAN RESOURCE PLANNING AND DEVELOPMENT MBW-241-V**

Total credits: 3

L T P  
3 0 0

ESE: 75

CCE: 25

The basic purpose of this course is to provide knowledge about the importance, methods, and objectives of planning the human resource requirements, along with their development, within an organisation.

### **Course Outcomes:**

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

- CO1: Analyse human resource requirements by understanding the contribution of human resource towards the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- CO2: Identify current competencies, skills and forecast future requirements of human resources with different levels of skills.
- CO3: Outline processes and policies to source and develop human resources.
- CO4: Apply the concepts, techniques, and practices of human resource development for developing human resources in an organization.

### **Unit-I**

HR Planning: Concepts & Process of HRP, perspectives of HRP: Micro and Macro HRP; challenges of HRP; Relationship of HRP with Business Strategy; Assessing the Demand and Supply of people in organizations; Methods & Techniques of HR Demand and Supply Forecasting: Managerial Estimates, Trend Analysis; Supply Forecasting; Issues of Shortage & Surplus; Preparation of Manpower Budgets.

### **Unit-II**

Measurement of HR Planning through HR Audit, HR Accounting and HRIS; HR Plan: Components of HR plan, Quantitative HR plan, resourcing Plan, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans, Action Plans, Career Plan, Succession Plan and Compensation Plan; Competency Development: concept, process, and methods/ approaches; Talent Management: Concepts and Practices.

### **Unit-III**

Introduction to Human Resource Development: Concept; Relationship between HRM & HRD; Functions of HRD; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD; HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

### **Unit-IV**

Employee development activities- Approaches to employee development, leadership development, action learning, assessment, and development centres; Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

### **Practical Exercises:**

The learners are required to:

1. Visit the website of an organisation and observe the different plans and policies towards employee sourcing and development, as part of human resource planning.
2. Interview a few working professionals and identify their competencies.

3. Observe recruitment advertisements of public sector organisation and relate it with the concept of human resource planning.
4. Survey among the top management executives and explore the retention techniques used by them and how are they related to human resource planning.

**Suggested Readings:**

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Turner, Paul HR Forecasting and Planning, Jaico Publication Houses
6. J W Walker: Human Resource Planning, TMH
7. B.O. Pettman& G Tavemeir: Manpower Planning Workbook, Gower
8. M. Bennison & J. Casson: The Manpower Planning Handbook, TMH
9. Rothwell, William J. and Kansas, H. C Planning and Managing Human Resources, Jaico Publication 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.

**LEARNING AND DEVELOPMENT**  
**MBW-242-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

**Course Objectives:**

The purpose of this course is to provide learning and development concepts, knowledge, and skills necessary to manage development functions within an organisation.

**Course Outcomes:**

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

- CO1: Describe the role of learning and development in organisation development.
- CO2: Assess the learning need and various techniques of training learning that can be helpful for human resources development in real world.
- CO3: Evaluate learning facility required for OD.
- CO4: Compile the effectiveness of learning programme.

**Unit-I**

Training and Learning: concept, importance, objectives, need, process; Stakeholders in Training: roles and expectations; The Training Context: nature and scope of training, training challenges; Role of Training in HRD and Organizational Development; Learning, e-learning, Human memory, Learning cycle; Emerging trends in Training and Development.

**Unit-II**

Training need analysis (TNA) at Individual, Group and Organization levels; Process and approaches; Designing effective training program: developing objectives and contents, developing lesson plans and course materials, considerations in selecting trainers and the venue for the training programs, trainee centred learning process and pedagogies for contents delivery.

**Unit-III**

Types of Training Learning: On-the-Job and Off-the-Job Training; Different Training methods and Techniques: lecture Method, case method, syndicate method (group discussion), role play, simulation, business games, In-basket exercise, behavioural labs & workshops, computer-based training, out-bound exercise, seminars, and conferences; Training Aids: types and importance, training learning facility management.

**Unit-IV**

Evaluation of Training Learning Programs: pre and post training evaluation, Models used in Training Evaluation: Kirkpatrick, CIRO, Philip Five Level, ROI framework; Design and Conduct of Management Development Programs: need and importance, setting objectives, design and delivery of MDPs, evaluation and follow-up process.

**Practical Exercises:**

The learners are required to

1. Identify a company and conduct Training need analysis which includes organizational analysis, personal analysis, and group analysis to propose a training plan for KSA gaps identified.
2. Prepare/Design a training program for any TNA.
3. How would you create a E Learning Module for training, make a Specimen for the same.
4. Choose a topic of your choice and deliver a short training session.
5. Share your experience regarding any training program you have attended, to evaluate training effectiveness, engagement level and areas of improvements.

**Suggested Readings:**

1. Sahu, R.K. Training for Development, Excel Books, New Delhi
2. Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications.
3. Goldstein, Training in Organization, Thomson Learning, Bombay
4. G PanduNaik, Training and Development, Excel Books, New Delhi.
5. Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi.
6. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi.
7. Lynton, R. Pareek, Training for Development Sage publications, New Delhi.
8. Jankiraman B, Training & Development, Biztantra
9. Lynton, R., & Pareek, U. (2011). Training for Development (3<sup>rd</sup> ed.). New Delhi: Sage.
10. Moskowitz, M. (2008). A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate. New York: John Wiley.

**Note:**

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

## INDUSTRIAL RELATIONS AND LABOUR LAWS MBW-243-V

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### Course Objectives:

The objective of this course is to expose students to critical tasks, functions, and issues of industrial relations and to gain insight into the dynamics of employee management relations in the different situations within an organisation.

### Course Outcomes:

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

- CO1: Define the concept of industrial relations along with its national and international aspects.
- CO2: Describe about the aspects of unions and employee participation in management.
- CO3: Recognise the dispute settlement machinery and the laws related to dispute settlement.
- CO4: Analyse the importance of employee welfare and its legal aspects.

### Unit-I

Industrial relations - concept, approaches, scope, and determinants; major stakeholders in employee relations - management, union, and state; role of Indian labour laws; international labour organisation-structure and functions; social audit.

### Unit-II

Trade Unions - purpose, functions, structure, types, and emerging trends; Trade Union Act 1926; impact of globalisation, technology, and economic reforms on trade union; industrial democracy and workers participation in management.

### Unit-III

Industrial dispute settlement - collective bargaining, conciliation, arbitration, and adjudication; recent trends in industrial disputes - lay off, termination, retrenchment, closures; Industrial Dispute Act 1947; discipline action - purpose and procedure; code of discipline in industries; Standing Order Act 1946; grievance redressal machinery.

### Unit-IV

Employee welfare and its legal aspects; laws related to working conditions - Factories Act 1948, Maternity Benefit Act, VRS schemes; laws governing welfare of employees - ESI Act 1948, Payment of Gratuity Act 1972 and Employees' Provident Fund & Miscellaneous Provisions Act, 1952.

### Practical Exercises:

The learners are required to

1. Visit [www.ilo.org](http://www.ilo.org) and [www.labourstart.org](http://www.labourstart.org) and look for industrial relations policies, approaches, and developments in different countries.
2. Visit a trade union organisation. and explore its function and structure.
3. Prepare a checklist for inspection based on Factories Act and visit a factory using the prepared checklist.
4. Browse through press clippings of an industrial dispute which resulted in a strike or lockout and explore the reasons.

### Suggested Readings:

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.
4. Padhi, P.K. Labor and Industrial Laws, PHI Learning.
5. Singh, B.D, Industrial relations and Labour Laws, Excel Books.

**Note:**

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

## **COMPENSATION AND REWARD MANAGEMENT** **MBW-244-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of this course is to make students understand the design, administration and importance of employee compensation. Students will be able to gain insight about the different components of compensation.

### **Course Outcomes:**

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

- CO1: Identify the components of compensation and various aspects related to the designing of the compensation as well as compensation strategy of an organisation.
- CO2: Inspect into the different techniques of compensation and the compensation structure of different employees.
- CO3: Apply compensation designing and the methods used by them along with the tax implications on compensation.
- CO4: Analyse the legal aspects related to compensation and the international factors influencing the compensation.

### **Unit-I**

Compensation management - concept, goals, and theories; compensation strategy; inter and intra industry wage differentials; components of compensation; fringe benefits and supplementary compensation; bonuses - concept & method of calculation; Payment of Bonus Act 1965.

### **Unit-II**

Incentive schemes/ payment-by-results (PBR); competency-based compensation; equity-based compensation; team rewards; reward strategy & psychological contract; compensation of chief executives, sales executives; compensation structures in India.

### **Unit-III**

Job Evaluation - concept and methods; institutions related to compensation management: wage boards, pay commissions; tax implication of employee compensation package to the employees; recommendations of 2nd National Commission on Labour relating to compensation.

### **Unit-IV**

Statutory provisions governing compensation linked to employee welfare - The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923; International Compensation - objectives and methods.

### **Practical Exercises:**

The learners are required to

1. List all the forms of compensation an employee receives from work. Compare the list with the list of a different designation employee.
2. Explore the factors resulting in the differences between compensation of top executives and lowest paid workers, through websites, articles etc.
3. Design a compensation strategy for the International Business Unit.
4. Through a survey, analyse the tax implications of compensation.

### **Suggested Readings:**

1. Bhattacharya, D.K. Compensation Management Oxford University Press, New Delhi.

2. George T M. Jerry M Newman, C.S. Venkata Ratnam, Compensation, McGraw Hill Education.
3. Henderson, R.I., Compensation Management in a Knowledge-based world, Pearson.
4. Henderson, R. I., Compensation management: Rewarding Performance, Reston Publishing Co.

**Note:**

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

## PERFORMANCE MANAGEMENT MBW-245-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### Course Objectives:

The objective of the course is to apprise the students about the importance and process of performance management. The students will also be able to understand the methods used for measuring results and behaviour.

### Course Outcomes:

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

- CO1: Describe the process of performance management.
- CO2: Know the significance of rewards in improving performance.
- CO3: Apply various methods used for measuring results and behaviour.
- CO4: Analyse how performance management system contributes to employee development.

### Unit-I

Aims and role of performance management system; benefits of performance management system; disadvantages of poorly implemented performance management system; characteristics of an ideal performance system; reward Systems; difference between performance and potential management.

### Unit-II

Performance management process; performance management and strategic planning; identifying KRAs (Key Result Areas) and KPIs (Key Performance Indicators); interactive goal setting process; SMART goals for employee performance.

### Unit-III

Defining performance and choosing a measurement approach; measuring results and behaviour - self-appraisal, simple ranking, graphic rating, BARS, paired comparison, forced-choice method, critical incidents, field review method, appraisal interviews, 360-degree feedback and balanced scorecard for performance rating; gathering performance information for appraisals.

### Unit-IV

Performance feedback and counselling – identifying and communicating gaps in knowledge, skills, and attitudinal areas for improvements; competency mapping and potential assessment; performance management and employee development; ethics in performance management.

### Practical Exercises:

The learners are required to

1. Critically analyse performance management system of any organization.
2. Design a reward system for any manufacturing or service organization.
3. Suggest appropriate method(s) of performance evaluation for employees of an University with justification
4. Conduct a survey in any organization to understand the linkage between performance management and employee development

### Suggested Readings:

1. Aguinis, H., Performance Management, Pearson Education Inc.
2. Kandula, S., Performance Management: Strategies, Interventions and Drivers, PHI.
3. Kohli, A. S., and Deb, T., Performance management. Oxford University Press.
4. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan page.

**Note:**

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

## STRATEGIC HUMAN RESOURCE MANAGEMENT MBW-246-V

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### Course Objectives:

The aim of this course is to provide understanding and knowledge regarding various concepts of strategic human resource management. Additionally, it equips them in analysing the organisational environment and acquaint the students with the strategic importance of HR in business.

### Course Outcomes:

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

- CO1: Develop a comprehensive understanding of the theoretical perspectives, evolution, and key concepts related to Strategic Human Resource Management (SHRM).
- CO2: Blend business strategies with HR strategies, using approaches such as the Best Fit Approach and HR bundles approach.
- CO3: Develop skills in designing effective recruitment and retention strategies that support organizational goals.
- CO4: Analyse how environmental factors such as technology, workforce diversity, and global changes influence HRM.

### Unit-I

Conceptual Framework and Overview of SHRM: theoretical perspectives of SHRM, evolution of SHRM, strategic HR vs. traditional HR, business strategy linked human resource management; barriers to strategic HR, Human resources as assets.

### Unit-II

Introduction to business and corporate strategies; Linking business strategy and HR strategy; Best Fit Approach; HR bundles approach; best practice approach; Business strategy and Human resource planning; Strategic linkage of Job analysis.

### Unit-III

Recruitment & Retention strategies; Training & Development Strategies; performance management strategies; Reward & Compensation Strategies; Retrenchment strategies; Career management strategies; Human aspects of Strategy Implementation.

### Unit-IV

Influence of Human Resource Environment: Technology, structure, workforce diversity, Demographic changes, Temporary and contract labour, Global environment. Strategic options in HRM - Downsizing and Re-structuring; Mergers and acquisitions; Outsourcing and off shoring.

### Practical Exercises:

The learners are required to

1. Conduct a group discussion where students analyse case studies of companies that successfully transitioned from traditional HR to SHRM practices. Discuss the challenges they faced and the benefits they gained.
2. Research and present examples of organizations that treat their employees as assets and assess the impact of this approach on their performance and competitiveness.
3. Assign students to analyse a real-world company's business strategy and propose HR strategies that align with the company's goals. They should present their findings to the class.

4. Participate in a mock recruitment and retention strategy planning exercise for a fictional organization, considering factors like talent acquisition, employer branding, and employee engagement.
5. Organize a group project where students analyse and redesign a company's performance management system to align it with the organization's strategic goals.

**Suggested Readings:**

1. Mello, Jeffrey A., *Strategic Human Resource Management*, Thomson Learning Inc.
2. Agarwal, Tanuja, *Strategic Human Resource Management*, Oxford University Press, Delhi.
3. Dreher, George and Thomas Dougherty, *Human Resource Strategy*, Tata McGraw Hill.
4. Greer, Charles, *Strategic Human Resource Management*, Pearson Education.
5. Belcourt, Monica and K. McBay, *Strategic Human Resource Planning*, Thomson Learning Inc.
6. Armstrong, M. (2009). *Strategic Human Resource Management*. Kogan Page.
7. Kandula S. R. (2009). *Strategic Human Resource Development*. Prentice Hall India.

**Note:**

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

## **ORGANISATION CHANGE AND DEVELOPMENT MBW-247-V**

Total credits: 3

L T P  
3 0 0

ESE: 75  
CCE: 25

### **Course Objectives:**

The basic purpose of this course is to acquaint the students with the concepts underlying organisational change and development so that practice of change management and individual, group and organisational reactions to change can be implemented in the organisations effectively.

### **Course Outcomes:**

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

- CO1: Recognize both traditional and modern techniques utilized for accomplishing tasks within an organization.
- CO2: Recognise the intervention process and its effective application for facilitating change and development.
- CO3: Apply diagnostic process of OD interventions to contribute to the success of the organization.
- CO4:** Assess the effectiveness of interventions for facilitating change and development within the organization considering factors such as their impact efficiency and alignment with organizational goals.

### **Unit-I**

Concept of Organization Change; Types of Change—Planned and Unplanned Change, Transformational and Realignment Change; Triggers for Change; Reactions to change: Resistance to change, Acceptance to change; strategies for implementing organizational change; Models and theories of Planned change; concept of Force-Field Analysis; Models of Organizational Change: Kotter's Model, Lewin's Model and Systems Model; Strategic Leadership for management of change; conflict management and building support for change. Ethics in change Management

### **Unit-II**

Conceptual Framework of Organizational Development: Definition, Nature and Characteristics of Organization Development; Interdisciplinary nature of OD; Managing the Organization Development Process; Values and Assumptions of OD; Role and Competencies of the OD practitioner; Action research Model of OD; OD in Global Context; Future Trends in OD; Case Studies related to the concept of OD.

### **Unit-III**

The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis; Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback; Characteristics of Effective Interventions; Designing Interventions; The Intervention Process.

### **Unit-IV**

Major families of OD interventions- T-group, Process Consultation, Interpersonal, Intra-group and Inter-group process, Third Party Intervention, Team, Coaching, Mentoring, Role Focused and Systems Interventions; Contemporary OD interventions- Learning Organizations, Organization Restructuring, Employee Involvement, Work Design and Organizational Transformation; Contemporary issues and applications. Future prerogatives of change.

### **Practical Exercises:**

The learners are required to

1. Imagine a company facing specific challenges act as a change management consulting team and develop a change strategy.
2. Think with the concern of measuring change and create a situation where change agents are introducing a new technology, process where employees are resisting for the change.
3. Choose a company and conduct organizational cultural assessment with the help of a survey or interview.
4. Develop a change initiative, before change and after change for productivity, employee satisfaction, grievances management etc. considering the measuring change outcomes.
5. Prepare a feedback form for the successful implementation of a change.

### **Suggested Readings:**

1. French, W. L. and Bell, C. H. (1999), 'Organization Development', sixth edition, Prentice Hall of India.
2. French, W L. etc Organization Development theory, Practice and research 3rded. Universal Book Stall, New Delhi, 1990.
3. Singh, Kavita Organizational Change & Development, Excel Books.2010
4. Robbins, Judge and Vohra Organisational Behaviour, Pearson Education India 2011
5. Kinicki and Kriettner Organisational Behaviour, Tata McGraw Hill Publications,2011
6. Newstrom Organisational Behaviour at Work, Tata McGraw Hill Publications, 2011
7. Donaldson, L. & Scannell, E.E. (2000). Human Resource Development: The New Trainer's Guide (3rded). Cambridge, MA, USA: Perseus Pub.
8. Sleezer, C.M., Russ-Eft, D., & Gupta, K. (2014) A Practical Guide to Needs Assessment. San Francisco. ASTD-John Wiley.
9. Phillips, P.P. (2012) ASTD Handbook for Measuring & Evaluating Training. New York. Cengage.
10. Noe, R. A. (2016). Employee Training & Development (7thed.). USA: McGraw-Hill.

### **Note:**

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

## **CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT** **MBW-248-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of the course is to provide students the knowledge of different organizational systems, management styles, and human resource practices in multinational and global organizations. The course also intends to familiarize students with the influence of different social and cultural factors on business processes and global human resource management.

### **Course Outcomes:**

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

- CO1: Interpret the concepts related to culture in a business context and the importance of cultural sensitivity.
- CO2: Analyse the role of culture in global workforce management, including its implications for communication, team building, and managerial decision-making processes.
- CO3: Evaluate the impact of cross-cultural dynamics on leadership, negotiation, and strategic operations in global business environments.
- CO4: Examine the processes and challenges involved in global HRM and identify trends and future challenges in the field.

### **Unit-I**

Defining and understanding culture for a business context; brief wrap up of organisational culture & its dimensions; major models of national culture, cultural convergence and divergence, cross-cultural theories, the importance of cultural sensitivity.

### **Unit-II**

Culture and global management - global business scenario and role of culture, human and cultural differences, and managerial implications; elements & processes of communication across cultures; culture implications for team building.

### **Unit-III**

Cross-cultural leadership and decision making; cross-cultural communication and negotiation; global business operations - strategy formulation & implementation, aligning strategy, structure & culture in an organisational context, developing the values and behaviours necessary to build high-performance organisation personnel [individuals and teams included], corporate culture.

### **Unit-IV**

Global human resource management process - global human resource planning, international staffing, compensation and benefits, global workforce, training and development, performance management in an international organisation, international reward systems, expatriation and repatriation, problems, IHRM trends and future challenges.

### **Practical Exercises:**

The learners are required to

1. Identify the cultural dimensions with reference to a country of their own choice and share in the class.
2. Undertake a group exercise to develop a cultural profile for one of the countries of its choice. Present and compare your findings in class with those of another group preparing a profile for another country.
3. Participate in multi-cultural negotiations role play.

4. Assume the role of a senior manager in a large MNE and draft a plan to staff employees to a chosen subsidiary in another country, develop an appropriate reward system and identify their training needs.

**Suggested Readings:**

1. Dowling, P.J. & Welch, D.E. International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
2. Vance, C.M. & Paik Y. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI
3. Edwards, T. & Rees, C. International Human Resource Management. Pearson Education
4. Dennis R. B., Randall S. S., Lisbeth C., International Human Resource Management: Policies and Practices for Multi-National Enterprises, Routledge Taylor & Francis Group.
5. Brewster C., Houldsworth E., Sparrow P., Vernon G., The International Human Resource Management, The Chartered Institute of Personnel and Development.

**Note:**

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

## **HUMAN RESOURCE METRICS AND ANALYTICS** **MBW-249-V**

L T P  
3 0 0

Total credits: 3

ESE: 75  
CCE: 25

### **Course Objectives:**

The objective of the course is to provide understanding of the importance of HR metrics and analytics in strategic decision-making. The course also intends to familiarize students in collecting, analysing, and interpreting HR data. Additionally, helps students in applying analytical techniques to solve HR-related challenges and improve organizational effectiveness.

### **Course Outcomes:**

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

- CO1: Identify and select appropriate HR metrics aligned with organizational goals.
- CO2: Analyse HR data using statistical software and other analytical tools.
- CO3: Develop critical thinking skills to interpret HR analytics and make data-driven recommendations.
- CO4: Describe HR analytics findings effectively to diverse stakeholders.

### **Unit -I**

Introduction to HR Metrics and Analytics: Understanding the role of HR metrics and analytics in strategic HR management. Introduction to key HR metrics (cost per hire, absenteeism, employee satisfaction, engagement rating, turnover) and their significance in measuring HR performance.

### **Unit-II**

Data Collection and Analysis: Methods for collecting HR data: surveys, interviews, performance evaluations, etc. Introduction to statistical analysis techniques for HR data (descriptive statistics, correlation analysis, regression analysis, etc.).

### **Unit-III**

Predictive Analytics in HR: Introduction to predictive analytics and its applications in HR (predicting turnover, performance, etc.). Building predictive models using HR data and statistical software.

### **Unit-IV**

Communicating HR Analytics Insights: Effective visualization techniques for presenting HR analytics findings (dashboards, charts, graphs, etc.). Strategies for communicating HR analytics insights to different stakeholders (executives, HR professionals, line managers, etc.).

### **Practical Exercises:**

The learners are required to

1. Choose appropriate HR metrics based on specific organizational scenarios, considering factors such as industry, company size, and strategic objectives.
2. Analyse employee turnover data to identify trends, patterns, and potential causes of turnover, using statistical techniques.
3. Develop predictive models: Students will build predictive models using HR data to forecast outcomes such as employee performance ratings, turnover, or engagement levels.
4. Create visual dashboards: Students will create visual dashboards using Excel or data visualization software to present HR metrics and analytics insights in an easy-to-understand format for different stakeholders.

**Suggested Readings:**

1. Anshul Saxena, HR Analytics: Quantifying the Intangible: Linking People, Processes, and Analytics, Blue Rose publications.
2. Jonathan Ferrar and David Green Excellence in People Analytics, Kogan page.
3. Shonna D Waters et.al., The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society for Human Resource Management.
4. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan page.

**Note:**

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