



Syllabus of

**Master of Business Administration (MBA)**  
**Semester I, II, III & IV**  
**(w.e.f. Batch 2020-21)**

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Syllabus of  
**MBA**  
**Semester-I**

**ARKA JAIN University, Jharkhand**

Department of Management

School of Commerce and Management

Master of Business Administration

**Scheme of Study (w.e.f. Batch 2020-22)****SEMESTER I**

S.No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Managerial skills for effectiveness	Core Paper	4	4	100	70	20	5	5
2	Financial Reporting- Statements and Analysis	Core Paper	4	4	100	70	20	5	5
3	Marketing Management	Core Paper	4	4	100	70	20	5	5
4	Organizational Behavior	Core Paper	4	4	100	70	20	5	5
5	Quantitative Techniques	Core Paper	4	4	100	70	20	5	5
6	Managerial Economics	Core Paper	4	4	100	70	20	5	5
7	Entrepreneurship Development	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

**SEMESTER II**

S.No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Business Communication	Core Paper	4	4	100	70	20	5	5
2	Human Resource Management	Core Paper	4	4	100	70	20	5	5

3	Marketing Research	Core Paper	4	4	100	70	20	5	5
4	Corporate Finance	Core Paper	4	4	100	70	20	5	5
5	Computer Applications for Business	Core Paper	4	4	100	70	20	5	5
6	Legal and Business Environment	Core Paper	4	4	100	70	20	5	5
7	Corporate Strategy and Indian Ethics	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

### SEMESTER III

S.No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Integrated Marketing Communication	Elective Paper	4	4	100	70	20	5	5
2	Consumer Behavior	Elective Paper	4	4	100	70	20	5	5
3	Sales & Distribution Management	Elective Paper	4	4	100	70	20	5	5
4	Investment Analysis & Portfolio Management	Elective Paper	4	4	100	70	20	5	5
5	Managing Banks and financial Institutions	Elective Paper	4	4	100	70	20	5	5
6	Taxation	Elective Paper	4	4	100	70	20	5	5
7	Manpower Planning, Recruitment, Selection	Elective Paper	4	4	100	70	20	5	5
8	Strategic Human resource Management	Elective Paper	4	4	100	70	20	5	5
9	Performance Management	Elective Paper	4	4	100	70	20	5	5
10	Corporate Internship Project	Corporate Internship Project	3	3	100	50	50		
	<b>Total</b>		<b>27</b>	<b>27</b>	<b>700</b>	<b>470</b>	<b>170</b>	<b>30</b>	<b>30</b>

***\*\* Each Student will Study 2 Specialization with 3 Elective Papers each***

### SEMESTER IV

S.No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Digital and Social Media Marketing	Elective Paper	4	4	100	70	20	5	5
2	International Marketing	Elective Paper	4	4	100	70	20	5	5
3	Services Marketing	Elective Paper	4	4	100	70	20	5	5
4	Financial market and services	Elective Paper	4	4	100	70	20	5	5
5	Behavioral Finance	Elective Paper	4	4	100	70	20	5	5
6	International Finance	Elective Paper	4	4	100	70	20	5	5
7	Team dynamics at work	Elective Paper	4	4	100	70	20	5	5
8	Employee Relationship	Elective Paper	4	4	100	70	20	5	5
9	International Human Resource Management	Elective Paper	4	4	100	70	20	5	5
10	Dissertation Project	Dissertation Project	3	3	100	50	50		
	Total		<b>27</b>	<b>27</b>	<b>600</b>	<b>420</b>	<b>120</b>	<b>30</b>	<b>30</b>

***\*\* Each Student will Study 2 Specialization with 3 Elective Papers each***

**Distribution of Credit across 4 semesters:**

<b>S. No</b>	<b>Type of Paper</b>	<b>No. of Paper</b>	<b>Total Credits</b>
1	Core Paper	14	56
2	Elective Paper	12	48
3	Corporate Internship Project/Dissertation Project	2	6
	Total	28	110

**ARKA JAIN University, Jharkhand**  
School of Commerce and Management  
Department of MBA

**PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES**  
**MBA Semester-I**

**PROGRAM OUTCOMES**

[PO.1]. Integration of various functional areas of Management, in the context of globalization

[PO.2]. Develop Analytical and Critical thinking

[PO.3]. Develop ability of Team building and Working in teams

[PO.4]. Develop Effective Communication Skills

[PO.5]. Develop digital skills and have global awareness

[PO.6]. Develop ethics and become socially responsible

[PO.7]. Developing Entrepreneurial Skills

**PROGRAM SPECIFIC OUTCOMES**

[PSO.1] Ability to synthesize the information from various areas like Marketing, Finance, Human resource management, etc. and make sound business decisions accordingly.

[PSO. 2] Demonstrate ability to quantify and analyze the business problems

[PSO. 3] Ability to work with people from diverse cultures and with different working styles.

[PSO. 4] Ability to communicate effectively using verbal and non-verbal techniques.

[PSO. 5] To gain the smartness and ability to identify the factors affecting international Business and also understanding the global digital connection.

[PSO. 6] Ability to learn ethical guidelines and social responsibility from individual point of view and organizational point of view.

[PSO. 7] Ability to acquire skills to be 'Job Providers'.



**Subject:-Managerial skills for effectiveness**

Code: MGT31123

4 Credits | Semester I

**Total Lectures Required – 60****Total Tutorials Required - 12**

**A. INTRODUCTION:** This course will provide a basis of understanding to the students with reference to working of Business Organizations through the process of Management, develop an understanding of importance of managerial skills in achieving organizational effectiveness, develop critical managerial skills and provide opportunities to practice them.

**B. COURSE OUTCOMES:**

CO1: Understand the fundamental principles and functions of management.

CO2: Demonstrate understanding and competence with respect to fundamental managerial skills: Self-awareness, critical thinking, creative problem solving, supportive communication, negotiation, networking, building effective teams, etc.

CO3: Analyze, develop, practice, and demonstrate the ability to use these fundamental skills through self-assessments, textbook learning, cases, experiential exercises, written application exercises and a final paper.

CO4: To acquaint the student with basic concepts of management and its tools to utilize practically.

**C.ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Management Fundamentals** -Concept of Management, Levels and functions of Management, Management skills, Roles of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Recent trends in Management. **Planning and Organising:** Planning-The Process of Planning, Types of Plans, Limitations. Organizing- Process, Principles of organizing, Span of control, Line and staff conflict, Centralization & Decentralization, Departmentation. Staffing- Nature and Scope of staffing, Selection, Training and Performance appraisal Directing and

Controlling Directing- Elements of directing Controlling- Process of controlling and control aids. **Introduction to Personal Skills** Introduction to skills & personal skills, Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, , Negotiation and assertiveness skills, time management skills. **Leadership and Relationship Management Skills:** Leadership Challenges and strategies, Mapping leadership style, Concepts of Relationship-Building- Importance of Relationship-Building for Managers- Creating a Great First Impression- Building Trust- Techniques to Build Trust- Role of Communication in Relationship-Building, Networking- Benefits of Networking, Challenges in Building Effective Relationships. **Creative thinking and Problem solving skills**-Introduction, Concept of Creativity, Importance of Creative Thinking, Process of Creative Thinking, Techniques for Creative Thinking- Brainstorming. Introduction, Concept of Problem solving-Importance of Problem-Solving Skills for Managers, Process of Problem-Solving, Techniques for Problem-Solving, Challenges in Generating Creative Ideas.

## E. TEXT BOOKS

- T1 . Koontz, Essentials of Management, Tata McGraw Hill
- T2 .Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
- T3. Whetten, David and Cameron, Kim (2007) Developing Management Skills. 7<sup>th</sup> Edition Prentice Hall.

## F. REFERENCE BOOKS

- R1.Stoner, Freeman & Gilbert, Management, Prentice Hall of India Pvt Ltd
- R2.Tripathy and Reddy, Principles of management- Tata McGraw Hill
- R3.E. H. McGrath, S. J., Basic Managerial Skills for All, PHI
- R4.V.S.P.Rao, Managerial Skills Excel Books, 2010, New Delhi



**G. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the fundamental Principles and functions of management	3	3	2	3	3	2	2	2	2	3	2	1	1	3
CO 2	Demonstrate understanding and competence with respect to fundamental managerial skills: Self-awareness, critical thinking, creative problem solving, supportive communication, negotiation, networking, building effective teams, etc.	2	3	2	2	2	1	3	2	2	3	1	2	1	2
CO 3	Analyze, develop, practice, and demonstrate the ability to use these fundamental skills through self-assessments, textbook learning, cases, experiential exercises, written application exercises and a final paper.	2	3	2	3	2	1	3	2	2	3	2	2	2	2
CO 4	To acquaint the student with basic concepts of management and its tools to utilize practically.	3	3	1	2	3	1	2	2	2	3	1	1	2	3
1- Low Correlation;		2- Moderate Correlation;			3- Substantial Correlatio										

## Subject-Financial Reporting-Statements and Analysis

Code: MGT31124

4 Credits | Semester I

**Total Lectures Required – 60****Total Tutorials Required - 12**

**A.INTRODUCTION:** This course is designed to expose the students to the basic principles of Financial Accounting. The emphasis will be on developing the analytical skills in preparation and analysis of financial statements of the companies.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to:

- CO1: Understand the fundamental of accounting.
- CO2: Develop an understanding of accounting principles and their implications.
- CO3: Learn the process of finalization of accounts.
- CO4: Prepare and interpret the balance sheet of a company.
- CO5: Analyze the financial health of the companies.
- CO6: Learn the steps of preparation of budgets for the organization.

### C.ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	05
	Assignments	05
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS :Introduction to Accounting:** Meaning of Accounting; Conceptual framework - Financial Accounting, Cost Accounting, Management Accounting; Accounting Terminologies; **Accounting Process:** Introduction, Accounting Cycle, Accounting Equation, Analysis of Business Transactions, Accounting of Assets – Cash, Accounts Receivables, Inventory, Investments, Fixed Assets, Accounting of Liabilities & Shareholder's Equity – Retained Earnings, Loans, Accounts Payables, Final Accounts of Non-Corporate entities, Practical Problems; **Financial Statements of Corporate Entities:** Financial Statements – Meaning, Importance, Types, Statement of Profit & Loss – Meaning, Importance, Components, Limitations, Practical Problems, Balance Sheet – Meaning, Importance, Components, Limitations, Practical Problems, Statement of Cash Flows and Statement of Changes in Equity – Meaning, Importance, Components, Limitations; **Financial Statement Analysis:** Need, Importance, Common Size Statement, Comparative Statement, Trend Ratios, Ratio analysis - Profitability Ratios, Turnover Ratios, Market test ratios, Liquidity and Solvency Ratios, **CVP Analysis and Marginal Costing:** Meaning of CVP Analysis, Concept of BEP, Break Even Chart, Contribution, P/V ratio, Margin

of safety, Practical Problems; **Budgeting and Budgetary Control:** Forecast & Budget, Budgeting Process, Cash Budget, Flexible Budget, ZBB, Budgetary Control

### **E. TEXT BOOKS**

- T1. Advanced Accounts – Vol. I & II – MC Shukla, TS Grewal & SC Gupta, S. Chand Publishing House
- T2. Cost & Management Accounting 6<sup>th</sup> Edition – R. M. Kishore, Taxmann

### **F. REFERENCE BOOKS**

- R1. How to Analyze Financial Statements –2<sup>nd</sup> Edition, Kakani Ramchandran, McGraw Hill Professional
- R2. Financial Accounting –S.N. Maheshwari, S. K. Maheshwari, Sharad K. Maheshwari – 5<sup>th</sup> Edition, Vikas Publication
- R3. Text Book of Cost & Management Accounting – M. N. Arora – 10<sup>th</sup> Edition, Vikas Publication
- R4. Cost and Management Accounting, I (2017) – J.K. Mitra, Oxford University Press (India).

**G. Course Articulation Matrix: (Mapping of COs with POs and PSOs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
<b>CO 1</b>	Understand the fundamental of accounting.	3	1		2		3	3	3	1		2	1	3	3
<b>CO 2</b>	Develop an understanding of accounting principles and their implications.	3	1		2		3	3	3	2		2	1	3	3
<b>CO 3</b>	Learn the process of finalization of accounts.	3	3	2	2		3	3	3	3	2	3	3	3	3
<b>CO 4</b>	Prepare and interpret the balance sheet of a company.	3	3	2	3		3	3	3	3	2	3	3	3	3
<b>CO 5</b>	Analyse the financial health of the companies.	3	3		3		3	3	3	3		3	3	3	3
<b>CO 6</b>	Learn the steps of preparation of budgets for the organization	3	3		3		3	3	3	3	3	3	2	3	3

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

**Subject: - Marketing Management**

Code: MGT31038

4 Credits | Semester I

**Total Lectures Required – 60****Total Tutorials Required - 12**

**A. INTRODUCTION:** Marketing is all around us and it affects the day- to-day life of people in every possible manner. Organizations devise various strategies to identify and fulfil the needs, wants and desires of the people, while simultaneously achieving the organizational objectives. An effective marketing is not an accident, but a result of careful planning and execution. It is both an art and science.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Describe the marketing function and concept of marketing-mix

CO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation

CO3: To have clarity on the functions related to marketing. Analyze the relevance of marketing concepts and their application in practical life.

CO4: C04: To analyze the relevance of marketing concepts and their application in practical life.

**C. ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D.SYLLABUS: Fundamentals of Marketing-** Conceptual framework of Marketing; Challenges facing Marketers in the 21<sup>st</sup> Century; Concepts of Marketing. **Marketing-Mix-** Product; Price; Place and Promotion; Services Marketing-Mix. **Functions of Marketing-** Segmentation, Targeting and Positioning; Consumer Behaviour. **Product and related Strategies-** Product and Branding; Packaging; Product Life Cycle. **Pricing Strategies-** Dynamics of Pricing; Factors effecting Pricing; Pricing Strategies. **Distribution Strategies-** Marketing Channels; Channel Management; Internet as a new Channel. **Promotional Strategies-** Introduction to Integrated Marketing Communication; Promotion-Mix.



### **E. TEXT BOOKS**

T1. Marketing Management, Kotler, Keller, and Jha, , Pearson

### **F. REFERENCE BOOKS**

R1. Marketing Management by R.S.N. Pillai, Bagavathi and S.Kala, S.Chand & Company Pvt Ltd.

R2. Marketing Management by Ramaswamy & Namakumari, Mcmillan Publication.

R3. Marketing Management by Rajan Saxena, Tata Mcgraw Hills Publication

**G. Course Articulation Matrix: (Mapping of COs with POs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Describe the marketing function and concept of marketing-mix	3	1					2	3				1		2
CO 2	Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation		3	3		2		3	3	2			3		3
CO 3	To have a clarity on the functions related to marketing	3	2	2				3	3		1	1			3
CO 4	Analyze the relevance of marketing concepts and their application in practical life.	2	3	3		3		3	3			1			3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject: - Organizational Behavior

Code: MGT31079

4 Credits | Semester I

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behavior at the individual, group and organizational levels in the changing global scenario.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

CO1: Understand, analyze and describe behavior in organization.

CO2: Learn to improve, enhance or change work behavior so that organization can achieve their goals.

CO3: Understand what makes people behave the way they do.

CO4: Understand the basis of motivation & what they should do to motivate others.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to O.B.** Why study Organizational Behavior? Objective and Learning Outcomes of O.B. What is Organizational behavior? The Hawthorne Studies, contributing disciplines to the O.B. field, O.B. Models, S-O-B-C Model, contingency O.B. Models, Challenges and opportunities for O.B. **Individual Level Variables 1 (Behaviour, Perception, Motivation)** Introduction, Personality-Definition and Determinants, Personality Traits, Personality Attributes affecting OB. Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about others. Motivation: Meaning and importance, Maslow's need hierarchy, Herzberg's two factor theory, Theory x and theory y, McClelland's theory, Vroom's expectancy theory, Management by objective. **Individual Level Variables 2 (Values, Attitudes, Emotions)** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on EI. **Interpersonal Behavior, Group Dynamics & Leadership** Nature of Interpersonal behavior, Transactional Analysis (TA), levels of self-awareness, Johari window, Ego states, Transactions, Benefits and uses of TA, Group Dynamics, concept of group, Types of groups, Stages of group development, group interaction, Factors influencing group behavior, group structure, intergroup relationships, Decision making, conflicts, work teams, Leadership,

Leadership theories styles, Managerial grid, Fiedler model, Trust and Leadership. Power, politics, conflict, negotiation and stress: Introduction, Power, Politics, Conflict, Negotiations and Stress.

**Organizational Culture & Management of Organizational Change** Concept of Organizational climate, factors of Organizational climate, developing a sound Organizational climate, climate and culture, Participation and Organizational climate, Morale and productivity, Organizational culture, impact of Organizational culture, Management of Organizational Change: Nature of change, forces of change, Resistance to change, role of change agents, stages in planned change, Concept of Organizational Development (OD), step in OD, OD intervention techniques.

## **E. TEXT BOOKS**

T1. Khanka, S.S, Organizational Behavior, Sultan Chand and Sons, New Delhi.

## **F. REFERENCE BOOKS**

R1. Prasad, L.M, Organizational Behavior, Sultan Chand & Sons, 2003.

R2. Chabbra T.N. & Singh, B.P., Organizational Behavior, Sultan Chand & Sons.

**G. Course Articulation Matrix: (Mapping of COs with POs)**

S.No	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand, analyze and describe behavior in organization.	2	3	1	1			2	2	3	2	1			
CO 2	Learn to improve, enhance or change work behavior so that organization can achieve their goals.	2	3	2	2		1		3	3	3	2		1	
CO 3	Understand what makes people behave the way they do.	1	3	2	2				2	2	3	3	1	1	1
CO 4	Understand the basis of motivation & what they should do to motivate others.	3	2	2	2	2	2	3		2	2	2	2		

**1.Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

**Subject:-Quantitative Techniques**

Code: MGT31039  
4 Credits | Semester I

**Total Lectures Required – 60****Total Tutorials Required - 12**

**A. INTRODUCTION:** The objective of this paper is to equip students with some of the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Present the data in a suitable statistical diagram.

CO2: Understand measures of central tendency and measures of dispersion

CO3: Will be able to find out the relationship among the variables through correlation and regression techniques

CO4: Have in depth knowledge of tests of statistics and their significance

CO5: Understand the linear programming problem

**C.ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS:** Frequency distributions, Graphical representation of Frequency Distribution – Histogram, Frequency Polygon, Ogive, Pie-chart. Measures of Central Tendency: Concepts and Applications of Mean, Median, Mode, Arithmetic mean, Geometric mean and Harmonic mean **Measures of Dispersion-** Measures of Dispersion Range, Inter quartile range, Quartile deviation, Mean Deviation, Variance and Standard deviation. **Correlation and Index Numbers -** Correlation, Definition, Types of Correlation, Degree of Correlation, Karl Pearson Co-efficient of Correlation, Spearman's Rank Correlation, Meaning of Index Number, Problems in construction of Index Number, Type of Index Numbers, Different formulae, Uses of index numbers. **Introduction to Probability Theory-** Elementary probability theory: Additive and Multiplicative laws of probability and their business applications. Addition & Multiplication theorems on probability, Bayes' theorem and Numerical Problems of Probability. **Linear Programming-** Linear programming; definition, Formulation of LPP; solution by graphic and

Simplex method; Business Applications of LP. Transportation problems, Sensitivity Analysis, Theory of Games, pure Strategies ( Minimax and Maximin Principles)

### **E. TEXT BOOKS**

T1. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi

### **F. REFERENCE BOOKS**

- R1. Black, Ken, Applied Business Statistics- Making Better Business Decisions, Wiley Publications.
- R2. Suranjan Saha, Quantitative Methods, New Central Book Agency
- R3. U.K. Srivastava, G.V. Shenoy, S.C. Sharma, Quantitative Techniques for Managerial Decisions
- R4. Levin, R.I and D.S. Rubin, Statistics for Management, Pearson Education, Delhi
- R5. N.D. Vohra, Quantitative Methods for Management, TMH, New Delhi
- R6. Suranjan Saha, Practical Business Mathematics, New Age India, New Delhi
- R7. Beri G C, Business Statistics, Tata McGraw Hill
- R8. Lavine, D M, D F Stephen, T C Krehbiel, M L Berenson, Statistics for Managers- Using Microsoft Excel, PHI Learning Private Limited.

**G. Course Articulation Matrix: (Mapping of COs with POs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	Present the data in a suitable statistical diagram.		3		1	2				3					
CO2	Understand measures of central tendency and measures of dispersion		3			2				3			3		
CO3	Will be able to find out the relationship among the variables through correlation and regression techniques		3			2				3					
CO4	Have in depth knowledge of tests of statistics and their significance		3			2				3					
CO5	Understand the linear programming problem		3			2				3					

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**



**Subject:-Managerial Economics**

Code: ECO31003

4 Credits | Semester I

**Total Lectures Required – 60****Total Tutorials Required - 12**

**A. INTRODUCTION:** The objective of this course is to familiarize students with the issues in business economics and their application in business decisions. Students should be able to relate the concepts of economics in their business decisions.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to  
 C01: To understand the demand analysis and consumer equilibrium.  
 C02: They will get in depth knowledge of producer equilibrium and the concept of cost and market imperfections.  
 C03: They will become familiar with the pricing of factors of production.  
 C04: They will be able to understand different types of multipliers and also IS-LM analysis.  
 C05: They will understand the concept of trade cycle and the various concepts used in Open economy.

**C.ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Demand and The Firm:** Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Indifference curve and Consumer equilibrium **Production, Cost and Market Forms:** Production: Law of variable proportions. Production function: Concept of productivity and technology, Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Cost: Classification of costs; Short run and Long run cost functions. Market Forms: Shapes of AR, MR curve and their relationship in different market forms. Market Imperfections–Monopolistic, Collusive oligopoly and price discrimination. **Pricing:** Factor Pricing: Demand and supply of factor of production; Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital.

Measurement of profit. **Macro-Economic Markets and Integration:** Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **Trade Cycles and The Open Economy:** Features and phases of trade cycle. Open economy macroeconomics: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Impact of trade on GDP. Open economy multiplier.

## E. TEXT BOOKS

T1. Varshney & Maheshwari, *Managerial Economics*, Sultan Chand & Sons: New Delhi

## F. REFERENCE BOOKS

- R1. D.N. Dwivedi, *Managerial Economics*. Vikash Publishing House, Pvt L
- R2. Stonier and Hague, *A Text Book of Economic Theory*, Pearson India Publications
- R3. Koutsoyiannis, *A Modern Microeconomics*, MacMillan Publishers
- R4. Mankiw, *Economics-Principles and Applications*, Cengage Learning.
- R5. Gupta, G.S., *Managerial Economics*, Tata McGraw Hill Education Pvt Ltd.
- R6. Peterson, Craig H., W. Cris Lewis and Sudhir K. Jain, *Managerial Economics*, Pearson Publications
- R7. Thomas, Christopher R, S. Charles Maurice and Sumit Sarkar, *Managerial Economics*, Tata McGraw Hill Education Pvt Ltd.

### G. Course Articulation Matrix: (Mapping of COs with Os)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	To understand the demand analysis and consumer equilibrium		2					2		3			2		2
CO2	They will get in-depth knowledge of producer equilibrium and the concept of cost and market imperfections.		2					2		3			2		2
CO3	They will become familiar with the pricing of factors of production		2					2		2			2		2
CO4	They will be able to understand different types of multipliers and also IS-LM analysis.		2					2		2			2		2
CO5	They will understand the concept of trade cycle and the various concepts used in open economy		2					2		2			3		2

**1. Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## Subject -Entrepreneurship Development

Code: MGT33047

4 Credits - | Semester I

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This paper is designed to make students understand and develop Entrepreneurial abilities. This course is designed to expose the students to the basic concepts applied in contemporary entrepreneurship provision and practice and many of the concepts that will help them in practical life. It would refer to inculcation, development and polishing of Entrepreneurial skills in the aspiring entrepreneurs, needed to establish and successfully run their own enterprise.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Understand the process of Entrepreneurship.

CO2: Understand Planning, Execution Success and Failure of Business Plan.

CO3: Understand “Entrepreneurship” as a Career Plan.

CO4: To expose the students to the basic concepts applied in contemporary entrepreneurship.

### C .ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS : The Entrepreneurial perspective** The Nature and Importance of Entrepreneurs. The entrepreneurial and entrepreneurial mind – the individual entrepreneur. **Creating and starting the venture** Creativity and Business idea. Project identification, search of a Business idea identification of project identification of Business opportunities. The Business plan – the marketing plan – the financial plan – the organizational plan. **Financing the New Venture** Sources of capital. Informal risk capital and venture capital. **Entrepreneurship Development** Role of EDI's, NIESBUD, NASIC. Role of DIC'S in promoting entrepreneurial decision making. **Managing, growing and ending the venture** Launch – managing early growth. Expansion – going public – ending the venture. **Entrepreneurship as Career option** Entrepreneurship as - Job providers. Role of Entrepreneur in economic Development. Setting up of a small industry – an overview of steps involved. sickness in small industries-Reasons & Remedies.

## **E. TEXT BOOKS**

T1. Entrepreneurship - Robert D. Hisrich & Michael P. Peters

## **F. REFERENCE BOOKS**

R1. Small Business Management - Longeneckzr, Moore & Petty.

R2. Entrepreneurship & Small Business Management - Nicholas Siropolis.

R3. Essentials of Entrepreneurship & Small Business Management - Thomas Zimmerer.

**G. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)**

S.No.	Course Outcome Statement	Course Outcome Statement							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the process of Entrepreneurship	3	3	2	3	3	2	3	3	3	3	2	1	2	3
CO 2	Understand Planning, Execution Success and Failure of Business Plan	2	3	2	2	2	2	3	2	2	3	1	2	2	1
CO 3	Understand “Entrepreneurship” as a Career Plan	2	3		3	2	2	3	2		3	2	2	2	3
CO 4	To expose the students to the basic concepts applied in contemporary entrepreneurship	3	3	2	2	3		3	3		3	1	1	2	

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**



**ARKA JAIN**  
**University**  
**Jharkhand**

Syllabus of  
**MBA**  
**Semester-II**

**ARKA JAIN University, Jharkhand**

Department of Management  
School of Commerce and Management  
Master of Business Administration

**Scheme of Study (w.e.f. Batch 2020-22)****SEMESTER I**

S.No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Managerial skills for effectiveness	Core Paper	4	4	100	70	20	5	5
2	Financial Reporting- Statements and Analysis	Core Paper	4	4	100	70	20	5	5
3	Marketing Management	Core Paper	4	4	100	70	20	5	5
4	Organizational Behavior	Core Paper	4	4	100	70	20	5	5
5	Quantitative Techniques	Core Paper	4	4	100	70	20	5	5
6	Managerial Economics	Core Paper	4	4	100	70	20	5	5
7	Entrepreneurship Development	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

**SEMESTER II**

S. No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Business Communication	Core Paper	4	4	100	70	20	5	5
2	Human Resource Management	Core Paper	4	4	100	70	20	5	5
3	Marketing Research	Core Paper	4	4	100	70	20	5	5
4	Corporate Finance	Core Paper	4	4	100	70	20	5	5
5	Computer Applications for Business	Core Paper	4	4	100	70	20	5	5



6	Legal and Business Environment	Core Paper	4	4	100	70	20	5	5
7	Corporate Strategy and Indian Ethics	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

### SEMESTER III

S. No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Integrated Marketing Communication	Elective Paper	4	4	100	70	20	5	5
2	Consumer Behavior	Elective Paper	4	4	100	70	20	5	5
3	Sales & Distribution Management	Elective Paper	4	4	100	70	20	5	5
4	Investment Analysis & Portfolio Management	Elective Paper	4	4	100	70	20	5	5
5	Managing Banks and financial Institutions	Elective Paper	4	4	100	70	20	5	5
6	Taxation	Elective Paper	4	4	100	70	20	5	5
7	Manpower Planning, Recruitment, Selection	Elective Paper	4	4	100	70	20	5	5
8	Strategic Human Resource Management	Elective Paper	4	4	100	70	20	5	5
9	Performance Management	Elective Paper	4	4	100	70	20	5	5
10	Corporate Internship Project	Corporate Internship Project	3	3	100	50	50		
	<b>Total</b>		<b>**27</b>	<b>**27</b>	<b>**700</b>	<b>470</b>	<b>170</b>	<b>30</b>	<b>30</b>

**\*\*Each Student will Study 2 Electives with 3 Elective Papers each**

## SEMESTER IV

S.No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Digital and Social Media Marketing	Elective Course	4	4	100	70	20	5	5
2	International Marketing	Elective Course	4	4	100	70	20	5	5
3	Services Marketing	Elective Course	4	4	100	70	20	5	5
4	Financial market and services	Elective Course	4	4	100	70	20	5	5
5	Behavioral Finance	Elective Course	4	4	100	70	20	5	5
6	International Finance	Elective Course	4	4	100	70	20	5	5
7	Team dynamics at work	Elective Course	4	4	100	70	20	5	5
8	Employee Relationship	Elective Course	4	4	100	70	20	5	5
9	International Human Resource Management	Elective Course	4	4	100	70	20	5	5
10	Dissertation Project	Dissertation Project	3	3	100	50	50		
	Total		<b>**27</b>	<b>**27</b>	<b>**600</b>	<b>**420</b>	<b>**120</b>	<b>**30</b>	<b>**30</b>

*\*\*Each Student will Study 2 Electives with 3 Elective Papers each*

### Distribution of Credit across 4 semesters:

S. No	Type of Paper	No. of Paper	Total Credits
1	Core Paper	14	56
2	Elective Paper	12	48
3	Corporate Internship Project/Dissertation Project	2	6
	Total	28	110

**ARKA JAIN University, Jharkhand**

Department of Management  
School of Commerce and Management  
Master of Business Administration

**PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES**

**MBA Semester-II**

**PROGRAM OUTCOMES**

[PO.1]. Integration of various functional areas of Management, in the context of globalization

[PO.2]. Develop Analytical and Critical thinking

[PO.3]. Develop ability of Team building and Working in teams

[PO.4]. Develop Effective Communication Skills

[PO.5]. Develop digital skills and have global awareness

[PO.6]. Develop ethics and become socially responsible

[PO.7]. Developing Entrepreneurial Skills

**PROGRAM SPECIFIC OUTCOMES**

[PSO.1] Ability to synthesize the information from various areas like Marketing, Finance, Human resource management, etc and make sound business decisions accordingly.

[PSO. 2] Demonstrate ability to quantify and analyze the business problems

[PSO. 3] Ability to work with people from diverse cultures and with different working styles

[PSO. 4] Ability to communicate effectively using verbal and non-verbal techniques

[PSO. 5] To gain the smartness and ability to identify the factors affecting international Business and also understanding the global digital connection

[PSO. 6] Ability to learn ethical guidelines and social responsibility from individual point of view and organizational point of view

[PSO. 7] Ability to acquire skills to be 'Job Providers'

**Subject: Business Communication**

Code: MGT31040

4 Credits |Semester II

**Total Lectures Required – 60**

**Total Tutorials Required - 12**

**A. INTRODUCTION:** Specifically in the pretext of Management, the Communication skills play a pivotal role. In today's competitive environment, effective communication skills w.r.t. Speaking, Presentation, Writing, Listening etc. are the obvious skills that must be acquired by aspiring managers. Effective Professional skills have become a basic pre-requisite in the 21<sup>st</sup> Century.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Understand the fundamental principles of effective communication skills and presentation skills.

CO2: Display enhanced competence in oral and written communication

CO3: Recognize the importance of communication skills like listening, speaking, reading and writing with advancement of competitive world.

CO4: Recognize the importance of non-verbal skills.

**C. ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D.SYLLABUS: Introduction to Business Communication**-Meaning, Process and Types of Communication; Barriers to effective Communication. **Oral Communication**- Self-introduction; Extempore; Listening; Effective Presentation; Group Discussions; Telephonic Communication. **Written Communication**- Letters; Email writing; Circulars and Notices; Curriculum Vitae. **Non-Verbal Communication**- Meaning and Ways. **Meetings**- Meaning; Objectives; Types; Agenda; Minutes. **Report Preparation**-Meaning; Essentials and Types.

**E. TEXT BOOKS**

T1. Business Communication, P. K. Pani, SSDN publication

**F. REFERENCE BOOKS**

R1. Business Communication, Courtland L. Bovee, Pearson Education

R2. Business Communication, Sanjay Gupta, Sahitya Bhawan

R3. Business Communication, Neeraj Pandey, Tata McGraw Hill

### G. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the fundamental principles of effective communication skills and presentation skills.	3			3	2		3	3		2	3	1		3
CO 2	Display enhanced competence in oral and written communication				3	1	2	3	1	2	3	3	2	2	3
CO 3	Recognize the importance of communication skills like listening, speaking, reading and writing with advancement of competitive world.	2	3		3	3		3	3		3	3	3		3
CO 4	Recognize the importance of non-verbal skills.	2	3		3		2	3	1	2	2	3		2	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject- Human Resource Management

Code: MGT23009

4 Credits |Semester II

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

CO1: Demonstrate proficiency in fundamental human resources concepts and how they apply to real world situations.

CO2: Formulate human resources policies and practices that help promote the organization's strategic goals.

CO3: Develop an understanding of the challenges of human resources management and successfully manage and resolve conflicts.

CO4: Understand various employment acts that will be useful in maintaining workplace harmony.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to H.R.M.** Introduction and Functions of HRM, Role of the HR function, role of the front line manager in people management, Impact of HRM on organizational policies, organizing the HRM function, HRM policies.

**Human Resource Planning** Nature of work, the psychological contract, Human Resources Planning - estimating future human resources requirements, Talent management.

**Job Analysis** Job analysis - Job description, job specification, Competencies and Competency Mapping.

**Recruitment and Selection** Recruitment strategies, defining requirements; Attracting candidates, application forms, sources and techniques of recruitment, Selection procedures, interviewing techniques, placement, Induction and onboarding.

**Training and Performance Appraisal** Human resources development, training methods, formulating and implementing learning and development strategies, career planning and development, managing rewards.

**Industrial Relations** Employee relations, Negotiating and bargaining; employee voice; employee health, safety and welfare.

### **E. TEXT BOOKS**

T1. Chael Armstrong. A Handbook of Human Resource Management Practice, Kogan Page.

### **F. REFERENCE BOOKS**

- R1. Biswajeet Pattanayak. Human Resource Management, PHI.
- R2. Srinivas R Kandula. Human resources management in practice, PHI.
- R3. Journals - Human capital, Personnel today, Indian journal of industrial relations, NHRD journal, Indian management and IJTD Journal.

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No	Course Outcome Statement	Program Outcome							Program Specific Outcome						
	Course Outcome Statement	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Demonstrate proficiency in fundamental human resources concepts and how they apply to real world situations.	2		1		1	1		1	2	3		2	2	
CO 2	Formulate human resources policies and practices that help promote the organization's strategic goals.	3	2	2	2	2	3	1	3	3		1		2	2
CO 3	Develop an understanding of the challenges of human resources management and successfully manage and resolve conflicts.	2	2	3	3			2		3	2	3			1
CO 4	Understand various employment acts that will be useful in maintaining workplace harmony.	1	3						2	2					

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



## Subject-Marketing Research

Code: MGT32128

4 Credits |Semester II

**Total Lectures Required – 60**

**Total Tutorials Required - 12**

**A. INTRODUCTION:** The course aims to acquaint then students to execute marketing research for solving business problems by using the appropriate statistical tools and research methods.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to:

CO1: Know the research process and research methods.

CO2: Design the research and select appropriate data collection method.

CO3: Scaling and measurement techniques for developing the questionnaire.

CO4: Apply the appropriate statistical tools to analyze and interpret the data.

CO5: The process of writing a research report.

**C. ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	05
	Assignment	05
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to Marketing Research:** Meaning of Research, Relevance and significance of research, Types of Research, Marketing Research – its Management, Nature & Scope, Research Process – An Overview, Formulation of a Problem, Research Method, Review of Literature; **Research Design & Data Collection Methods:** Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design, Data collection methods – Primary Data & Secondary Data – Sources of Data; **Scaling and Measurement Techniques:** Measurement Techniques- Types of measurements, Scaling Techniques- Different Scales, Classification of scales – Rating Scales – Attitude Scales – Likert scale, Types of errors in measurement – Test of Reliability; **Sampling - Design, size and Techniques:** Meaning of Sampling, Importance of Sampling in Marketing Research, Sampling-Basic Constructs, Process of Sampling Design, Determining Sample Size, Probability and Non-Probability Sampling, Classification of Probability Sampling Techniques, Classification of Non-Probability Sampling, Selecting an Appropriate Sampling Technique; **Data Processing, Data Analysis & Testing Hypothesis:** Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning; Introduction, Statistics in Data Analysis, Measures of

Central Tendency, Measures of Dispersion, Correlation analysis, analysis of variance and analysis of covariance, Regression analysis – Simple Regression analysis- Multiple Regression analysis, Hypothesis Testing: Chi-Tests, T-Tests; **Data Interpretation & Report Writing:** Introduction, Data Interpretation, Research Report, Modus Operandi of Writing a Market Research Report, Structure of the Report, Components of a Report, Quality Research Report, Applications of Marketing Research, Recent Trends in Marketing Research.

## **E. TEXT BOOKS**

T1. Chawla, Deepak and Neena Sondhi (2011), Research Methodology- Concepts and Cases, Vikas Publishing House Private Ltd., New Delhi.

## **F. REFERENCE BOOKS**

- R1. Marketing Research - Aaker, David A; Kumar V & Day, George, Wiley Publication, 7<sup>th</sup> edition.
- R2. Marketing Research - Boyd, Harper W., A I T B S, 6<sup>th</sup> edition.
- R3. Business Research Methods - Zikmund, Babin, Carr, Adhikari and Griffin, South-Western, Cengage Learning
- R4. Marketing Research- Concepts, Practices and Cases, Easwaran, Sunanda and Sharmila J. Singh (2009), Oxford University Press, New Delhi.
- R5. Marketing Research - Beri, G.C., Tata McGraw Hill publications, New Delhi

**G. Course Articulation Matrix: (Mapping of COs with POs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
<b>CO 1</b>	Know the research process and research methods	3	3			1	3	2	1	1		1			1
<b>CO 2</b>	Design the research and select appropriate data collection method	1	3		2	2	2	2	2	2	2	3		3	2
<b>CO 3</b>	Scaling and measurement techniques for developing the questionnaire	1	3		3	2		2		2		3		3	2
<b>CO 4</b>	Apply the appropriate statistical tools to analyze and interpret the data	2	3		3	3	3	2	3	3		3	3	3	3
<b>CO 5</b>	The process of writing a research report		3		3	3	3	2	3	2		3	3	3	1

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

**Subject: Corporate Finance**

Code: MGT32077

4 Credits | Semester II

**Total Lectures Required – 60**

**Total Tutorials Required - 12**

**A. INTRODUCTION:** This course is designed to expose the students to the basic concepts applied in contemporary capital markets practice and many of the concepts learnt will form the foundation for subsequent courses in risk and return in investment, Financial markets and its analysis and Banking Services in subsequent semesters.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to understand

CO1: Conversant with the nuances of finance in the context of corporations and Discussing the interrelationships between decisions concerning investment, financing and dividends

CO2: Evaluation of the financing requirements of an organization, measurement of cost of capital, choice of capital structure, EBIT Analysis, capital structure theories

CO3: Familiarize long term investment decisions, cash flow estimation, discounting, investment appraisal methods

CO4: Understanding nuances of working capital management and Studying dividend theory and practice

**C. ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Corporate Financial Management**, objectives of financial management – profit maximization and wealth maximization. Finance function, CFO's role, Treasury and Controller, Financial intermediation, agency cost, Indian financial system's environment, and regulatory framework. **Time value of money**, Financial Planning, Financing alternatives – equity, preference, debentures, term loans, Leverages-financial/operating/composite, EPS-EBIT relationships. **Financing decision**: cost of capital, specific cost of capital, WACC, marginal cost of capital, IPOs, FPOs, Grading of equity issue, Book Building, ASBA, DRHP, Repurchase of shares and Reverse book building, Underwriting.

**Capital Structure**, theories of capital structure, MM's theory, Traditional theory, signaling theory etc. Capital structure in practice. A of Indian firms' and Multinationals' capital structures. **Long Term Investment decisions**: Capital budgeting, importance and process, techniques of evaluating projects, Net present value, Internal rate of return, MIRR, Profitability index, Payback period, payback period and Discounted payback period , Accounting rate of return. Concept of different cash flows, outflow,

operating inflow, terminating inflows, cash flows for replacement projects, Risk Analysis of Capital Budgeting, Leasing – Types and Evaluation of leasing versus buying. **Overview of Working Capital Management** and dividend decision: Factors influencing Working Capital Management, Working Capital estimation, Operating cycle and cash cycle, JIT **Overview of dividend theories forms of dividend**, factors influencing dividend decision, dividend decision in practice, Bonus shares, Book Closure, Record date.

## **E. TEXT BOOKS**

T1. Prasanna Chandra, Financial Management, Theory and practice, TMH

## **F. REFERENCE BOOKS**

R1. Allen, Franklin & Mohanty, Pitabas; Myers, Stewart C; Brealey, Richard, Principles of Corporate Finance, Tata Macgraw-Hill

R 2 . Aswath Damodaran. Corporate Finance Theory And Practice, Wiley India (P) Ltd, 2nd Edition.

R 3. Brigham, Eugene F; Ehrhardt, Michael C. Financial Management: Theory and Practice, Thomson South Western, 11th edition.

R 4 Van Horne, James C. Financial Management and Policy, Pearson Education, 12th edition.

R 5. Jonathan Berk, Financial Management, Pearson Publications, 1st Edition.

S.No.	Course Outcome Statement	Program Outcome							Program Outcome Sp						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand Conversant with the nuances of finance in the context of corporations and Discussing the interrelationships between decisions concerning investment, financing and dividends	3	3	2	3	3		2			3	2	1		3
CO 2	Evaluation of the financing requirements of an organization, measurement of cost of capital, choice of capital structure, EBIT Analysis, capital structure theories	2	3	2		2	1	3		2	3	1		1	
CO 3	Familiarize long term investment decisions, cash flow estimation, discounting, investment appraisal methods	2	3		3	2		3			3	2		2	
CO 4	Understanding nature of working capital Management and studying Dividend Theory and practice	3		1	2			2		1	2		3	1	

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject: Computer Applications for Business

Code: CSC32196

4 Credits | Semester II

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course is designed to provide an insight into the features on Computer Systems and their applications in Managerial Decision Making. Students can be able to effectively use Excel as a tool while handling data.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Acquire hands-on skills in MS-Office tools including Excel

CO2: Identify business problems through practice exercises

CO3: Focus on the problem identification

CO4: Interpret the solution for a given problem situation

CO5: Use advanced Excel features & functions to solve business problems and find solutions.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Assignment	10
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction:** Information Systems vs Information Technology, Types of Information Technology, Business Innovations with IT. **IT Infrastructure Decisions:** Overview of IT Security, Basics of IT Operations. **IT Infrastructure components:** Basics of Hardware, Software, Open Source. **Information Systems for Business:** Overviews of ERP, Analytics and Business Intelligence, Knowledge Management Systems. **Managing Data Resources:** Challenges of Data Management, Database Concepts, Database Elements, E-R Diagrams, SQL. Data Mining, Big Data. **MS-Word & MS-Excel:** MS-Word - Working with Documents - Formatting, Alignments, Indentations, Margins, Editing Texts. Find, Search, Replace, Header & Footer, Tables, Mail Merge. **MS-Excel** – Basics, Introduction to Cells, Rows, and Columns, Insertion and deletion of rows and columns, Cell references, Data validation, Sorting & Filtering. **Formatting sheets:** Formatting of data, Formatting (Text, Number, Cell styles – Alignment), Borders and fill patterns, Adjusting column width and row height, Copying format (Paste & Paste special), Conditional Formatting (Highlight cells, Top/Bottom). **Working with Charts:** Creating and formatting charts, Primary & Secondary data

points, Building picture charts, Understanding various types of charts. **Introduction to Functions:** Commands and Functions with reference to data manipulation, Logical functions, mathematical functions, financial functions. **Using lookup & reference functions, Data Analysis:** LOOKUP functions, Nested Ifs, What-if analysis, Goal Seek. **Working with Reports:** Creating pivot tables, formatting and customizing pivot tables, swapping rows and columns, grouping fields, Drill down, Calculations & Reporting, pivot charts. Data Analysis, Introduction to Macros

## **E. TEXT BOOKS**

T1. Microsoft Excel 2016 Step by Step, Frye Curtis, Microsoft Press

T2. Microsoft Word 2016 Step By Step, Lambert Joan, Microsoft Press

## **F. REFERENCE BOOKS**

R1. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365, Lokesh Lalwani , bpb publishers

R2. Excel 2016 Formulas and Functions, McFedries Paul, Pearson Education Inc.



**G. Course Articulation Matrix: (Mapping of COs with POs)**

S.No.	Course Outcome Statemen	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Acquire hands-on skills in MS-Office tools including Excel	3	2		3	3		3	3	2			3		3
CO 2	Identify business problems through practice exercises		3	2		3		3	3	2			3		3
CO 3	Focus on the problem identification	2	3	2		3		2	2	3			2		2
CO 4	Interpret the solution for a given problem situation	2	3	2		2		3	3	3			3		3
CO 5	Use advanced Excel features & functions to solve business problems and find solutions.	3	3	2		3		3	3	3			3		3

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## Subject: Legal and Business environment

Code MGT32129

4 Credits |Semester II

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This subject is designed to study various legal framework that is implemented on business environment, from simple law of contracts to competition law and intellectual property rights. The agenda of this subject is to highlight the legal agendas in managerial decisions, thereby making the managers aware of their limits and boundaries of their business. The course will thus illustrate how law is used for benefits of the business.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: To give students an idea of the working of law in the context of business settings.

CO2: To make students aware of various laws that are related to business

CO3: To strike a balance between factual information and developing the participant's legal reasoning.

CO4: To understand various listed topics of Business Law and their importance.

### C.ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS** :Introduction, Meaning and Nature of Law, Sources of Indian Law; Legal Environment of Business to some important business laws: MRTP, Industrial (develop: Introduction and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Constitutional provisions affecting business; Contract and agreements defined; Classification of contracts; Elements of valid contract: Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements **Termination of contracts:** Breach of contract; Indemnity and guarantee, Laws of Agency: Meaning, rights, features and Quasi-contract; Classification of goods; Contract of sale, meaning & features; difference between sale and agreement to sell. **Conditions and warranties** – Express and Implied; Unpaid seller – meaning and rights of an unpaid seller - against the goods and the buyer, Auction Sales; Meaning & Nature of Company, Features; Promotion of Company – Memorandum & Articles of Association; Shares & Share Capital – Types, Allotment of shares, Prospectus; Corporate **Meetings** –

Types, AGM, EGM, Board Meetings; Requisites of a valid meeting, Quorum for Meetings, Minutes of Meetings; Consumer Protection Act. Statutory authorities for dispute resolution, powers, functions & role; Process for dispute redressal; **Basic features of Cyber Laws** - Need and importance in current scenario; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection; intellectual property regime and the R&D environment; Alternate Dispute resolutions

### **E.TEXT BOOKS**

- T1. Elements of Mercantile Law
- T2. Consumer Protection Act, 1986
- T3. Company Law

### **F.REFERENCE BOOKS**

- R1. Business Law; Dr. B.K. Singh & Dr. Angad Tiwary.
- R2. Business Law & Corporate Laws; Dr. G.K Varshney
- R3. Bare Act – Companies Act, 2013
- R4. Commercial Law- Bharat Law House, New Delhi

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	To give students an idea of the working of law in the context of business settings.	1	3	1	1	2	3	3	2	2	1	1	2	3	2
CO 2	To make students aware of various laws that are related to business	2	3	2	1	3	2	3	2	2	1	1	2	3	2
CO 3	To strike a balance between factual information and developing the participants legal reasoning.	3	3	2	2	3	2	3	3	3	1	2	3	2	2
CO 4	To understand various listed topics of Business Law and their importance.	3	3	1	2	3	2	2	3	2	2	1	2	2	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject-Corporate Strategy and Indian Ethics

Code: MGT32130

4 Credits |Semester II

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** The objective of this paper is to identify the foundation terms and concepts that are commonly used in Strategic Management. It also identifies the essential elements for effective corporate strategic practices and how it can be applied in management understanding and applying ethics in Management. They will also understand the success of Indian Companies through understanding Indian Ethos and Culture.

**B. COURSE OUTCOMES :**At the end of the course, students will be able to  
CO1: Develop an understanding about strategic Management and its importance  
CO2: Should be able to analyze the external and internal environment and identify the various strategic options  
CO3: Exploring the contemporary strategic practices.  
CO4: Understand the value of Indian Ethos, Traditional business and understand Ethics in business

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: INTRODUCTION TO STRATEGIC MANAGEMENT & ENVIRONMENTAL ANALYSIS** - Defining Strategic Management. Functions, Importance and Limitations of strategic Management. Strategic Vision, Mission, Objectives. Strategic Management Model-ENVIRONMENTAL ANALYSIS. EXTERNAL ENVIRONMENT -The structure-Conduct- performance Model. The Macro Environment- PEST analysis, PORTER'S five forces model. Managing strategic Capability- Porter's value chain Analysis. SWOT analysis and GAP analysis. SWOT and VALUE CHAIN ANALYSIS for a company.. **STRATEGIC OPTIONS-** SBU and competitive advantages, Porter's generic strategies. **MARKET / PRODUCT ANALYSIS** - BCG matrix. Types of strategy, levels of strategy, integration and diversification strategies. Merger and acquisition. **STRATEGY IMPLEMENTATION, STRATEGY EVALUATION AND CONTEMPORARY STRATEGIC PRACTICES-** Strategy implementation-issues. Strategic leadership. Strategy evaluation and control. CSR and strategy. Blue and red ocean strategy. **INDIAN ETHOS-** Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices. Management Lessons from Indian Scriptures- Management Lessons from Vedas, Mahabharata, Kautilya's Arthashastra. Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management. **ETHICS IN BUSINESS-** Business Ethics and Corporate Ethics Meaning, Importance, Functions, Unethical Practices and Ethical dilemma, Ethical theories and

Approaches, Modern Decision making. Ethics in Practices – Marketing, Sales, Ads, Recruitment, Appraisal, Rewards, Investments, Dividends, IT etc.

## **E. TEXT BOOKS**

- T1.David, Strategic Management, Prentice Hall
- T2.Jauch&Gleuck, Strategic Management, Tata-McGraw Hill
- T3.Ashwathappa, Business Environment for Strategic Management, Himalaya Publishing
- T4.Indian Ethos and Values for Managers, Khandelwal Himalaya Publishing House, 2009.
- T5.Indian Ethics and Values in Management, R Nandagopal, Ajith Sankar RN: Tata Mc Graw Hill.

## **F. REFERENCE BOOKS**

- R1.Managerial Effectiveness and Quality of Work life – Indian Insights, Chakraborty, S.K.: Tata McGraw Hill Publishing Company, New Delhi – 1987.
- R2.Indian Ethos and Values in Management, Nandagopal, Ajith Shankar, Tata Mc Graw Hill, 2010.
- R3. Ethics In Management and Indian Ethos, Biswanath Ghosh, Vikas Publishing House, 2009

**G. Course Articulation Matrix: (Mapping of COs with POs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
<b>CO 1</b>	Develop an understanding about strategic Management and its importance	3	3	2	3	3	2	2	2	2	3	2	1	1	3
<b>CO 2</b>	Be able to analyze the external and internal environment and Identify the various strategic options	2	3	2	2	2	1	3	2	2	3	1	1	1	2
<b>CO 3</b>	Exploring the contemporary strategic practices	2	3	2	3	2	1	3	2	2	3	2	2	2	2
<b>CO 4</b>	Understand the value of Indian Ethos, Traditional business and understand Ethics in business	3	2	1	2	1	2	2	2	1	2	2	3	1	2

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**



**ARKA JAIN**  
**University**  
**Jharkhand**

Syllabus of  
**MBA**  
**Semester-III**



**ARKAJAIN University, Jharkhand**  
 Department of Management  
 School of Commerce and Management  
 Master of Business Administration  
**Scheme of Study (w.e.f. Batch 2020-21)**

**SEMESTER I**

S.No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Managerial skills for effectiveness	Core Paper	4	4	100	70	20	5	5
2	Financial Reporting- Statements and Analysis	Core Paper	4	4	100	70	20	5	5
3	Marketing Management	Core Paper	4	4	100	70	20	5	5
4	Organizational Behavior	Core Paper	4	4	100	70	20	5	5
5	Quantitative Techniques	Core Paper	4	4	100	70	20	5	5
6	Managerial Economics	Core Paper	4	4	100	70	20	5	5
7	Entrepreneurship Development	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

**SEMESTER II**

S.No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Business Communication	Core Paper	4	4	100	70	20	5	5
2	Human Resource Management	Core Paper	4	4	100	70	20	5	5
3	Marketing Research	Core Paper	4	4	100	70	20	5	5
4	Corporate Finance	Core Paper	4	4	100	70	20	5	5
5	Computer Applications for Business	Core Paper	4	4	100	70	20	5	5
6	Legal and Business Environment	Core Paper	4	4	100	70	20	5	5

7	Corporate Strategy and Indian Ethics	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

### SEMESTER III

S.No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Integrated Marketing Communication	Elective Paper	4	4	100	70	20	5	5
2	Consumer Behavior	Elective Paper	4	4	100	70	20	5	5
3	Sales & Distribution Management	Elective Paper	4	4	100	70	20	5	5
4	Investment Analysis & Portfolio Management	Elective Paper	4	4	100	70	20	5	5
5	Managing Banks and financial Institutions	Elective Paper	4	4	100	70	20	5	5
6	Taxation	Elective Paper	4	4	100	70	20	5	5
7	Manpower Planning, Recruitment, Selection	Elective Paper	4	4	100	70	20	5	5
8	Strategic Human Resource Management	Elective Paper	4	4	100	70	20	5	5
9	Performance Management	Elective Paper	4	4	100	70	20	5	5
10	Corporate Internship Project	Corporate Internship Project	3	3	100	50	50		
	<b>Total</b>		<b>**27</b>	<b>**27</b>	<b>**700</b>	<b>470</b>	<b>170</b>	<b>30</b>	<b>30</b>

**\*\*Each Student will Study 2 Electives with 3 Elective Papers each**

### SEMESTER IV

S.No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Digital and Social Media Marketing	Elective Course	4	4	100	70	20	5	5
2	International Marketing	Elective Course	4	4	100	70	20	5	5
3	Services Marketing	Elective Course	4	4	100	70	20	5	5
4	Financial market and services	Elective Course	4	4	100	70	20	5	5
5	Behavioral Finance	Elective Course	4	4	100	70	20	5	5
6	International Finance	Elective Course	4	4	100	70	20	5	5
7	Team dynamics at work	Elective Course	4	4	100	70	20	5	5
8	Employee Relationship	Elective Course	4	4	100	70	20	5	5
9	International Human Resource Management	Elective Course	4	4	100	70	20	5	5
10	Dissertation Project	Dissertation Project	3	3	100	50	50		
	Total		<b>**27</b>	<b>**27</b>	<b>**600</b>	<b>**420</b>	<b>**120</b>	<b>**30</b>	<b>**30</b>

*\*\*Each Student will Study 2 Electives with 3 Elective Papers each*

### Distribution of Credit across 4 semesters:

S. No	Type of Paper	No. of Paper	Total Credits
1	Core Paper	14	56
2	Elective Paper	12	48
3	Corporate Internship Project/Dissertation Project	2	6
	Total	28	110

**ARKAJAIN University, Jharkhand**

Department of Management

School of Commerce and Management

Master of Business Administration

**PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES**

**MBA Semester-III**

**PROGRAM OUTCOMES**

[PO.1]. Integration of various functional areas of Management, in the context of globalization

[PO.2]. Develop Analytical and Critical thinking

[PO.3]. Develop ability of Team building and Working in teams

[PO.4]. Develop Effective Communication Skills

[PO.5]. Develop digital skills and have global awareness

[PO.6]. Develop ethics and become socially responsible

[PO.7]. Developing Entrepreneurial Skills

**PROGRAM SPECIFIC OUTCOMES**

[PSO.1] Ability to synthesize the information from various areas like Marketing, Finance, Human resource management, etc and make sound business decisions accordingly.

[PSO. 2] Demonstrate ability to quantify and analyze the business problems

[PSO. 3] Ability to work with people from diverse cultures and with different working styles

[PSO. 4] Ability to communicate effectively using verbal and non-verbal techniques

[PSO. 5] To gain the smartness and ability to identify the factors affecting international Business and also understanding the global digital connection

[PSO. 6] Ability to learn ethical guidelines and social responsibility from individual point of view and organizational point of view

[PSO. 7] Ability to acquire skills to be 'Job Providers'

## Subject -Integrated Marketing Communication

Code: MGT33131

4 Credits | Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course aims to make the Student thoroughly understand the importance of Positioning through Promotion. The Aspiring managers must understand that in the era of competition, it is highly important for the marketers to create and maintain the brand identity through various modes of promotion.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Become aware of the concept of 'Promotion' as the 4<sup>th</sup> 'P' of Marketing-Mix

CO2: Understand the various models of marketing communication

CO3: Interpret and illustrate the tools of marketing promotion

CO4: Recognize opportunities for promoting the product or service

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D.SYLLABUS:** Introduction to Marketing Communication-Meaning, Concept and importance; Evolution of IMC and Analysis of Communication process. **Models of Marketing Communication-**AIDA Model; FCB Planning Grid Model; DAGMAR Approach. **Advertising-** Meaning; Types; Ad Agency- Role & Tasks; Ad Copy; Measuring Advertising effectiveness. **Non-advertising tools of Marketing Communication-** Media Tools; Public relations, Personal Selling & Sales promotion; Corporate Advertising; Customer Service. **Regulatory and ethical issues of Advertising-** Issues. **Social Media Communication-** Social media as an emerging tool of marketing communication; What, Why and How of marketing through Social Networking websites? Managing the E-Word of Mouth.

## **E.TEXT BOOKS**

T1. Advertising Management- Rajeev Batra, John G. Myers and David Aaker, 5<sup>th</sup> Edition, Pearson Education.

## **E. REFERENCE BOOKS**

R1.Clow, Kenneth E.; Baack, Donald; - Integrated Advertising, Promotion, and Marketing Communication

R2. Cathy Ace-Successful Marketing Communications-2001 edition

R3. Integrated Marketing Communications: A Strategic Approach, by  
Sir M. Joseph, Cengage Learning

## G. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1		PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Become aware of the concept of 'Promotion' as the 4 <sup>th</sup> 'P' of Marketing-Mix														
		2			3			1	2			3			1
CO 2	Understand the various models of marketing communication		3	2	3					3		3			
CO 3	Interpret and illustrate the tools of marketing promotion	1	2		3					1		3	2		
CO 4	Recognize opportunities for promoting the product or service		3	1	3	1	1	3			1	3	3	1	3

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## Subject -Consumer Behavior

Code: MGT32042

4 Credits |Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A.INTRODUCTION:** Consumer behavior plays an important role in success or failure of any plan, ultimately impacting the development of a nation and mankind. The study of consumer behavior and perception with reference to digitalization is significant because of its mass coverage, numerous applications and huge cost involved.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Develop student understanding of the role of psychology and the study of consumer behavior

CO2: Understand the market segmentation, needs, motivation and measurement of motives.

CO3: Consumer various aspects: The black box model, S-R relationship, R-R relationship, social influence theory, cognitive theory, gestalt theory etc.

CO4: Models of consumer buying behavior such as comprehensive / multivariate explanation

CO5: Consumer behavior decision process and factors affecting – External factors / Internal factors

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction-** Definition of Consumer Behavior, The CB Model, Applications of CB, multi-disciplinary nature of CB. **Internal influences on Consumer Behavior-** Consumer Motivation: Needs, goals and interdependence. Positive and negative motivation, Rational Vs. Emotional motives. Hierarchy of needs and applications in segmentation and positioning. **Personality-** Theories of Personality, Consumer Innovativeness and Personality traits. Consumer Materialism, Fixated consumption behavior and compulsive consumption behavior, Consumer ethnocentrism. Brand personality, Self and self-image. **Consumer Perception-** Absolute threshold, differential threshold and subliminal perception. Perceptual selection, perceptual organization and perceptual interpretation; Applications. Positioning and re-positioning, perceived price and perceived quality. Digital Revolution and its impact on consumer behavior. Customized marketing and customization of products and services, online shopping, Mobile based marketing, impact of social media. **Learning-** Meaning, Source, Factors effecting Learning. Classical conditioning theory of Learning. **External**



**Influences of Consumer Behavior-** Consumer as an Individual – Learning and Attitudes. Consumer Learning: Behavioral Learning Theories – Classical Conditioning. Consumer Attitudes: Sources & Influence. The Family: Consumer Socialisation Process, Family Decision Making Process, Family Life Cycle. Social class and Consumer behavior: Characteristics, Categories, Social class Vs. consumer behavior.

## **E. TEXT BOOKS**

T1.Consumer Behavior, Leon G Schiffman & Leslie Lazar Kanuk, PHI, New Delhi

## **F. REFERENCE BOOKS**

R1.Consumer Behavior, David L Loudon & Albert J Della Bitta, TMH, New Delhi

R2.Consumer Behavior, Hawkins, Best & Coney, TMH, New Delhi

R3.Consumer Behavior and Marketing Action, Assael, Henry, Cengage Learning

R4.We are Like that only, Rama Bijapurkar, Penguin Publishers, 2009

R5.Predictably Irrational, Dan Ariely, Harpen Collins, 2008

## G. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Develop student understanding of the role of psychology and the study of consumer behavior	3	3	2	3	3	2	2	2	2	3	2	1	1	3
CO 2	Understand the market segmentation, needs, motivation and measurement of motives.	2	3	2	2	2	1	3	2	2	3	1	1	1	2
CO 3	Consumer various aspects: The black box model, S-R relationship, R-R relationship, social influence theory, cognitive theory, gestalt theory etc.	2	3	2	3	2	1	3	2	2	3	2	2	2	2
CO 4	Models of consumer buying behavior such as comprehensive / multivariate explanation	3	2	1	2	1	2	2	2	1	2	2	3	1	2
CO 5	Consumer behavior decision process and factors affecting External factors / Internal factors	3	3	2	1	2	2	1	1	2	1	2	2	1	1
- Low Correlation;		2- Moderate Correlation							3-Substinal Correlation						

## Subject-Sales and Distribution Management

Code: MGT33049

4 Credits | Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A.INTRODUCTION:** This course has been designed to provide make students understand the customer centric approach of companies to the sales and distribution function. The customer centric approach that helps in integrating advertising, salesforce and channel members. They will also know how to developing frameworks for decision making keeping the customers as the primary focus. Understand the Sales and distribution Management functions- planning, Staffing, Training, Directing and controlling in detail, which will help the individuals to apply the same in real life situations.

**B.COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Become aware of the Sales Management functions and understand the roles and responsibilities of the Sales Managers

CO2: Manage and enhance the sales force productivity and performance

Plan and implement an effective sales strategy for their organizations.

CO3: Learn the ways of managing the place with other P's of marketing, Design and implement distribution channel strategy and learn the expertise in Channel Management

CO4: Plan and implement an effective sales strategy for their organizations.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to Sales Management-** Sales Management: Its Nature, Rewards, and Responsibilities. Social, Ethical and Legal Responsibilities of sales Personnel. **Planning the Sales Team's Efforts-** The Market- Driven Sales Organizations. Forecasting Market Demand and Sales. Budgets Design and Size of Sales Territories. Sales Objectives and Quotas. Market Development v/s Selling. **Staffing and Training-** Recruitment, Selection and Placement. Management of Sales Training and Development. Contents of the Sales Training program: Sales and the Selling Process. **Directing and Controlling-** Motivating Sales People. Leading the Team- Supervisory Roles. Analysis of Sales and Marketing. Evaluation of Salespeople's Performance. **Marketing Channels-** Retail Environment: Types of retail outlets and changes in retail structure. Channel Design and

Implementation- Types of Channel members and Selection. Channel flow and efficiency Analysis. Channel Structure and Membership Issues. **Channel Management-** Channel selection and Motivation. Gap Analysis- Managing Channel Conflict. Vertical Integration. Channel Management and performance Measurement- Evaluation of individual members and channel system as a whole. Channel Motivation. E-Channels

#### **D. TEXT BOOKS**

T1. Futrell Charles M, Sales Management, Teamwork, Leadership and Technology, Harcourt Books

T2.PandaTapan; Sales and Distribution Management, Oxford University

#### **F. REFERENCE BOOKS**

R1. Still, Cundiff; Sales Management: Decisions, Strategies. And Cases, Prentice Hall of India

R2.Anne T. Coughlan, Marketing Channels, Pearson Prentice Hall of India

### G. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
<b>CO 1</b>	Become aware of the Sales Management functions and Understand the roles and responsibilities of the Sales Manager	3	3	2	3	3	2	2	2	2	3	2	1	1	3
<b>CO 2</b>	Manage and enhance the sales force productivity and performance	3	3	2	2	2	1	3	2	2	3	1	1	1	2
<b>CO 3</b>	Plan and implement an effective sales strategy for their organizations.	3	3	2	3	2	1	3	2	2	3	2	2	2	2
<b>CO 4</b>	Learn the ways of managing the place with other P's of marketing, Design and implement distribution channel strategy and Learn the expertise in Channel Management	3	2	1	2	1	2	2	2	1	2	2	3	1	2

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## Subject -Investment Analysis and Portfolios Management

Code : MGT33050

Credits-4 | Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course is designed to expose the students to the basic concepts applied in contemporary capital markets practice and many of the concepts learnt will form the foundation for subsequent courses in risk and return in investment.

**C. COURSE OUTCOMES:** At the end of the course, students will be able to

- CO1: Understand fundamental concepts and principles of Capital Markets, including the basic roles, skills, and functions of Finance
- CO2: Be familiar with interactions between the EMH, technical analysis and concept of capital markets in order to achieve high performance.
- CO3: Understand realistic and practical applications between risk return and investment concepts.
- CO4: Demonstrate knowledge of the dynamics of investment and underlying tools & techniques of investment decision making.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Overview of Investments:** Meaning of investment and securities, investment attributes, investment alternatives , Concepts and types of risk and return, overview of Indian and world equity markets, Efficient market Hypothesis and its types **Equity Derivatives-** Futures and option, value of Futures- cost of Carrying model. **Analysis of Stocks-** Fundamental analysis: growth and value shares, estimation of intrinsic values and on Financial, Technical analysis of stocks, Dow Theory, charting techniques, SMA, WMA, EMA, ROC **Portfolio Theory and Management** Capital Market Theory-Portfolio theory, risk and return of CAPM, CML, SML, Characteristic Line, Alpha and beta APT , Markowitz mean-variance model and Efficiency Frontier , Performance evaluation, Treynor, Sharpe and Jensen measures, Fama model, strategic asset allocation **Legendary Equity and commodities investors approach-** Approaches and portfolio of legendary investors like Warren Buffet, Templeton, Peter Lynch, George Soros, Jim Rogers and Benjamin Graham

## **E.TEXT BOOKS**

T1. Prasanna Chandra, Investment Analysis & Portfolio Management, 7<sup>th</sup> edition, 2009, Tata Mcgraw Hill

## **F. REFERENCE BOOKS**

R1. Analysis of investment and Management of Portfolio – Frank Reilly

R2. Investment Analysis and Portfolio Management 10th Edition by Frank K. Reilly & Keith. Brown, C. South-Western Educational *Publishing*

R3 Financial Management - I.M.Pandey

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand fundamental concepts and principles of Capital Markets, including the basic roles, skills, and functions of Finance	3	3	2	3	3		2			3	2	1		3
CO 2	Be familiar with interactions between the EMH, technical analysis, and concept of capital markets in order to achieve high performance. .	2	3	2		2	1	3		2	3	1			
CO 3	Understand realistic and practical applications between risk – return and investment concepts.	2	3		3	2		3			3	2			
CO 4	Compare and contrast different types, roles and styles of Investors across organizations.	3		1	2			2		1	2		3	1	

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



## Subject- Managing Banks and Financial Institutions

Code : MGT33132

4 Credits | Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course focuses on financial intermediary institutions, including banks, investment banks and institutional investors. The functions and purposes of such institutions are analyzed. Their role in the Global Financial Crisis is a special area of interest. Among the topics addressed are banking regulation, capital adequacy, off-balance-sheet banking, and international banking.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: At the end of the course, students will be able to

CO2: Become aware of the concept of 'Promotion' as the 4<sup>th</sup> 'P' of Marketing-Mix

CO3: Understand the various models of marketing communication

CO4: Interpret and illustrate the tools of marketing promotion

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to financial intermediation** - The role of financial systems, financial intermediaries, securities and markets, Taxonomy of financial institutions, Nature of financial claims, Structure of financial markets. **Central banking and bank regulation:** Theory and practice of central banking, Bank regulation and supervision, Bank failures and banking crises **Issues in bank management** - Banks' balance sheet and income structure, Bank financial management, Banking risks, Bank risk management

**Pension funds and insurance companies** - Pension systems and reforms, Pension funds, Insurance companies **Investment funds** - Mutual funds, Hedge funds, Venture capital and private equity funds - Securitization and the subprime crisis, The European sovereign debt crisis

## **E. TEXT BOOKS**

T1. Prasanna Chandra, Investment Analysis & Portfolio Management, 7<sup>th</sup> edition 2009, Tata Mgraw Hill

## **F. REFERENCE BOOKS**

R1. Banking and Financial Systems (English, Paperback, Sarma V Nityananda)

R2. Money, Banking and the Financial System | Second Edition | By Pearson (English, Paperback, R. Glenn Hubbard, Anthony P O'Brien)

R3. Money Banking and Finance (bsc, N.K Sinha)

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Explain what Financial alternatives is and explain why it is important and Understand the concept of Banking Institutions and how it is related to concept of investment.	3	3	2	3	3		2			3	2	1		3
CO 2	perform supply and demand analysis to analyze the impact of economic events on markets	2	3	2		2	1	3		2	3	1		1	
CO 3	Understand the concept of Central banking and bank regulation and the various theories of utility maximization.	2	3		3	2		3			3	2		2	
CO 4	Analyze the relationship between risk and return used in investment and the resulting outputs and fluctuations of efficient market portfolio.	3		1	2			2		1	2		3	1	

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject - Taxation

Code: COM33042

4 Credits | Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course is designed to expose the students to the basics of taxation. The emphasis will be on developing the decision-making skills of the learners in area of taxation.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to:

CO1: Understand the basic terminologies of taxation.

CO2: Develop an understanding in assessment of heads of income.

CO3: Learn the specific deductions available from gross total income.

CO4: Determine the taxable income of the Individuals.

CO5: Know the concept of GST and its assessment procedure in the business.

### C.ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	05
	Assignment	05
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to Taxation:** Important definitions, History of income tax, Types of taxes, canons of taxation, Income tax authorities, CBDT, CIT & A.O, Introduction to heads income, **Income from Salary and House Property:** Definition of Salary, Allowances & Perquisites, Computation of Salary Income, Income from House Property – GAV, NAV, Deductions u/s. 24; **Profits and Gains of Business or Profession:** Concept of Business & Profession, Calculation of Depreciation, Computation of Business Income; **Capital Gains and Other Sources:** Introduction – Short-term & Long-term Capital Gain, Computation of Capital Gains, Exemptions, Income from Other Sources-Gifts, Interest, Dividend, Casual Income; **Miscellaneous Provisions:** Clubbing of Income, set off and carry forward of losses, Deductions from Gross Total Income – 80- IA, 80- IB, Exemptions from Total Income – Sec 10A, 10AA & 10B, Assessment of total income; **Goods and Services Tax:** Important definitions, Registration under GST Act, Assessment Procedure, Intra-State and Inter-State Transactions, Chargeability

## **E. TEXT BOOKS**

T1. Direct Taxes: Law and Practice (Professional Edition), Dr. Vinod K Singhania, Dr Kapil Singhania, Taxmann

## **F. REFERENCE BOOKS**

R1. Systematic Approach to Direct Taxation, Containing Income Tax & International Taxation, Dr. Girirsh Ahuja, Dr. Ravi Gupta, Wolters Kluwer

R2. Income Tax- Law and Accounts by Dr. P. K. Jain and Rajeev Tyagi

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the basic terminologies of taxation.				2							3			
CO 2	Develop an understanding in assessment of heads of income.	2	3	1			3	3	3	2	3			3	2
CO 3	Learn the specific deductions available from gross total income.		3				3	3		3			1	3	
CO 4	Determine the taxable income of the Individuals.		3	1			3	3		3	3		1	3	2
CO 5	Know the concept of GST and its assessment procedure in the business.	2	2		2			3	2	3		2		1	1

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

**Subject- Manpower Planning and Recruitment & Selection**  
**Code -MGT33142**

4 Credits |Semester III

**Total Lectures Required – 60**

**Total Tutorials Required - 12**

**A. INTRODUCTION:** The course aims to make the students understand the principles in recruitment and selection and apply them in the current business environment.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

- CO1: Acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.
- CO2: Utilize the application of human resource planning techniques.
- CO3: Understand the process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned.
- CO4: Learn the process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection.

**C. ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Manpower Planning** Productivity management, Role of MPP, Process of MPP, estimating future HR Requirements, Quantitative determination of HR Requirements (Work Study), Methods Study and Work Measurement, Techniques of Work Measurement (Work Sampling, Structured Estimating, Time Study and Pre-determined time standards), Strategic Planning and MPP, Analysis and competency mapping, Job analysis; Methods of collecting Job analysis information, Writing Job descriptions and job specifications, Competency based HRM; Developing a competency framework Analyzing roles, Human Resource Demand Forecasting.

**Recruitment and Selection**

Defining requirements, attracting candidates, Advertising, E-recruitment, Outsourcing recruitment Application forms, Alternative staffing options, Choice of selection methods Preliminary screening, Selection interviewing-advantages and disadvantages Planning and structuring the interviews, Interviewing techniques, Selection tests, Characteristics of a good test, Types of tests, Methods of test, Completing the recruitment and selection process, Reference checks Recommendations, Physical examination, Offers & Appointment letters.

## **E. TEXT BOOKS**

T1. Peter Senge. The fifth discipline: The art and practice of the learning organization; Doubleday.

## **F. REFERENCE BOOKS**

R1.Nigel king and Neil Anderson. Managing innovation and change; Innovation; Thomas D. Kuczamarski.

R2. P N Khandwalla. Corporate creativity. Tata McGraw Hill.



### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.	1	3			1		2	3	2	3				2
CO 2	Utilize the application of human resource planning techniques.	2	3						2			2	1		
CO 3	Understand the process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned.	3	3	3					3	2		3	2	2	
CO 4	Learn the process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection.	1	2						2				2		2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject-Strategic Human Resource Management

Code: MGT23009

4 Credits |Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** The goal of this course is to provide students with the tools & techniques essential as a strategic contribution of HRM to organizational growth.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

CO1: Demonstrate proficiency in fundamental human resources concepts and how they apply to real world situations.

CO2: Formulate human resources policies and practices that help promote the organization's strategic goals.

CO3: Develop an understanding of the challenges of human resources management and successfully manage and resolve conflicts.

CO4: Understand various employment acts that will be useful in maintaining workplace harmony.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to S.H.R.M.** Business Strategy and Organizational Capability, Universalistic, Contingency and Configurational Approaches to SHRM,

#### Advanced OB

Individual differences theory in industrial and organization psychology, Impression management - Personality and work related problems, Work-Life Balance, Behavior change: Models and methods, The structure of work: Job design and roles, Theory and research of leadership in organizations, Organizational culture, cultural diversity-- Time and work behavior.

#### HR Scorecard

Clarifying and measuring HR strategic influence, Creating an HR scorecard.

#### Human Capital Management

HR Planning in a factory setting, Return on investment; HR Accounting, Bidding process; HR Audit.

### **The Corporate Perspective**

Linking HR strategies to enhance business performance, Current concerns on HR in India, Talent shelf life — Exit interviews, Managing Employee Relations, Change, Restructuring and SHRM, Evaluating the Effectiveness of SHRM.

### **E. TEXT BOOKS**

T1. Human Resource Management, Gary Dessler, PHI, New Delhi, 12<sup>th</sup> edition.

### **F.REFERENCE BOOKS**

R1. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.

R2. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.

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

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Demonstrate proficiency in fundamental human resources concepts and how they apply to real world situations.	3	2	1					3	3	2	1			
CO 2	Formulate human resources policies and practices that help promote the organization's strategic goals.	3	3	2	2				3	3	3	2	2		
CO 3	Develop an understanding of the challenges of human resources management and successfully manage and resolve conflicts.	2				2	2	2	3	3			2	2	2
CO 4	Understand various employment acts that will be useful in maintaining workplace harmony.	2				2	2	2	3	3				2	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject- Performance Management

Code: MGT33134

4 Credits | Semester III

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** The goal of this course is to equip the students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

CO1: Understand the concepts, principles and process of performance management.

CO2: Develop an understanding of how to assess the performance of employees.

CO3: Familiarize with the levels, tools and techniques involved.

CO4: Learn the practical measurement of employee performance.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

### D. SYLLABUS: Introduction to Performance Management and Performance Appraisal

What is Performance Management? What is Performance Appraisal? Aims, Purpose, Principles, Dimensions and Need for Performance Management, Characteristics of Performance Appraisal, Performance Appraisal Process, Mistakes made by HRD in PA.

#### Performance Appraisal

Traditional and Modern Methods of PA, Performance Appraisal Feedback, Situations Requiring Feedback, steps of a constructive Feedback, Concept of 360-degree feedback system, Process of 360-degree feedback system, Role of Managers in PA, Linking Performance to Pay, Linking Performance to Rewards, Appraisal Interviews, Biases in Feedback and Appraisal.

### E. TEXT BOOKS

T1. Performance Management, Dr. C. Appa Rao, Dreamtech Press.

### PREFERENCE BOOKS

R1. Performance Management, Robert Bacal, McGraw Hill Publications.

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the concepts, principles and process of performance management.	3	3						2		3	1			
CO 2	Develop an understanding of how to assess the performance of employees.	2	2		2				3	2	3	1			
CO 3	Familiarize with the levels, tools and techniques involved.	2	3			1	1	2	2				3		
CO 4	Learn the practical measurement of employee performance.	3	3	1	1	2		3	3	2	2	2	2		

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## **CORPORATE INTERNSHIP PROJECT**

Code: MGT33054

3 Credits | Semester III

Every Student shall undergo ‘Corporate Internship Training’ (Corporate training) of 6-8 weeks duration, after the successful completion of the second semester.

The purpose is to expose the students to practical issues in organizational designs and industry practices .The internship will carry a total of 100 marks .Of this, 50marks will be before the Report, and 50 marks will be awarded towards the Viva-Voce examination.



**ARKA JAIN**  
**University**  
**Jharkhand**

Syllabus of  
**MBA**  
**Semester-IV**



**ARKA JAIN University, Jharkhand**  
 Department of Management  
 School of Commerce and Management  
 Master of Business Administration  
**Scheme of Study (w.e.f. Batch 2020-22)**

**SEMESTER I**

S.No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Managerial skills for effectiveness	Core Paper	4	4	100	70	20	5	5
2	Financial Reporting- Statements and Analysis	Core Paper	4	4	100	70	20	5	5
3	Marketing Management	Core Paper	4	4	100	70	20	5	5
4	Organizational Behavior	Core Paper	4	4	100	70	20	5	5
5	Quantitative Techniques	Core Paper	4	4	100	70	20	5	5
6	Managerial Economics	Core Paper	4	4	100	70	20	5	5
7	Entrepreneurship Development	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

**SEMESTER II**

S. No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Business Communication	Core Paper	4	4	100	70	20	5	5
2	Human Resource Management	Core Paper	4	4	100	70	20	5	5
3	Marketing Research	Core Paper	4	4	100	70	20	5	5
4	Corporate Finance	Core Paper	4	4	100	70	20	5	5
5	Computer Applications for Business	Core Paper	4	4	100	70	20	5	5

6	Legal and Business Environment	Core Paper	4	4	100	70	20	5	5
7	Corporate Strategy and Indian Ethics	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>28</b>	<b>28</b>	<b>700</b>	<b>490</b>	<b>140</b>	<b>35</b>	<b>35</b>

### SEMESTER III

S.No	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Integrated Marketing Communication	Elective Paper	4	4	100	70	20	5	5
2	Consumer Behavior	Elective Paper	4	4	100	70	20	5	5
3	Sales & Distribution Management	Elective Paper	4	4	100	70	20	5	5
4	Investment Analysis & Portfolio Management	Elective Paper	4	4	100	70	20	5	5
5	Managing Banks and financial Institutions	Elective Paper	4	4	100	70	20	5	5
6	Taxation	Elective Paper	4	4	100	70	20	5	5
7	Manpower Planning, Recruitment, Selection	Elective Paper	4	4	100	70	20	5	5
8	Strategic Human Resource Management	Elective Paper	4	4	100	70	20	5	5
9	Performance Management	Elective Paper	4	4	100	70	20	5	5
10	Corporate Internship Project	Corporate Internship Project	3	3	100	50	50		
	<b>Total</b>		<b>**27</b>	<b>**27</b>	<b>**700</b>	<b>470</b>	<b>170</b>	<b>30</b>	<b>30</b>

**\*\*Each Student will Study 2 Electives with 3 Elective Papers each**

### SEMESTER IV

S.No.	Name of the Subject	Type of Course	Credit	Contact Hours Per Week	Total Marks	End Term Theory/ Practical Exam	Mid Term Theory/ Practical Exam	CIA **	Attendance
1	Digital and Social Media Marketing	Elective Course	4	4	100	70	20	5	5
2	International Marketing	Elective Course	4	4	100	70	20	5	5
3	Services Marketing	Elective Course	4	4	100	70	20	5	5
4	Financial market and services	Elective Course	4	4	100	70	20	5	5
5	Behavioral Finance	Elective Course	4	4	100	70	20	5	5
6	International Finance	Elective Course	4	4	100	70	20	5	5
7	Team dynamics at work	Elective Course	4	4	100	70	20	5	5
8	Employee Relationship	Elective Course	4	4	100	70	20	5	5
9	International Human Resource Management	Elective Course	4	4	100	70	20	5	5
10	Dissertation Project	Dissertation Project	3	3	100	50	50		
	Total		<b>**27</b>	<b>**27</b>	<b>**600</b>	<b>**420</b>	<b>**120</b>	<b>**30</b>	<b>**30</b>

*\*\*Each Student will Study 2 Electives with 3 Elective Papers each*

#### Distribution of Credit across 4 semesters:

S. No	Type of Paper	No. of Paper	Total Credits
1	Core Paper	14	56
2	Elective Paper	12	48
3	Corporate Internship Project/Dissertation Project	2	6
	Total	28	110

## Subject -Digital & Social Media Marketing

Code MGT34135

4 Credits | Semester IV

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course is designed to expose the students to the basic concepts applied in Digital and Social Media Marketing practice. This course will elaborate promotion of brands or products via one or more forms of digital media. This course also combines the creativity of developing new and interesting ways to get the marketing campaign's message across, with their technical side of keeping track of data, and digital engineering and analytics. This program in digital marketing provides students with the technical foundation and digital literacy necessary to market goods and services on the internet. Students will learn how to implement, plan, and evaluate digital marketing strategies.

**B.COURSE OUTCOMES:** At the end of the course, students will be able to

- CO1: Understand fundamental concepts and principles of Digital and Social Media Marketing using best practices.
- CO2: Be familiar with tools and techniques for creation and development of Brands using Digital and Social Media as a platform.
- CO3: Be able to tackle the complicated new media landscape and find the right strategies to reach Large audience
- CO4: Builds foundations of marketing analytics and focuses on practical application by the use of data in marketing and helping you to realize the power of visualizing data with artful use of numbers found in the digital space.

### C.ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to Digital Marketing-** What is Digital Marketing, Scope of Digital Marketing, Career Application of Digital Marketing. **Various forms of Digital Marketing-** SMS Campaign, Text Messaging, Bulk Messaging, e-mail marketing, Content Development. **Web site**

**Development-** Consideration of various factors while web site development for Digital Marketing. **Social Media as a Platform for Digital Marketing-** Facebook, Instagram, Twitter, Blogs, You Tube etc. **Web Analytics-** Off site web analytics : Web measurement and analysis , Measurement of website's potential audience (opportunity), share of voice (visibility), and buzz (comments ) on internet. On – site web analytics : Measurement of visitor's journey including drivers and conversations, tracking pages that encourage people to make a purchase and measures the commercial performance of the website. Comparison of data with key performance indicators, Implication to improve marketing campaign's audience response. SEO, SEM as a tool for practice in digital marketing. **E-commerce-** How to do business for today and future through web site, Payment Gateways their functions and operations.

## **E. TEXT BOOKS**

T1.The 6 Fundamentals of Digital Marketing , Dan Morley, Netmark

T2.Web Analytics 2.0: The art of online accountability and science of customer centricity (Google ebook), Avinash Kaushik, John Wiley & sons.

T3.Web Analytics : an hour a day, Avinash Kaushik, John Wiley & Sons.

## **F.REFERENCE BOOKS**

R1.Understanding Digital Marketing- Marketing Strategies For Engaging the Digital Generation, Damian Ryan, Calvin Jones, Kogan Press

R2.A step-by-step Guide to Modern Digital Marketing Suresh Babu Web Marketing Academy

### G. Course Articulation Matrix: (Mapping of COs withPOs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand fundamental concepts and principles of Digital and Social Media Marketing using best practices	3	3	2	3	2	2	2	2	2	3	2	1	2	3
CO 2	Be familiar with tools and techniques for creation and development of Brands using Digital and Social Media as a platform.	2	3	2	2	2	1	3	2	2	3	1	1	1	2
CO 3	Be able to tackle the complicated new media landscape and find the right strategies to reach Large audience	2	3	2	3	2	1	3	2	2	3	2	2	2	2
CO 4	Builds foundations of marketing analytics and focuses on practical application by the use of data in marketing and helping you to realize the power of visualizing data with artful use of numbers found in the digital space.	3	2	1	2	1	2	2	2	1	2	2	3	1	3

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## Subject -International Marketing

Code: MGT34056

4 Credits | Semester IV

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** In the era of globalization, it becomes vital for the students to understand the concept, scope and versatilities of marketing in more than one country. This course aims at making the students understand the core aspects, issues and challenges related to marketing a product in more than one country.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

- CO1: Understand fundamental concept of International Marketing and the difference in the marketing strategies- Domestic & International
- CO2: Recognize various ways of entering into the international business.
- CO3: Students will have the knowledge and skills to: Classify strategies for entering export markets from extant knowledge and research.
- CO4: Understand the perspective of Standardization vs Adaptation, vis-à-vis all P's of Marketing i.e. Product, Price, Place and Promotion, for the International marketer.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D.SYLLABUS: Framework of International Marketing-** Meaning; Definition and Scope- Need and Benefits; Difference between Domestic Marketing and International Marketing. **International Marketing Environment-** Physical/Demographic environmental factors; Economic Environmental factors; Politico-Legal environmental factors; Role of culture as a strong impact factor. **Modes of Entry-** Factors influencing entry in international markets; Modes of entering foreign markets- The Internet; Exporting; Licensing; International Agents and International Distributors; Strategic Alliances (SA); Joint Ventures (JV); Overseas Manufacture. **Product planning in International Markets-** International Product decision strategy- Standardization v/s Adaptation; Factors effecting the decision criteria; International Product Life Cycle. **International pricing strategies-** Concept of international pricing; International pricing factors. Uniform pricing v/s Differentiated pricing. **International Distribution and Promotion-** International Channel theory; International channel members; Determining Advertising strategies; Standardization v/s Localization.

## **E. TEXT BOOKS**

T1. International Marketing, R. Shrinivasan, PHI Publications.

## **F. REFERENCE BOOKS**

R1. International Marketing, Rakesh Mohan Joshi, Oxford Publications

R2. International Marketing, Mark C. Gilly, Philips R Cateorea, Indian Edition,  
Manav Publications

R3. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publication.



### G.COURSE ARTICULATION MATRIX: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand fundamental concept of International Marketing and the difference in the marketing strategies-Domestic & International	3	2			3		1	3			1	1		1
CO 2	Recognize various ways of entering into the international business		2	1	1	3		3		2	3	2	3		3
CO 3	Students will have the knowledge and skills to: Classify strategies for entering export markets from extant knowledge and research.	3	3	1	1	3	1		3				1	1	
CO 4	Understand the perspective of Standardization vs Adaptation, vis-à-vis all P's of Marketing i.e. Product, Price, Place and Promotion, for the International marketer		3			3	1	2		3	3	3	3	1	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject-Services Marketing

Code: MGT34136

4 Credits| Semester IV

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course has been designed to make students understand basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. They will also understand how organization makes decision related to service design, employee's role in service delivery, service quality etc. along with various other areas of demand and supply, controlling quality of service delivery etc. They focus of course is global and not specific to any organization.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Understand fundamental concepts and principles of Service Marketing including the basic roles, skills, and functions of Service Marketing.

CO2: Be familiar with interactions between the various factors of Marketing Mix for any organization making use of Service Marketing in order to achieve high performance.

CO3: Understand Demand and supply of Services by organizations.

CO4: Making Decisions regarding Quality and Prices of Service.

### C.ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Introduction to Services Marketing** - Evolution of services marketing, Characteristics of services and the implications on marketing strategy - The Service Marketing Mix – The Gaps model of service quality. **Consumer Behaviour in Services-** Customer expectations of services – customer perception of services – Listening to customers through research. **Service recovery-** Service development and design – Customer defined service standards – Physical evidence and the service scape. **Employees Roles in Service delivery** - The Customer as Co-Producer - Self-service technologies - Components of the service escape - Complaint Handling and Service Recovery-Elements of service quality-SERVQUAL scale. **Managing demand and capacity-** delivery of services through Intermediaries and Electronic Channels – Integrated Services Marketing Communication – Pricing for services

### E.TEXT BOOKS

**T1.** Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler and Ajay Pandit Services Marketing: Integrating Customer Focus across the Firm, 4th edition, Tata McGraw-Hill

## **F. REFERENCE BOOKS**

**R1.** Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6<sup>th</sup> ed., Prentice Hall.

**R2.** Rajendra Nargundkar Services Marketing 2nd ed, Tata McGraw Hill

**R3.** Ravi Shanker Services Marketing the Indian Perspective Excel 1st ed reprint

**R4.** Adrian Payne The essence of Services Marketing 7th Prentice Hall of India Indian reprint

**G. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)**

		CORRELATION WITH PROGRAM OUTCOMES							CORRELATION WITH PROGRAM SPECIFIC OUTCOMES						
CO	Course Outcome Statement	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand fundamental concepts and principles of Service Marketing including the basic roles, skills, and functions of Service Marketing.	3	2	2	2	2	3	2	2	2	3	2	1	1	3
CO 2	Understand fundamental concepts and principles of Service Marketing including the basic roles, skills, and functions of Service Marketing.	2	3	2	2	2	1	3	2	2	3	2	2	1	2
CO 3	Understand Demand and supply of Services by organizations.	2	3	2	3	2	1	3	2	2	3	2	2	3	2
CO 4	Making Decisions regarding Quality and Prices of Service	3	2	1	2	1	2	2	2	1	2	2	3	1	2

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## Subject -Financial Markets and Services

Code: COM34043

4 Credits |Semester IV

Total Lectures Required – 60

Total Tutorials Required - 12

**A.INTRODUCTION:** This course focuses on financial Market and institutions, including stock markets, investment alternatives and financial institutional investors. The functions and purposes of such Financial Services analyzed. Their role in the Global Financial Crisis is a special area of interest. Among the topics addressed are SEBI regulation, capital market, and international stock markets analysis. We also discuss the different theory and concept coverage and the financial risks to investment, Capital market Theories and to their returns in investment.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to

CO1: Explain what financial markets is and explain why it is important and understand the concept of financial Institutions and how it is related to concept of investment in the capital markets.

CO2: perform supply and demand analysis correlated to financial markets to analyze the impact of economic events on capital markets

CO3: Understand the concept of SEBI **and Stock markets regulation** and the various theories of utility maximization in term of investment and return.

CO4: Analyze the relationship between risk and return used in investment and the resulting outputs and fluctuations of efficient market portfolio.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS: Financial Market, Instruments:** Introduction to Indian Financial System

**Structure of Money Market** – Operations, Primary and Secondary Market Various agencies / procedures involved in investment and fund raising exercises. RBI's role in the Money Market as a regulator.

**Introduction to Capital Market – Structure's** – Guidelines, Role as a regulatory authority. **Capital**

**Market** – Operations in Primary and Secondary Market, Role of Merchant Banker – Merchant Banker's Activities, Initial Public offering, Secondary Public offering, Insurance companies, Type of Insurance, Principles of Insurance, Regulation related to insurance, Role of IRDA, Indian Insurance Industry Scenario

**FINANCIAL STRATEGY:** Formulation of Financial Strategy – framework, types of strategies, stakeholder analysis in the context of strategy development, Survival strategies, strategic planning approach to develop business plan. **Business Valuations & Mergers:** Types of valuation. The reasons for

merger or acquisitions (e.g. synergistic benefits). Anti Take over Defense, LBO, Forms of consideration & terms for acquisitions (e.g. cash, shares, convertibles & earn-out arrangements), & their financial effects, M&A Strategies.

## **E. TEXT BOOKS**

T1. Prasanna Chandra, Investment Analysis & Portfolio Management, 7<sup>th</sup> edition, 2009, Tata McGraw Hill

## **F. REFERENCE BOOKS**

R1. Mergers, Acquisitions and Corporate Restructuring : Text and cases| Chandrasekhar Krishnamurthy

R2. Money, Banking and the Financial System | Second Edition | By Pearson (English, Paperback, R. Glenn Hubbard, Anthony P O'Brien)

R3. Financial Management | I.M.Pandey

R4: Financial Markets and Services | K.Nateajan and E.Gorden

### G. Course Articulation Matrix: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		Po1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Explain what Financial markets is and explain why it is important and Understand the concept of financial Institutions and how it is related to concept of investment in the capital markets.	3	3	3	3	3		2	2	3	3	2	1		3
CO 2	perform supply and demand analysis Correlate to Financial markets and analyze the impact of economic events on capital markets	3	3	2		2	1	3		2	3	1	2		
CO 3	Understand the concept of SEBI and Stock markets regulation and the various theories of utility maximization in term of investment and return..	3	3		3	2		3			3	2	3		
CO 4	Analyze the relationship between risk and return used in investment and the resulting outputs and fluctuations of efficient market portfolio.	3		1	2			2		1	2		3	1	

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject -Behavioral Finance

Code – MGT34141

4 Credits |Semester IV

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course aims to provide the basic understanding on behavioural finance. The emphasis is on the developing the rational and logical decision-making skills of the learners while investing in the market.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to:

CO1: Know bounded rationality concept.

CO2: Understand main assumptions and ideas of prospect theory.

CO3: Understand the theoretical and empirical foundations and challenges to the efficient market hypothesis.

CO4: Learn the key behavioral biases of individual and professional investors.

CO5: Understand the key behavioral biases of top managers.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	05
	Assignment	05
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**B. SYLLABUS; Introduction to Behavioral finance:** Psychology and market - people. Investors, portfolio managers, analysts, Bounded rationality in real market conditions, Decision-making process and behavioral biases. Simple experiments on anchoring, **Efficient Market Hypothesis:** Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis (EMH), Theoretical foundations of EMH by Fama, Rational investors Vs. Irrational investors, Steps & Forms of EMH, Theoretical Challenges to the EMH, **Prospect Theory and Asset Pricing:** Behavioral economics and finance - Prospect theory (Kahneman, Tversky), Bounded rationality. Expected Utility Theory vs. Prospect Theory, Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency, **Heuristics and Behavioral Biases of Investors:** Anchoring bias, Availability bias, Familiarity bias (Heath & Tversky, 1991), Risk preference, framing bias. Mental accounting (Tversky & Kahneman, 1992), Representativeness (Tversky & Kahneman, 1974), Ambiguity aversion (Ellsberg, 1961), Overconfidence and excessive trading (Griffin & Tversky, 1992), The analysis of potential consequences, **Behavioral Corporate Finance:** Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy, Systematic approach to using behavioral factors in corporate decision making, External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes, **Demonstrating Behavioral Biases In Action:** Empirical evidence from emerging markets – practical approach



## **E. TEXT BOOKS**

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

## **F. REFERENCE BOOKS**

R1. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (6<sup>th</sup> Edition)

R2. Understanding Behavioral Finance by Ackert; Cengage Learning (Indian Edition)

R3. Inefficient Markets: An Introduction to Behavioral Finance, Shleifer, Andrei (2000); Oxford University Press, Oxford

### G. Course Articulation Matrix: (Mapping of COs with Pos and PSOs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Know bounded rationality concept		2			1			1						
CO 2	Understand main assumptions and ideas of prospect theory		2					1		1				1	
CO 3	Understand the theoretical and empirical foundations and challenges to the efficient market hypothesis	2	3	1		1			2	1					2
CO 4	Learn the key behavioral biases of individual and professional investors	2	3	2	2		2	3	3	2		2	1	2	2
CO 5	Understand the key behavioral biases of top managers	2	3	1	2		3	3	3	2	1	2	1	2	2

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## Subject-International Finance

Code: MGT34137

4 Credits |Semester IV

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** This course is designed to expose the students to the basic concepts of international Finance. The emphasis will be on developing the conceptual knowledge of international trade.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to:

CO1: Learn the basic concepts of International Finance

CO2: Understand the transactions & risks involved in Foreign Exchange Market

CO3: Know of financial aspects in managing the international projects and its evaluation

CO4: Evaluate the working capital position of MNCs.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	05
	Assignment	05
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D.SYLLABUS :Introduction to International Finance:** International flow of funds, International trade theory - basic concepts, International financial institutions ( IMF, World Bank, ADB, WTO), Balance of payment - meaning and components, **Forex Market:** Structure-India and Global, Exchange rate - quotes, Spot, forward, cross, inverse, direct quote, SWIFT - Role and significance, OTC derivatives -Swaps, Swaptions, Forward Rate Agreements (FRAs), Caps, Floors and Collars. Currency Futures in India – MCX and NSE, PPP, IRP, Relationship between IRP and PPP. Reasons for departure from IRP; **Exchange Risk Management:** Defining and measurement of foreign exposure, types of exposures, variability of cash flows, Management of Exchange Risk, hedging, Types of Risk - Transaction Risk and Operational Risk, Identification of risk, measuring risk and managing risk; **International Projects Management:** International Projects Appraisal, issues incost of capital, APV, choice of discount rate, NPV, international CAPM, Investment decision, Financing decision - ADR, GDR , Euro Bond, FCCB and Dividend Decision; **Working Capital Management in MNCs:** Cash management – Receivables management, Payables Management – Working Capital Financing issues.

### E TEXT BOOKS

T1. International Financial Management, Apte, P.G, Tata McGraw Hill, New Delhi

### F. REFERENCE BOOKS

R1. International Financial Management – Text and Cases, Bhalla V. K., S. Chand

R2. International Financial Management, Alan C. Shapiro, Peter Moles, Jayanta Kr. Seal, Wiley

R3. Foreign Exchange Markets, Yadav, Surendra S, P.K Jain and Max Peyrard, MacMillion, New Delhi  
R4. Fundamentals of international financial management, Kevin S, PHI, Delhi

**G. Course Articulation Matrix: (Mapping of COs with Pos and PSOs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Learn the basic concepts of International Finance	2				1			2						
CO 2	Understand the transactions & risks involved in Foreign Exchange Market	2	3		1	1	2	3		3		2	2		
CO 3	Know of financial aspects in managing the international projects and its evaluation	3	3		1	1	3	3	3	3		2	2	3	2
CO 4	Evaluate the working capital position of MNCs.	2	3		1		3	2	3	3		2	2	3	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

**Subject: Team Dynamics at Work**

Code: MGT34138

4 Credits | Semester IV

**Total Lectures Required – 60****Total Tutorials Required - 12**

**A. INTRODUCTION:** This course is designed to be an interactive exploration of team dynamics and leadership. Through the introduction of current theories and models, students will learn to work effectively in groups, increase their understanding of leadership, make effective decisions, and stimulate the development of new skills through demonstration and practice.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

CO1: Explain composition, formation, and development of teams.

CO2: Illustrate the dynamics of team Performance and motivation and the role of leadership in dynamics of team management and decision making.

CO3: Individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

CO4: The basic concepts and theories underlying individual behavior besides developing better insights into one's own self.

**C. ASSESSMENT PLAN:**

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

**D. SYLLABUS:** Meaning of a Group and Group Dynamics, Classification of Groups – Formal and Informal groups, Command, Task, Interest and Friendship groups. Why people join groups. The dynamics of group formation. Theories of group formation: Classic theory of George Homans, Theodore Newcomb's Balance theory, Exchange theory. Five stage group development model, Punctuated Equilibrium model of development of temporary groups with deadlines.

Group Properties: Roles, Norms, Status, Size, Cohesiveness - factors that increase, Decrease group cohesiveness, relationship between group cohesiveness, Performance norms and productivity. Deviant workplace behavior, Typology of Deviant workplace behavior, groups and deviant behavior.

Group decision making: Group versus the Individual, strength and weakness of group decision making, Effectiveness and efficiency. Group Think – conformity problem, symptoms of groupthink. Group Shift - risky shift phenomenon.

Dysfunctions perspective, social loafing. Group decision making techniques - Interacting groups, Brainstorming, Nominal Group Technique, Electronic meeting, Dialectic Decision Method (DDM), Delphi Technique.

Teams in the modern workplace, why teams have become so popular, difference between group and team, types of teams – problem-solving teams, self-managed work teams, cross-functional teams, virtual teams.

Creating effective teams, the Team Effectiveness Model – context, composition, work design, process. Ingredients of effective teams – supportive environment, skills and role clarity, super ordinate goals, team rewards. Potential team problems – changing composition, social loafing. Guidelines for developing effective self-managed teams. Turning individuals into team players, shaping team players – selection, training, rewards.

Team building: meaning of team building, need of team building, the process, specific building issues, team leadership, skills useful in team building – process consultation, T- group sensitivity training, communication skills, Negotiation skills, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration facilitating behaviors, feedback.

#### **E. TEXT BOOKS**

T1. Robbins, S.P. Judge, T.A. and Sanghi, S.: Organizational Behaviour, Pearson.

#### **C. REFERENCE BOOKS**

R1. Luthans, Fred: Organizational Behaviour, McGraw Hill.

R2. Aswathappa, K: Organisational Behaviour, Himalaya Publishing House.

**G. Course Articulation Matrix: (Mapping of COs with POs)**

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Explain composition, formation, and development of teams.	1		3	2			1			3	2			
CO 2	Illustrate the dynamics of team Performance and motivation and the role of leadership in dynamics of team management and decision making.	2	2	3					1	2	3				
CO 3	Individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.		2	3					1		2				
CO 4	The basic concepts and theories underlying individual behavior besides developing better insights into one's own self.	2	3					2		2					

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**



## Subject- Employee Relations

Code: MGT34139

4 Credits |Semester IV

Total Lectures Required – 60

Total Tutorials Required - 12

**A. INTRODUCTION:** To impart knowledge and enable the students to interpret the contents of the various labor laws and current practices of Employee Relations.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

CO1: Concept clarification about the basics of Employee Relations.

CO2: Learning about various provisions and implications of Labor Laws.

CO3: Understand and Develop Skills as a Negotiator by developing better understanding of Industrial Disputes and their settlement by making use of various techniques.

CO4: Better understanding of Trade Unions and their contribution in Industrial Relations.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment</b> <b>(Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam</b> <b>(Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

### D. SYLLABUS: Introduction to Employee Relations

Employee relations: concept perspective and organization, Evolution of E.R. in India, Anatomy of industrial conflicts, State and industrial relations policy process, Industrial Disputes, Preventive Measures, Settlement of Disputes, Standard Grievance Handling Procedures, Tripartite and Bipartite Bodies, India and ILO, Worker's Participation in Management, Collective Bargaining,

#### The Labor Laws

The Industrial Employment (Standing Orders) Act, 1946, The Employees Compensation Act, 1923, The Payment of Gratuity Act, 1972, The Employees Provident Funds and Miscellaneous Provisions Act, 1952, The Employees State Insurance Act, 1948, The Payment of Bonus Act, 1965, The Maternity Benefit Act, 1961, The Industrial Disputes Act, 1947, The Factories Act, 1948, The Trade Unions Act, 1926, The Contract Labor (Regulation and Abolition) Act, 1970, The Unorganized Workers Social Security Act, 2008.

#### Labor Welfare

International scene, Labor welfare in India-Benefits & services, Industrial health-occupational hazards, diseases, alcoholism and drug abuse, absenteeism and turnover- laws pertaining to occupational hazards, Employee Discipline, Absenteeism and turnover, Safety organizations, statutory provisions on safety-work stress, executive stress, industrial health- laws pertaining to safety.

**Trade Unions**

Trade unionism, theories of trade unionism, Evolution of trade unionism in India, Problems of trade unions, Internal / External union leadership, National commission on labor, Labour policy, Impact of technology on labor relations.

**E. TEXT BOOKS**

T1. Elements of Mercantile Law (2020 edition), N. D. Kapoor, S. Chand and Sons Publications.

**F. REFERENCE BOOKS**

R1. Taxmann's Labour Laws with Code on Wages, Taxmann Publications.

R2. Industrial Relations and Labour Laws, Piyali Ghosh and Shefali Nandan, Tata Mcgraw Hill Publications.

### G.COURSE ARTICULATION MATRIX: (Mapping of COs with POs)

S.No.	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Concept clarification about the basics of Employee Relations.	3	2					2	3	1	2	2	1	1	1
CO 2	Learning about various provisions and implications of Labor Laws.	3	3						2	1				1	
CO 3	Understand and Develop Skills as a Negotiator by developing better understanding of Industrial Disputes and their settlement by making use of various techniques.	2	3	1	2				2	3		3			
CO 4	Better understanding of Trade Unions and their contribution in Industrial Relations.	2		3	2		2		1		3	3	2	3	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

## Subject-International Human Resource Management

Code: MGT34140

4 Credits | Semester IV

Total Lectures Required – 60

Total Tutorials Required – 12

**A. INTRODUCTION :** This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts.

**B. COURSE OUTCOMES:** At the end of the course, students will be able to -

CO1: Understand issues, opportunities and challenges pertaining to international HRM.

CO2: Develop competency in dealing with cross cultural situations.

CO3: Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation.

CO4: Identify the role of cross cultural leadership in managing multicultural teams.

CO5: Understand external forces (e.g. globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM.

CO6: Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically and discussing specific cases relating to international HRM.

### C. ASSESSMENT PLAN:

Criteria	Description	Maximum Marks
<b>Internal Assessment (Summative)</b>	Internal Examination	20
	Attendance	5
	Assignment	5
<b>End Term Exam (Summative)</b>	End Term Examination	70
	Total	100
<b>Attendance (Formative)</b>	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

### D. SYLLABUS: International Human Resource Management

Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.

#### Sustaining International Business Operations

Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.

#### Recruiting and Selection Staff for International Assignments

Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management, Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.

#### Training and Development

Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Pre-Departure Training Programs, Effectiveness of Pre-Departure Training, Developing Staff through International Assignments.

Staffing and Training for Global Operations, Global Staffing Choices, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

### **Performance Management**

Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees.

### **Compensation**

Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

### **Industrial Relations**

Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: The European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.

## **E.TEXT BOOKS**

T1. Peter, J. Dowling and Denice, E. Welch (2007), International Human Resource Management, Thomson Publishers, New Delhi.

## **F.REFERENCE BOOKS**

R1. K. Aswathappa (2012) International Human Resource Management, McGraw Hill, New Delhi.

### G. Course Articulation Matrix: (Mapping of COs withPOs)

S.No	Course Outcome Statement	Program Outcome							Program Specific Outcome						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand issues, opportunities and challenges pertaining to international HRM.	2	2	2	1	1	2	1	2	3			3	2	
CO 2	Develop competency in dealing with cross cultural situations.	2	2	3	3					2	3				2
CO 3	Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation.	3	3	3	3	1	3	2	2	2	2	2	3	2	
CO 4	Identify the role of cross cultural leadership in managing multicultural teams.	2		3	2		1			1	3	3			2

<b>CO 5</b>	Understand external forces (e.g. globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM.	2		1	1		1	1	3	2	3		2	2	
<b>CO 6</b>	Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically and discussing specific cases relating to international HRM.	1	3	2	2	2	2	2	3	3					

**1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation**

## **Dissertation Project**

**Code:** MGT34066

3 Credits | Semester IV

Every Student shall undergo 'Dissertation Project, which will begin during the third semester, under the guidance of a Faculty mentor. The purpose is to expose the students to take up projects in various specialization areas of management. The project will carry a total of 100marks. Of this, 50 marks will be for the Report, and 50 marks will be awarded towards the Viva-Voce examination.