

Syllabus of

**Master of Business Administration (MBA)**

**Semester I, II, III & IV**

**(w.e.f. Batch 2023-25)**

**ARKAJAIN University, Jharkhand**  
School of Commerce and Management  
Department of Management (MBA)  
**Scheme of Study (w.e.f Batch 2023-25)**

## **VISION**

**To Develop Human Capital by creating spirited learning environment by empowering the students with knowledge, skills and instill social responsibility towards holistic development.**

## **MISSION**

- **To impart multidisciplinary and a holistic education in order to ensure the unity and integrity of all knowledge.**
- **To create academic impact through a combination of age-old tradition with modern scientific knowledge**
- **To create a lifelong learning environment that nurtures intellectual inquisitiveness, holistic & critical thinking, ethics and human values, equity and inclusion, and life skills, and thus making students responsible citizens and nation builder.**
- **To augment the employability aspect of students as per global requirements**
- **To provide ideal environment for research, innovation, consultancy and entrepreneurship for larger and wider socio-economic and humanistic progress**
- **To endow the faculty and staff members with necessary means so that they can deliver on the stated lines.**
- **To create a global tribe of technocrats, managers, entrepreneurs, scientists, biologists, pharmacists, artists and other professionals**
- **To engage with industry, and society at large, in productive manner**
- **To promote respect for diversity and respect for the local context in all curriculum, pedagogy, and policy**

**ARKAJAIN University, Jharkhand**  
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**OBJECTIES**

- **To align curriculum with industry trends for practical relevance.**
- **To create opportunities for interdisciplinary learning, human values and professional ethics.**
- **To develop holistic mind-set and develop responsible citizens who are employable at local, national, and international level.**
- **To enable students to develop critical managerial thinking skills and entrepreneurial acumen.**

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## **PROGRAM OUTCOME**

**[PO.1]. Domain Knowledge:** To establish domain knowledge of the functional areas of Management in the global dynamic business environment.

**[PO.2]. Critical Thinking and analysis:** Develop competency in analytical and critical thinking in order to perform business data analysis and calibrations.

**[PO.3]. Cross Cultural Understanding:** Develop cross cultural awareness for creating global mental acumen.

**[PO.4]. Social Responsiveness and ethics:** Develop consciousness of business ethics, social responsiveness and responsible citizenship.

**[PO.5]. Effective Communication:** Demonstrate ability to create, articulate and communicate ideas and opinions at global platforms.

**[PO.6]. Digital Skills:** Develop digital dexterity and competencies for integration of different fields of knowledge for implementing complex business decisions.

**[PO.7]. Entrepreneurial Skills:** Develop innovative and entrepreneurial capabilities for independent business ventures.

**[PO.8]. Leadership and Team Work:** Instill a mental disposition for leadership and increase functional utility in team work.

**[PO.9]. Practical Application:** Ability to apply knowledge in practical problem solving in contemporary issues.

**[PO.10]. Life Long Learning:** To inculcate a zeal for life-long learning.

**[PO.11]. Research related skills:** Encourage a sense of curiosity and inquiry towards problems and developing solutions to resolve managerial issues.

**[PO.12]. Professional Competency Capability:** Ability to demonstrate professional capability for execution of multidisciplinary business projects.

**[PO.13]. Creating Sustainable Solutions:** Expertise in creating and maintaining sustainable business solutions for managerial, environmental and societal issues.

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**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 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'.

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

## 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 and Marketing Research	Core Paper	4	4	100	70	20	5	5
6	Managerial Economics and Indian Economy	Core Paper	4	4	100	70	20	5	5
7	Business Communication	Core Paper	4	4	100	70	20	5	5
8	Tech Edge Synergy	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>32</b>	<b>32</b>	<b>800</b>	<b>560</b>	<b>160</b>	<b>40</b>	<b>40</b>



**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT31123**  
**TITLE OF THE SUBJECT – MANAGERIAL SKILLS FOR EFFECTIVENESS**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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:**

- Understand the fundamental principles and functions of management.
- 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.
- 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.

Module	Unit 1	10 Hours
	<p>Concept of Management</p> <p>Levels and functions of Management</p> <p>Management skills, Roles of managers.</p> <p>Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Recent trends in Management- Introduction to Management and its significance</p> <p>- Levels and Functions of Management</p> <p>- Management Skills and Roles of Managers</p> <p>- Evolution of Management Thought</p> <p>- Recent Trends in Management</p>	
Module	Unit 2	15 Hours

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

Module	Unit 3	15 Hours
Introduction to skills & personal skills, Importance of competent managers skills of effective managers developing self awareness on the issues of emotional intelligence self learning style. Negotiation and assertiveness skills time management skills		

Module	Unit 4	20hours
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		

## Suggested Readings

### TEXT BOOKS

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

### REFERENCE BOOKS

- 1: Stoner, Freeman & Gilbert, Managemet, Prentice Hall of India Pvt Ltd
- 2: Tripathy and Reddy, Principles of management- Tata McGraw Hill
- 3:E. H. McGrath, S. J., Basic Managerial Skills for All, PHI
- 4:V.S.P.Rao, Managerial Skills Excel Books, 2010, New Delhi

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

S.No.	Course Outcome Statements	Program Outcome													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT31124**  
**TITLE OF THE SUBJECT –FINANCIAL REPORTING STATEMENT ANALYSIS**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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:

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

Module	UNIT 1	12 Hours
	Meaning of Accounting, Conceptual framework - Financial Accounting, Cost Accounting Management Accounting, Accounting Terminologies, Generally Accepted Accounting Principles (GAAP) Accounting Principles and Concepts, Financial Statements and their Components, Understanding Income Statement and Balance Sheet	

Module	UNIT 2	15 Hours
	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	

Module	UNIT3	15 Hours
	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, Statement of Changes in Equity – Meaning, Importance, Components, Limitations	

<b>Module</b>	<b>UNIT4</b>	<b>08 Hours</b>
<b>Financial Ratio Analysis</b> - DuPont Analysis and Return on Investment - Common-Size Analysis and Trend Analysis - Evaluating Profitability, Liquidity, and Solvency - Financial Statement Forecasting		
<b>Module</b>	<b>UNIT5</b>	<b>10 Hours</b>
Meaning of CVP Analysis, Concept of BEP, Break Even Chart, Practical Problems, Contribution, P/V ratio, Margin of safety, Practical Problems, Forecast & Budget, Budgeting Process, Cash Budget, Flexible Budget, ZBB, Budgetary Control		

### **Suggested Readings:**

#### **TEXT BOOKS**

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

#### **REFERENCE BOOKS**

- 1: How to Analyze Financial Statements –2<sup>nd</sup> Edition, Kakani Ramchandran, McGraw Hill Professional
- 2: Financial Accounting –S.N. Maheshwari, S. K. Maheshwari, Sharad K. Maheshwari – 5<sup>th</sup> Edition, Vikas Publication
- 3: Text Book of Cost & Management Accounting – M. N. Arora – 10<sup>th</sup> Edition, Vikas Publication
- 4: 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 Statements	Program Outcome													Program Specific Outcomes						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO 1	Understand the fundamental of accounting.	3	2							2		1	2		3	3					
CO 2	Develop an understanding of accounting principles and their implications.	3	3							2		2	3		3	3					
CO 3	Learn the process of finalization of accounts.	3	3							3		2	3		3	3					
CO 4	Prepare and interpret the balance sheet of a company.	3	3							3		2	3		3	3					
CO 5	Analyse the financial health of the companies.	3	3				2			3		3	3		3	3					
CO 6	Learn the steps of preparation of budgets for the organization	3	3				2			3	1	2	3		3	3					

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32080**  
**TITLE OF THE SUBJECT –MARKETING MANAGEMENT**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- Describe the marketing function and concept of marketing-mix
- 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
- To have a clarity on the functions related to marketing
- Analyze the relevance of marketing concepts and their application in practical life

Module	Unit 1	10 Hours
	Conceptual framework of Marketing; Challenges facing Marketers in the 21st Century; Concepts of Marketing Nature, Scope, and Importance of Marketing - Marketing Environment Analysis - Consumer and Organizational Buying Behavior - Marketing Mix and Value Creation - Marketing Planning and Strategy Development	

Module	Unit 2	10 Hours
	Product; Price; Place and Promotion; Services Marketing-Mix, Promotion-Mix	

Module	Unit 3	15 Hours
	Market segmentation levels – consumer and business market segmentation, Targeting, evaluation and selecting of segments positioning strategies and Differentiation Strategies Characteristics of consumer behavior types of buying decisions, the buying decision process Product Definition, Product classification, product attributes, Product Life Cycle and Portfolio Management, Branding and Product Management	

- New Product Development and Innovation

Module	Unit 4	10 hours
Marketing Channels, Channel Design and Management, Retailing and Wholesaling Strategies, Logistics and Supply Chain Management, Pricing Strategies and Analysis, Marketing Ethics and Social Responsibility		

Module	Unit 5	15Hours
Dynamics of pricing, factors influencing the pricing decision, pricing approaches, Pricing strategies, Internet as a new Channel, Introduction to Integrated Marketing Communication; Marketing Communication Process, Advertising and Public Relations, Sales Promotion and Personal Selling, Digital Marketing and Social Media Strategies, Marketing Communication Campaigns		

#### SUGGESTED READINGS:

##### TEXT BOOKS

1. . Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2022). Marketing Management. Pearson Education.
2. Armstrong, G., & Cunningham, M. H. (2020). Marketing: An Introduction. Pearson Education.

##### REFERENCE BOOKS

1. Marketing Management by R.S.N. Pillai, Bagavathi and S.Kala, S.Chand & Company Pvt Ltd.
2. Marketing Management by Ramaswamy & Namakumari, Mcmillan Publication. R3. Marketing Management by Rajan Saxena, Tata Mcgraw Hills Publication
- 3.Ferrell, O. C., & Hartline, M. (2019). Marketing Strategy. Cengage Learning.
4. Lamb, C. W., Hair Jr., J. F., & McDaniel, C. (2019). Essentials of Marketing. Cengage Learning.



### G. Course Articulation Matrix:

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6
CO 1	Describe the marketing function and concept of marketing-mix	3				2		3	2	3	3		2		3			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	1		3	2						2	3		1		2	3		2	
CO 3	To have a clarity on the functions related to marketing	3				2			3		3	2						2	3	
CO 4	Analyze the relevance of marketing concepts and their application in practical life.	3	3					3		3	3	3	3	2	3				1	1

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT31079**  
**TITLE OF THE SUBJECT –ORGANISATIONAL BEHAVIOUR**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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 -

- Understand, analyze and describe behavior in organization.
- Learn to improve, enhance or change work behavior so that organization can achieve their goals.
- Understand what makes people behave the way they do.
- Understand the basis of motivation & what they should do to motivate others.

Module	Unit 1	15 Hours
	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,	

Module	Unit 2	10Hours
	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	

Module	Unit 3	15 Hours
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**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

Module	Unit 4	10hours
<p>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</p> <p>Leadership, Leadership theories styles, Managerial grid, Fiedler model, Trust and Leadership. Power, politics, conflict, negotiation and stress: Introduction, Power, Politics, Conflict, Negotiations and Stress.</p>		

Module	Unit 5	10 Hours
<p><b>Organizational Culture &amp; Management of Organizational Change</b> 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</p> <p>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.</p>		

## SUGGESTED READINGS

## TEXT BOOKS

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

## REFERENCE BOOKS

1. Prasad, L.M, Organizational Behavior, Sultan Chand & Sons, 2003.
2. Chabbra T.N. & Singh, B.P., Organizational Behavior, Sultan Chand & Sons.

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

G. Course Articulation Matrix: (Mapping of COs with POs)																					
S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO 1	Understand, analyze and describe behavior in organization.	2	3	1	1			2		1	1		3		1	2				1	
CO 2	Learn to improve, enhance or change work behavior so that organization can achieve their goals.	2	3	2	2		1			2							2				
CO 3	Understand what makes people behave the way they do.	1	3	2	2					2	3	1		3				4			
CO 4	Understand the basis of motivation & what they should do to motivate others.	3	2	2	2	2	2	3	8	4									5		

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT31039**  
**TITLE OF THE SUBJECT –QUANTITATIVE TECHNIQUE and MARKETING RESEARCH**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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
- Present the data in a suitable statistical diagram.
  - Understand measures of central tendency and measures of dispersion
  - Will be able to find out the relationship among the variables through correlation and regression techniques
  - Have in depth knowledge of tests of statistics and their significance
  - Understand the linear programming problem

Module	Unit 1	15 Hours
	Introduction to Quantitative Techniques, Frequency distributions, Graphical representation of Frequency Distribution – Histogram, Frequency Polygon, Ogive, Pie-chart, Descriptive Statistics and Data Presentation, Probability Concepts and Distributions, Sampling Methods and Sampling Distributions, Hypothesis Testing and Confidence Intervals	

Module	Unit 2	10 Hours
	Measures of Central Tendency: Concepts and Applications of Mean, Median, Mode, Arithmetic mean, Geometric mean and Harmonic mean Measures of Dispersion Range, Inter quartile range, Quartile deviation, Mean Deviation, Variance and Standard deviation.	

Module	Unit 3	10 Hours
	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.	

Module	Unit 4	10 hours
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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; 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 Maximum Principles)

Module	Unit 5	15 Hour
Introduction to Marketing Research, Research Problem Formulation, Research Design and Sampling Techniques, Data Collection and Measurement Techniques, Questionnaire Design and Survey Methods Data Analysis and Interpretation for Marketing Decisions, Market Segmentation and Targeting, Product Development and Innovation, Pricing Strategies and Analysis, Marketing Strategy Formulation based on Research Insights		

## SUGGESTED READINGS

### TEXT BOOKS

1. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi
2. Cooper, D. R., & Schindler, P. S. (2020). Business Research Methods. McGraw-Hill Education.
3. Malhotra, N. K., Dash, S., & Dash, N. (2020). Marketing Research: An Applied Orientation. Pearson Education.

### REFERENCE BOOKS

1. Black, Ken, Applied Business Statistics- Making Better Business Decisions, Wiley Publications.
2. Suranjan Saha, Quantitative Methods, New Central Book Agency
3. U.K. Srivastava, G.V. Shenoy, S.C. Sharma, Quantitative Techniques for Managerial Decisions
4. Levin, R.I and D.S. Rubin, Statistics for Management, Pearson Education, Delhi R5. N.D. Vohra, Quantitative Methods for Management, TMH, New Delhi
6. Suranjan Saha, Practical Business Mathematics, New Age India, New Delhi R7. Beri G C, Business Statistics, Tata McGraw Hill
7. 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)

SY Course Evaluation Matrix (Mapping of COs with POs)																				
S.No.	Course Outcome Statements	Program Outcome													Program Specific Outcomes					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6
CO 1	Present the data in a suitable statistical diagram.		3	1	2	2	1	1	2	1	1	2	1	2	3	3	2	2	1	1

<b>CO 2</b>	Understand measures of central tendency and measures of dispersion	3		2	1	2	1	2	2	2	2	3	2	3	2	3	2	2	1	1
<b>CO 3</b>	Will be able to find out the relationship among the variables through correlation and regression techniques	1	2		2	1	2	1	2	2	1	3	2	1	2	2	2	2	1	1
<b>CO 4</b>	Have in depth knowledge of tests of statistics and their significance	2	1	2		2	1	2	2	2	2	3	2	3	2	3	2	2	1	1
<b>CO 5</b>	Understand the linear programming problem	1	2	2	2		3	1	1	2	1	2	1	2	2	3	1	1	3	1

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE –**  
**TITLE OF THE SUBJECT – MANAGERIAL ECONOMICS AND INDIAN ECONOMY**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- To understand the demand analysis and consumer equilibrium
- They will get in-depth knowledge of producer equilibrium and the concept of cost and market imperfections.
- They will become familiar with the pricing of factors of production
- They will be able to understand different types of multipliers and also IS-LM analysis.
- They will understand the concept of trade cycle and the various concepts used in open economy

Module	UNIT 1	10 Hours
	Demand and its Determination, Demand function, Determinants of demand, Demand elasticity – Price, Income and cross elasticity, Indifference curve and Consumer equilibrium, Law of Demand, Changes in Demand and Elasticity of Demand, Price Demand Forecasting: Significance and methods, Determination of Consumer's Equilibrium	

Module	UNIT 2	10 Hours
	Production function Production: Law of variable proportions 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, 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	



Module	UNIT 3	15 Hours
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, Theory of Production, Production Function, Short-Run and Long Run Production Functions, Iso-quant, Iso-Cost Line and Producer's Equilibrium Analysis of Cost, Concepts of Costs, Short-Run and Long-Run Cost curves,		

Module	UNIT 4	15 Hours
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, Various Forms of Market Structure, Perfect Competition: Features, Price and Output determination under perfect competition in Short and Long-Run, Long-Run, Monopoly: Features, Price and Output determination under Monopoly in Short and Long-Run, Price Discrimination		

Module	UNIT 5	10 Hours
Macro and Microeconomic Factors influencing Business Decisions - National Income and Output Analysis - Inflation, Deflation, and Monetary Policy - Fiscal Policy and its Implications - International Trade and Exchange Rates - Structure and Growth of the Indian Economy - Economic Reforms and Liberalization in India - Industrial and Trade Policies - Government Regulations and Business Environment - Socio-economic Issues and Inclusive Growth		

## Suggested Readings

### TEXT BOOKS

1. Varshney & Maheshwari, *Managerial Economics*, Sultan Chand & Sons: New Delhi
2. Keat, P. G., Young, P. K., & Erfle, S. E. (2020). *Managerial Economics*. Pearson Education.
3. Mithani, D. M. (2019). *Managerial Economics: Concepts and Cases*. Himalaya Publishing House

### REFERENCE BOOKS

1. D.N. Dwivedi, *Managerial Economics*. Vikash Publishing House, Pvt L
2. Stonier and Hague, *A Text Book of Economic Theory*, Pearson India Publications
3. Koutsoyiannis, *A Modern Microeconomics*, MacMillan Publishers
4. Mankiw, *Economics-Principles and Applications*, Cengage Learning.
5. Gupta, G.S., *Managerial Economics*, Tata McGraw Hill Education Pvt Ltd.

6. Peterson, Craig H., W. Cris Lewis and Sudhir K. Jain, *Managerial Economics*, Publications  
 7. 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 POs)**

S.No.	Course Outcome Statements	Program Outcome													Program Specific Outcomes					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6
CO 1	To understand the demand analysis and consumer equilibrium.	2	3		2			1			2									
CO 2	They will get in depth knowledge of producer equilibrium and the concept of cost and market imperfections.	2	3		2			1			2									
CO 3	They will become familiar with the pricing of factors of production.	1	2		2			1			1									
CO 4	They will be able to understand different types of multipliers and also IS-LM analysis.	2	2		3			2			2									
CO 5	They will understand the concept of trade cycle and the various concepts used in Open economy.	1	2		2			1			1									

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT31040**  
**TITLE OF THE SUBJECT –BUSINESS COMMUNICATION**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- Understand the fundamental principles of effective communication skills and presentation skills.
- Display enhanced competence in oral and written communication
- Recognize the importance of communication skills like listening, speaking, reading and writing with advancement of competitive world.

Module	UNIT 1	08 Hours
	Meaning, Process and Types of Communication; Barriers to effective Communication. Importance of Business Communication Principles of Effective Communication - Communication Models and Channels, Cross-cultural Communication	

Module	UNIT 2	15 Hours
	Self-introduction, Extempore, Listening, Effective Presentation, Group Discussions Telephonic Communication Verbal and Nonverbal Communication, Effective Listening and Feedback, Meeting Skills and Group Communication, Negotiation and Conflict Resolution, Interpersonal Skills and Relationship Building	

Module	UNIT 3	12 Hours
	Letters; Formal, In formal, Applications, Emails, Circulars and Notices, Curriculum Vitae - Business Writing Process and Principles, Report Writing: Types, Structure, and Formats, Business Proposals and Presentations, Business Documentation and Formatting	

Module	UNIT 4	10 hours
	Non-Verbal Communication- Meaning and Ways.	

Meetings- Meaning; Objectives; Types; Agenda; Minutes. Report Preparation-Meaning; Essentials and Types.

Module	UNIT 5	15 hours
Digital Communication Tools and Technologies, Online Communication Etiquette, Social Media for Business Communication, Virtual Meetings and Remote Communication, Business Presentations and Public Speaking		

### Suggested Readings:

#### TEXT BOOKS

1: Business Communication, P. K. Pani, SSDN publication

#### REFERENCE BOOKS

- 1: Business Communication, Courtland L. Bovee, Pearson Education
- 2: Business Communication, Sanjay Gupta, Sahitya Bhawan
- 3: Business Communication, Neeraj Pandey, Tata McGraw Hill

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

S.No.	Course Outcome Statements	Program Outcomes												Program Specific Outcomes						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6
CO 1	Understand the fundamental principles of effective communication skills and presentation skills.	3				3				2	2		2		1		3	3	2	
CO 2	Display enhanced competence in oral and written communication	3		2		3	3		2	3	3		3					3	3	
CO3	Students will be capable to deliver an effective oral business presentation.																			
CO 4	Recognize the importance of communication skills like listening, speaking, reading and writing with advancement of competitive world.	2	2			3			3	3	2		3		2		3	3	3	

CO 5	They will be able to work on their ability to write error free while improvising vocabulary & grammar.	2				3				2	2		2					3	2	
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1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE –**  
**TITLE OF THE SUBJECT – TECH-EDGE SYNERGY – I (TES-I)**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Understand leadership styles, challenges, and propose effective strategies for organizational enhancement.

CO2: Master business writing skills and refine them using digital tools and feedback.

CO3: Analyze markets, propose targeted strategies, and present findings effectively.

CO4: Analyze production, cost components, and present recommendations using Excel and PowerPoint.

CO5: Apply motivational theories to enhance workplace motivation and present findings effectively.

CO6: Evaluate business performance using cost-volume-profit analysis and present insights convincingly.

Module	UNIT 1- Leadership Exploration and Challenges	8 Hours
<ul style="list-style-type: none"> <li>• <i>Project 1: Leadership Styles and Challenges / Principles of Management</i> <ul style="list-style-type: none"> <li>○ Explore various leadership styles and their applications.</li> <li>○ Identify common challenges in leadership and propose effective strategies.</li> <li>○ Create a leadership style map for enhanced understanding.</li> <li>○ Present comprehensive findings through a report and visually appealing presentation.</li> </ul> </li> </ul>		

Module	UNIT 2 - Business Writing Excellence	8 Hours
<ul style="list-style-type: none"> <li>• <i>Project 2: Business Writing Excellence / Business Communication</i> <ul style="list-style-type: none"> <li>○ Engage in practical exercises covering formal letters, emails, and report writing.</li> <li>○ Utilize MS Word or Google Docs for document creation and Asana or Trello for task management.</li> <li>○ Incorporate feedback from peers or instructors to refine writing skills.</li> </ul> </li> </ul>		

Module	UNIT 3 - Market Analysis and Strategy	8 Hours
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- *Project 3: Market Segmentation Analysis / Quantitative Techniques*
  - Analyze market data to identify segments and propose targeted marketing strategies.
  - Utilize MS Excel for data analysis and PowerPoint for presentation.
  - Present findings and strategies in a comprehensive manner.
- *Project 4: Market Segmentation and Targeting / Marketing Management*
  - Choose a product or service.
  - Conduct market segmentation analysis using Excel.
  - Select a target market and propose a tailored marketing strategy.
  - Present findings and strategy in PowerPoint.

Module	UNIT 4 - Managerial Economics and Business Analysis	8 Hours
<ul style="list-style-type: none"> <li>● <i>Project 5: Production and Cost Analysis for a Business / Managerial Economics</i> <ul style="list-style-type: none"> <li>○ Define the production function and analyse cost components.</li> <li>○ Utilize MS Excel for cost analysis and PowerPoint for presentation.</li> <li>○ Analyse short-run and long-run cost curves, presenting recommendations.</li> </ul> </li> <li>● <i>Project 6: Cost-Volume-Profit (CVP) Analysis / Financial Reporting Statement Analysis</i> <ul style="list-style-type: none"> <li>○ Perform CVP analysis using Excel.</li> <li>○ Create break-even charts and graphs.</li> <li>○ Present the analysis and insights in PowerPoint.</li> </ul> </li> </ul>		

Module	UNIT 5 - Organizational Behavior and Workplace Motivation	8 Hours
<ul style="list-style-type: none"> <li>● <i>Project 7: Motivation in the Workplace / Organisational Behaviour</i> <ul style="list-style-type: none"> <li>○ Analyse a workplace scenario and identify motivational issues.</li> <li>○ Apply relevant motivational theories.</li> <li>○ Propose practical strategies for enhancing motivation and present findings.</li> </ul> </li> </ul>		

### Suggested Reading:

#### Textbooks:

1. "Microsoft Office 365 & Office 2019 Introductory" by David W. Beskeen
2. "Power BI Step by Step" by Errin O'Connor

#### Reference Books:

1. "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" by Daniel G. Murray and Christian Chabot
2. "Learning Tableau" by Joshua N. Milligan
3. "Tableau Cookbook - Recipes for Data Visualization" by Shweta Sankhe-Sankpal
4. "Tableau Desktop Professional Edition: Step by Step for Beginners" by Mhairi (Mary) McFadyen
5. "Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master" by Ryan Sleeper

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO 1	Understand leadership styles, challenges, and propose effective strategies for organizational enhancement.	1	2					2	3	2					2	2	2				
CO 2	Master business writing skills and refine them using digital tools and feedback.	1				2	2	3		2					2			3			
CO 3	Analyze markets, propose targeted strategies, and present findings effectively.	2	3							2		2	1		2	3					
CO 4	Analyze production, cost components, and present recommendations using Excel and PowerPoint.	2					3			3					2	3					
CO 5	Apply motivational theories to enhance workplace motivation and present findings effectively.	3	2	1						1					2		2	1			
CO 6	Evaluate business performance using cost-volume-profit analysis and present insights convincingly.	2	3					2	2						2	2					

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





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

## 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	Entrepreneurship & Sustainable Development	Core Paper	4	4	100	70	20	5	5
2	Human Resource Management	Core Paper	4	4	100	70	20	5	5
3	Integrated Taxation and Payroll Management	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 ,Indian Ethos and Business Ethics + CSR	Core Paper	4	4	100	70	20	5	5
8	Logistics & Supply Chain Management	Core Paper	4	4	100	70	20	5	5
9	Tech Edge Synergy	Core Paper	4	4	100	70	20	5	5
	<b>Total</b>		<b>36</b>	<b>36</b>	<b>900</b>	<b>630</b>	<b>180</b>	<b>45</b>	<b>45</b>

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT33047**  
**TITLE OF THE SUBJECT –ENTREPRENEURSHIP DEVELOPMENT & SUSTAINABLE DEVELOPMENT**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- Understand the process of Entrepreneurship
- Understand Planning, Execution Success and Failure of Business Plan
- Understand “Entrepreneurship” as a Career Plan
- To expose the students to the basic concepts applied in contemporary entrepreneurship

Module	UNIT 1	15 Hours
	<p><b>The Nature and Importance of Entrepreneurs. The entrepreneurial and entrepreneurial mind – the individual entrepreneur</b> - Concepts and Evolution of Entrepreneurship</p> <ul style="list-style-type: none"> <li>- Entrepreneurial Mindset and Characteristics</li> <li>- Identifying Business Opportunities and Feasibility Analysis</li> <li>- Forms of Business Ownership and Legal Considerations</li> </ul>	

Module	UNIT 2	15 Hours
	<p><b>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. Sources of capital. Informal risk capital and venture capital, Role of EDI's, NIESBUD, NASIC. Role of DIC'S in promoting entrepreneurial decision making.</b></p>	

Module	UNIT 3	10 Hours
	<ul style="list-style-type: none"> <li>- Entrepreneurial Process and Opportunity Recognition</li> <li>- Market Analysis and Customer Research</li> <li>- Business Model Development and Value Proposition</li> <li>- Business Planning and Financial Projections</li> <li>- Funding and Financing for Entrepreneurial Ventures</li> </ul> <p><b>Launch – managing early growth. Expansion – going public – ending the venture Business Plan and execution simulation game</b></p>	

<b>Module</b>	<b>UNIT 4</b>	<b>10 hours</b>
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.		

<b>Module</b>	<b>UNIT 5</b>	<b>10 Hours</b>
Introduction to Sustainable Development Triple Bottom Line Approach in Entrepreneurship Social Entrepreneurship and Impact Investing Sustainable Business Models and Practices Ethical and Responsible Entrepreneurship		

### **Suggested Readings:**

#### **TEXT BOOKS**

1: Entrepreneurship - Robert D. Hisrich & Michael P. Peters

#### **REFERENCE BOOKS**

- 1: Small Business Management - Longeneckzr, Moore & Petty.
- 2: Entrepreneurship & Small Business Management - Nicholas Siropolis.
- 3: Essentials of Entrepreneurship & Small Business Management - Thomas Zimmerer.

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

8. COURSE ARTICULATION MATRIX: (Mapping of COs with POs)																						
S.No	Course Outcome Statements	Program Outcomes												Program Specific Outcomes								
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	
CO 1	Understand the process of Entrepreneurship				1		1	1			1			1		1		1				
CO 2	Understand Planning, Execution Success and Failure of Business Plan	1				2			2						2							
CO 3	Understand “Entrepreneurship” as a Career Plan		2							3			3				3		3			
CO 4	To expose the students to the basic concepts applied in contemporary entrepreneurship			3								4								4		

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34060**  
**TITLE OF THE SUBJECT –HUMAN RESOURCE MANAGEMENT**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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 -

- Demonstrate proficiency in fundamental human resources concepts and how they apply to real world situations.
- Formulate human resources policies and practices that help promote the organization's strategic goals.
- Develop an understanding of the challenges of human resources management and successfully manage and resolve conflicts.
- Understand various employment acts that will be useful in maintaining workplace harmony.

Module	UNIT 1	15 Hours
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 Nature of work, the psychological contract, Human Resources Planning - estimating future human resources requirements, Talent management.		

Module	UNIT 2	15 Hours
Job analysis - Job description, job specification, Competencies, Competency Mapping		

Module	UNIT 3	15 Hours
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Recruitment strategies, defining requirements; Attracting candidates, application forms, sources and techniques of recruitment, Selection procedures, interviewing techniques, placement, Induction and onboarding.

Human resources development, training methods, formulating and implementing learning and development strategies, career planning and development, managing rewards

<b>Module</b>	<b>UNIT 4</b>	<b>15 hours</b>
Employee relations, Negotiating and bargaining; employee voice; Employee health, safety and welfare		

### **Suggested Readings:**

#### **TEXT BOOKS**

1: chael Armstrong. A Handbook of Human Resource Management Practice, Kogan Page.

#### **REFERENCE BOOKS**

1: Biswajeet Pattanayak. Human Resource Management, PHI.

2: Srinivas R Kandula. Human resources management in practice, PHI.

3: 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 Statements	Program Outcome													Program Specific Outcomes						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	
CO 1	Demonstrate proficiency in fundamental human resources concepts and how they apply to real world situations.	3		2	2	3	1	2	2	2		1	3		3	2		2			
CO 2	Formulate human resources policies and practices that help promote the organization's strategic goals.	3	3			2	1	3	3	3	1		2		3	2		2	1		
CO 3	Develop an understanding of the challenges of human resources management and successfully manage and resolve conflicts.	3	2	2	1	3		3	3	2	2				2	3	2	3		2	
CO 4	Understand various employment acts that will be useful in maintaining workplace harmony.	3				2	1	2		3	2		3					2		2	

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



**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE –**  
**TITLE OF THE SUBJECT – INTEGRATED TAXATION AND PAYROLL MANAGEMENT**

**Green** – Skill development  
**Blue** – Employability  
**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOMES**

On completion of the course, students are expected:

CO1: To introduce students to the basics of income taxation, including the calculation of taxable income and the determination of tax liability.

CO 2. To provide an overview of the tax treatment of income from salaries, including allowances, perquisites, and deductions.

CO 3. To familiarize students with the concepts and principles of Goods and Services Tax (GST), its applicability, and compliance requirements.

CO 4. To enable students to understand and analyze the components of a Cost-to-Company (CTC) structure provided by companies.

CO 5. To introduce the fundamentals of payroll management, highlighting the role of HR in processing salaries and ensuring legal compliance.

Module	Unit 1	12 Hours
Introduction to Income Tax <ul style="list-style-type: none"> <li>- Basic concepts and principles of income tax</li> <li>- Categories of income and exemptions</li> <li>- Computation of taxable income</li> </ul> . Emerging Trends in Taxation and Payroll Management <ul style="list-style-type: none"> <li>- Digitalization and automation in tax and payroll processes</li> <li>- Impact of regulatory changes on tax compliance</li> <li>- Ethical considerations in tax planning and payroll management</li> </ul>		

Module	Unit 2	12 Hours
Tax on Income from Salary <ul style="list-style-type: none"> <li>- Components of salary: basic, allowances, perquisites, and deductions</li> <li>- Calculation of taxable income from salary</li> <li>- Applicable tax rates and slabs</li> <li>- Tax-saving investments and deductions</li> <li>- Long-term tax planning strategies</li> <li>- Minimizing tax liability within the legal framework</li> </ul>		

Module	Unit 3	12 Hours
Understanding Cost-to-Company (CTC) <ul style="list-style-type: none"> <li>- Components of CTC: salary, allowances, benefits, and deductions</li> </ul>		

- Evaluating salary structures and tax implications
- Impact of CTC on take-home salary

Module	Unit 4	12 Hours
Introduction to Payroll Management <ul style="list-style-type: none"> <li>- Role of HR in payroll processing</li> <li>- Legal compliance in salary disbursement</li> <li>- Payslip generation and statutory deductions</li> </ul>		
Module	Unit 5	12 Hours
Important definitions, Registration under GST Act, . Assessment Procedure Intra-State and Inter-State Transactions, Chargeability <ul style="list-style-type: none"> <li>- Overview of GST: concept, objectives, and benefits</li> <li>- GST registration and compliance requirements</li> <li>- Input tax credit and GST returns</li> <li>- Analyzing real-world income tax scenarios</li> <li>- GST compliance case studies</li> <li>- Payroll processing exercises and simulations</li> </ul>		

SUGGESTED READINGS:

### TEXT BOOKS

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

### REFERENCE BOOKS

1. Systematic Approach to Direct Taxation, Containing Income Tax & International Taxation, Dr. Girirsh Ahuja, Dr. Ravi Gupta, Wolters Kluwer
2. Income Tax- Law and Accounts by Dr. P. K. Jain and Rajeev Tyagi

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

Course Articulation Matrix: (Mapping of COs with POs and PSOs)																					
S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	CO1:To introduce students to the basics of income taxation, including the calculation of taxable income and the determination of tax liability.	3					1			2					2	1					
CO 2	To provide an overview of the tax treatment of income from salaries, including allowances, perquisites, and deductions.	3	2				2			2					2	2					
CO 3	To familiarize students with the concepts and principles of Goods and Services Tax (GST), its applicability, and compliance requirements.	3	1							2			2		3	3					
CO 4	To enable students to understand and analyze the components of a Cost-to-Company (CTC) structure provided by companies.	3	2				2			2			2		3	3					
CO 5	To introduce the fundamentals of payroll management, highlighting the role of HR in processing salaries and ensuring legal compliance.	3	2				2			2			2		3	2				2	

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32077**  
**TITLE OF THE SUBJECT –CORPORATE FINANCE**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- Conversant with the nuances of finance in the context of corporations and Discussing the interrelationships between decisions concerning investment, financing and dividends
- Evaluation of the financing requirements of an organization, measurement of cost of capital, choice of capital structure, EBIT Analysis, capital structure theories
- Familiarize long term investment decisions, cash flow estimation, discounting, investment appraisal methods
- Understanding nuances of working capital management and Studying dividend theory and practice

Module	UNIT 1	12 Hours
	<b>Corporate Financial Management</b> , 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	

Module	UNIT 2	08 Hours
	Time value of money, Financial Planning, Financing alternatives – equity, preference, debentures, term loans, Leverages-financial/operating/composite, EPS-EBIT relationships	

Module	UNIT 3	10 Hours
	<b>Financing decision:</b> 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	

Module	UNIT 4	10 Hours
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<b>Capital Structure</b> , theories of capital structure, MM's theory, Traditional theory, signaling theory etc. Capital structure in practice. A of Indian firms' and Multinationals' capital structures
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Module	UNIT 5	10 Hours
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 pay back 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 Sensitivity Analysis and Scenario Analysis, Real Options and Decision Trees		

Module	UNIT 6	10 Hours
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, Financial Markets and Instruments, Stock Market and Bond Market Analysis, Risk and Return Relationship, Portfolio Theory and Diversification, Financial Risk Management and Derivatives		

### Suggested Readings:

#### TEXT BOOKS

1: Prasanna Chandra, Financial Management, Theory and practice, TMH

#### REFERENCE BOOKS

- 1: Allen, Franklin & Mohanty, Pitabas; Myers, Stewart C; Brealey, Richard, Principles of Corporate Finance, Tata Macgraw-Hill
- 2: Aswath Damodaran. Corporate Finance Theory and Practice, Wiley India (P) Ltd, 2nd Edition.
- 3: Brigham, Eugene F; Ehrhardt, Michael C. Financial Management: Theory and Practice, Thomson South Western, 11th edition.
- 4: Van Horne, James C. Financial Management and Policy, Pearson Education, 12th edition. R 5. Jonathan Berk, Financial Management, Pearson Publications, 1st Edition.

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

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

S.No.	Course Outcome Statements	Program Outcomes												Program Specific Outcomes							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO 1	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			2	3		2	3		3	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	3	3				2			3		3	3		3	3					
CO 3	Familiarize long term investment decisions, cash flow estimation, discounting, investment appraisal methods	3	3				2			3		3	3		3	3					
CO 4	Understanding nuances of working capital management and Studying dividend theory and practice	3	2				2		2	3		2	3		3	3					

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32129**  
**TITLE OF THE SUBJECT –LEGAL AND BUSINESS AND ENVIRONMENT**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- To give students an idea of the working of law in the context of business settings.
- To make students aware of various laws that are related to business.
- To strike a balance between factual information and developing the participant's legal reasoning.
- To understand various listed topics of Business Law and their importance.

Module	UNIT 1	15 Hours
	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	

Module	UNIT 2	10 Hours
	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, Express and Implied; Unpaid seller – meaning and rights of an unpaid seller - against the goods and the buyer, Auction Sales;	

Module	UNIT 3	15 Hours
	Meaning & Nature of Company, Features; Promotion of Company, Memorandum & Articles of Association, Shares & Share Capital – Types, Allotment of shares, Prospectus Types, AGM, EGM, Board Meetings, Requisites of a valid meeting, Quorum for Meetings, Minutes of Meetings,	

Module	UNIT 4	10 hours
	Consumer Protection Act, Statutory authorities for dispute resolution, powers, functions & role, Process for dispute redressal Need and importance in current scenario; competitive environment; legislation for anti-competitive and unfair trade practices; intellectual property regime and the R&D environment; Alternate Dispute resolutions	

Module	UNIT 5	10 hours
	<ul style="list-style-type: none"> <li>- Business Ethics and Ethical Decision Making</li> <li>- Corporate Social Responsibility and Sustainability</li> <li>- Consumer Protection Laws and Regulations</li> <li>- Environmental Laws and Sustainability Practices</li> <li>- Legal Challenges in International Business</li> </ul>	

### **Suggested Readings:**

#### **TEXT BOOKS**

- 1: Elements of Mercantile Law
- 2: Consumer Protection Act, 1986
- 3: Company Law

#### **REFERENCE BOOKS**

- 1: Business Law; Dr. B.K. Singh & Dr. Angad Tiwary.
- 2: Business Law & Corporate Laws; Dr. G.K Varshney
- 3: Bare Act – Companies Act, 2013
- 4: Commercial Law- Bharat Law House, New Delhi



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

S.No.	Course Outcome Statements	Program Outcome													Program Specific Outcomes					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	To give students an idea of the working of law in the context of business settings.	2	2	2	1	2		2		1	2	2	2	1	2	2	2	1		2
CO 2	To make students aware of various laws that are related to business	3	2	3	2	2		2		2	2	2	2	2	2	3	2		2	
CO 3	To strike a balance between factual information and developing the participant's legal reasoning.	2	2	2	2	2		2		2	2	2	2	2	2	2	2		2	
CO 4	To understand various listed topics of Business Law and their importance.	2	2	2	2	2		2		2	2	2	2	2	2	2	2		2	

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32130**  
**TITLE OF THE SUBJECT – CORPORATE STRATEGY, INDIAN ETHOS, BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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
- Develop an understanding about strategic Management and its importance
  - Should be able to analyze the external and internal environment and Identify the various strategic options
  - Exploring the contemporary strategic practices.
  - Understand the value of Indian Ethos, Traditional business and understand Ethics in business

Module	UNIT 1	10 Hours
	Defining Strategic Management. Functions, Importance and Limitations of strategic Management, Strategic Vision, Mission, Objectives. Strategic Management Model	

Module	UNIT 2	10 Hours
	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	

Module	UNIT 3	15 Hours
	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	

Module	UNIT 4	15 Hours
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		

Module	UNIT 5	10 Hours
ETHICS IN BUSINESS- Business Ethics and Corporate Ethics Meaning, Importance, Functions Unethical Practises and Ethical dilemma, Ethical theories and Approaches, Modern Decision making, Ethics in Practices – Marketing, Sales, Ads, Recruitment, Appraisal, Rewards, Investments, Dividends, IT etc. - Professional Ethics and Codes of Conduct - Ethical Challenges in Corporate Settings		

Module	UNIT 6	10 Hours
- Concept and Evolution of Corporate Social Responsibility - Stakeholder Theory and CSR Frameworks - CSR Strategies and Initiatives - Sustainability Reporting and Global Standards - Integration of CSR into Corporate Strategy		

### Suggested Readings:

#### TEXT BOOKS

- 1: David, Strategic Management, Prentice Hall
- 2: Jauch&Gleuck, Strategic Management, Tata-McGraw Hill
- 3: Ashwathappa, Business Environment for Strategic Management, Himalaya Publishing
- 4: Indian Ethos and Values for Managers, Khandelwal Himalaya Publishing House, 2009.
- 5: Indian Ethics and Values in Management, R Nandagopal, AjithSankar RN: Tata Mc Graw Hill.

#### REFERENCE BOOKS

- 1: Managerial Effectiveness and Quality of Work life – Indian Insights, Chakraborty, S.K.: Tata McGraw Hill Publishing Company, New Delhi – 1987.
- 2: Indian Ethos and Values in Management, Nandagopal, Ajith Shankar, Tata McGraw Hill, 2010.
- 3: 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 Statements	Program Outcome															Program Specific Outcomes					
		P	P	P	P	P	P	P	P	P	P	P	P	P	P	PS	PS	PS	PS	PS	PS	
		O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	O13	O1	O2	O3	O4	O5	O6		
CO 1	Develop an understanding about strategic Management and its importance	2	2	2	1	2		2		1	2	2	2	1	2	2	2	1		2		
CO 2	Should be able to analyze the external and internal environment and Identify the various strategic options	3	2	3	2	2		2		2	2	2	2	2	2	3	2		2			
CO 3	Exploring the contemporary strategic practices.	2	2	2	2	2		2		2	2	2	2	2	2	2	2		2			
CO 4	Understand the value of Indian Ethos, Traditional business and understand Ethics in business	2	2	2	2	2		2		2	2	2	2	2	2	2	2		2			

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32081**

**TITLE OF THE SUBJECT – COMPUTER APPLICATION IN BUSINESS**

Color Code:

**Green** – Skill development  
**Blue** – Employability  
**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

*On completion of the course, students are expected:*

- CO1: Understand computing, internet, and emerging tech ethics for comprehensive digital awareness.
- CO2: Master Excel for data analysis, charts, and dashboards, enhancing decision-making skills.
- CO3: Excel in document formatting, collaboration, mail merge, and advanced Word functions.
- CO4: Proficiently use Power BI, manage databases, and grasp MIS for effective decision-making
- CO5: Acquire project management and collaboration skills, applying tools for efficient project execution.

Module	UNIT 1	3 Hours
Introduction of Computing: Overview of Computing, Basic Computer Hardware, Software & Operating Systems Introduction of Internet - Connectivity and Internet - Emerging Technology: Introduction to AI, IoT, Blockchain and Big Data; Business application and implication of the technology; Discussing the ethical technology, Privacy and Security Concern in the digital era.		

Module	UNIT 2	15 Hours
Introduction to MS Excel interface and basic functions - Data entry, formatting, and manipulation in Excel - Mathematical and statistical functions in Excel - Creating charts and graphs in Excel - Data analysis tools in Excel - Tools and techniques: Data entry and manipulation in Excel, Basic formulas and functions, Chart creation, Data analysis using Excel functions (SUM, AVERAGE, COUNT, etc.) - Advanced charting and graphing techniques in Excel - Pivot tables and data analysis in Excel - Dashboard creation and data visualization - Data-driven decision-making using Excel - Tools and techniques: Advanced chart types in Excel, Pivot tables and slicers, creating interactive dashboards, Using Excel for data analysis and decision-making.		

Module	UNIT 3	6 Hours
<p>Microsoft Word Essentials:</p> <ul style="list-style-type: none"> <li>- Word Interface, Document Navigation</li> <li>- Formatting documents: fonts, styles and paragraph settings.</li> <li>- Document organization and collaboration features.</li> </ul> <p>Advanced MS Word</p> <ul style="list-style-type: none"> <li>- Mail Merge for personalized communication.</li> <li>- Creating and formatting tables and charts in Word</li> <li>- Version control and document tracking.</li> </ul> <p>Effective Presentation Skills with PowerPoint</p> <ul style="list-style-type: none"> <li>- Design principles for impactful presentations.</li> <li>- Slide master and layout customization in PowerPoint</li> <li>- Animation and transition settings for engaging presentations.</li> </ul>		

Module	UNIT 4	6 Hours
<p>Business Intelligence and CRM</p> <ul style="list-style-type: none"> <li>- Overview of BI tools (Power BI)</li> <li>- Extracting insights from data set.</li> </ul> <p>Definition and scope of management information systems (MIS)</p> <ul style="list-style-type: none"> <li>- Role and importance of MIS in organizations</li> <li>- Components and types of information systems</li> <li>- Database management systems (DBMS) and data retrieval</li> <li>- Tools and Techniques: Creating and managing databases, Database Security Measures</li> </ul>		

Module	UNIT 5	6 Hours
<p>Project Management Fundamentals</p> <ul style="list-style-type: none"> <li>- Basics of Projects, Introduction to project management tools (Asana, Trello)</li> <li>- Collaboration and Communication Tools: Effective use of Collaboration Tools (Slack, Microsoft Teams)</li> <li>- Introduction to project management principles and methodologies</li> <li>- Project initiation, planning, execution, and control</li> <li>- Project scheduling and resource allocation</li> <li>- Risk management in projects</li> <li>- Tools and techniques: Project charter development, Work breakdown structure (WBS), Gantt charts, Critical Path Method (CPM), Risk assessment tools, Markov Chain for modeling stochastic processes</li> </ul>		

Module	UNIT 6	4 Hours
<p>Corporate Etiquette and Professionalism: Workplace Etiquette, Professional Conduct, Effective communication in corporate setting. Virtual Meeting Etiquette and best practice.</p> <p>Cybersecurity Awareness</p> <ul style="list-style-type: none"> <li>- Basics of cybersecurity and its importance in corporate environment</li> <li>- Identifying common cyber threats and risks</li> <li>- Best practices for safeguarding sensitive information.</li> </ul> <p>IT Security in Business Operations</p> <ul style="list-style-type: none"> <li>- Importance of IT security in business operation.</li> <li>- Security handling of digital data and information.</li> </ul> <p>Data Privacy and Compliance</p> <ul style="list-style-type: none"> <li>- Understanding data privacy laws and regulations.</li> <li>- Compliance with industry standards and legal requirements.</li> <li>- Safeguard personal and corporate data.</li> </ul>		

**Suggested Reading:****TEXT BOOKS**

1. Management Information Systems by Kenneth C. Laudon and Jane P. Laudon
2. Data Analysis Using Microsoft Excel: Updated for Office 2019 by Michael Alexander and Richard Kusleika
3. Project Management: A Managerial Approach by Jack R. Meredith and Samuel J. Mantel Jr.
4. Cyber Security in Indian Context by Aherkar, Niraj

**REFERENCE BOOKS**

1. CRM – CRM for Dummies (Microsoft Limited Edition) by Rodrigues, Jorge Carrola

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

S.No	Course Outcome Statements	Program Outcomes												Program Specific Outcomes							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO 1	Understand computing, internet, and emerging tech ethics for comprehensive digital awareness.				1		1	1			1			1		1		1			
CO 2	Master Excel for data analysis, charts, and dashboards, enhancing decision-making skills.	1				2			2						2						
CO 3	Excel in document formatting, collaboration, mail merge, and advanced Word functions.		2							3			3				3		3		
CO 4	Proficiently use Power BI, manage databases, and grasp MIS for effective decision-making			3							4									4	

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



**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32080**

**TITLE OF THE SUBJECT – LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Color Code:**

**Green** – Skill development  
**Blue** – Employability  
**Yellow** – Entrepreneurship

**Credit: 3**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Understand the core concepts and strategic importance of logistics and supply chain management in global business.

CO2: Develop skills in designing, planning, and executing supply chain strategies effectively .

CO3: Analyze and apply contemporary tools and techniques for supply chain optimization and problem-solving (Green, Blue).

CO4: Gain insights into sustainable and ethical practices in supply chains and their impact on businesses and society.

CO5: Cultivate entrepreneurial thinking for innovative solutions in logistics and supply chain challenges

Module	UNIT 1	Hours
	Introduction to Logistics and Supply Chain Management - Evolution and Importance of Supply Chain Management - Key Components of Logistics and Supply Chain - Supply Chain Integration and Strategies - Global Supply Chain Networks - Role of IT in Supply Chain Management	

Module	UNIT 2	Hours
	Supply Chain Planning and Operations - Demand Forecasting and Inventory Management - Transportation and Distribution Management - Warehousing and Material Handling - Supply Chain Metrics and Performance Measurement	

Module	UNIT 3	Hours
	Supply Chain Analytics and Technology - Data Analytics in Supply Chain - Emerging Technologies in Supply Chain (AI, IoT, Blockchain)	

- |  |
|--|
| - Digital Transformation in Logistics<br>- E-Commerce and Omni-channel Logistics |
|--|

Module	UNIT 4	Hours
Strategic Sourcing and Procurement - Sourcing Strategies and Supplier Relationship Management - Procurement Process and Policies - Global Sourcing and Ethical Considerations - Negotiation and Cost Management in Supply Chain		

Module	UNIT 5	10 Hours
Sustainability and Risk Management in Supply Chains - Sustainable Supply Chain Practices - Risk Identification, Assessment, and Mitigation Strategies - Supply Chain Resilience and Crisis Management - Ethical and Social Responsibility in Supply Chains		

**Suggested Reading:**

**TEXT BOOKS**

1. "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra & Peter Meindl.

**REFERENCE BOOKS**

1. . "Logistics & Supply Chain Management" by Martin Christopher.
2. "Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies" by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi.

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the core concepts and strategic importance of logistics and supply chain management in global business.	3								2			1		2						
CO 2	Develop skills in designing, planning, and executing supply chain strategies effectively.	2	2					2	1	3					2						
CO 3	Analyze and apply contemporary tools and techniques for supply chain optimization and problem-solving	2	3					2		2						2					
CO 4	Gain insights into sustainable and ethical practices in supply chains and their impact on businesses and society.	2			3											2				3	
CO 5	Cultivate entrepreneurial thinking for innovative solutions in logistics and supply chain challenges	2						3								2					

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32085**

**TITLE OF THE SUBJECT – TECH-EDGE SYNERGY – II (TES-II)**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Optimize working capital management strategies using Excel and PowerPoint analysis.  
CO2: Address challenges in entrepreneurship through small industry setup strategies.  
CO3: Recommend legal solutions and preventive measures for consumer protection cases.  
CO4: Develop and present CSR initiatives with potential impacts using various digital tools.  
CO5: Ensure legal compliance in payroll management through checklist development and simulation.  
CO6: Conduct recruitment simulations and document processes for organizational selection procedures.

Module	UNIT 1	Hours
	<ul style="list-style-type: none"><li>• <i>Project 1: Working Capital Management Simulation</i><ul style="list-style-type: none"><li>○ Simulate the working capital management of a company using MS Excel.</li><li>○ Analyze the impact of different strategies on the operating and cash cycles.</li><li>○ Discuss the importance of just-in-time (JIT) inventory management.</li><li>○ Present findings with recommendations for optimizing working capital using PowerPoint.</li></ul></li></ul>	

Module	UNIT 2	Hours
	<ul style="list-style-type: none"><li>• <i>Project 2: Small Industry Setup Overview</i><ul style="list-style-type: none"><li>○ Outline the steps involved in setting up a small industry.</li><li>○ Discuss challenges related to entrepreneurship in the small industry setup.</li><li>○ Propose solutions and strategies for overcoming common challenges.</li><li>○ Present the overview and recommendations using MS Word/Google Docs and PowerPoint.</li></ul></li></ul>	

Module	UNIT 3	Hours
	<ul style="list-style-type: none"><li>• <i>Project 3: Case Study Analysis - Consumer Protection</i><ul style="list-style-type: none"><li>○ Choose a consumer protection case and propose legal strategies.</li><li>○ Analyse the case, identifying legal issues and challenges.</li><li>○ Propose legal solutions and preventive measures for businesses.</li></ul></li></ul>	

- Present findings, discussing the ethical aspects of the case using MS Word/Google Docs and PowerPoint.

Module	UNIT 4	Hours
	<ul style="list-style-type: none"> <li>● <i>Project 4: Corporate Social Responsibility (CSR) Initiative</i> <ul style="list-style-type: none"> <li>○ Design a CSR initiative and outline its implementation plan.</li> <li>○ Identify a hypothetical company and its industry.</li> <li>○ Create an implementation plan, including timelines and resource allocation.</li> <li>○ Present the CSR initiative and its potential impact using Asana/Trello, MS Word/Google Docs, and PowerPoint.</li> </ul> </li> </ul>	

Module	UNIT 5	Hours
	<ul style="list-style-type: none"> <li>● <i>Project 5: Payroll Management Compliance</i> <ul style="list-style-type: none"> <li>○ Develop a checklist for legal compliance in payroll management.</li> <li>○ Identify statutory deductions and compliance requirements.</li> <li>○ Simulate a payroll processing scenario and validate compliance.</li> <li>○ Present the checklist and compliance simulation results using Asana/Trello, MS Word/Google Docs, and PowerPoint.</li> </ul> </li> </ul>	

Module	UNIT 6	Hours
	<ul style="list-style-type: none"> <li>● <i>Project 6: Recruitment and Selection Simulation</i> <ul style="list-style-type: none"> <li>○ Simulate the end-to-end recruitment and selection process for a fictional organization.</li> <li>○ Develop recruitment strategies and attract candidates.</li> <li>○ Conduct selection procedures, including interviews.</li> <li>○ Document the process and present the simulation results using MS Excel, Google Docs, and PowerPoint.</li> </ul> </li> </ul>	

### Suggested Reading:

#### Textbooks:

1. "Microsoft Office 365 & Office 2019 Introductory" by David W. Beskeen
2. "Power BI Step by Step" by Errin O'Connor

#### Reference Books:

1. "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" by Daniel G. Murray and Christian Chabot
2. "Learning Tableau" by Joshua N. Milligan
3. "Tableau Cookbook - Recipes for Data Visualization" by Shweta Sankhe-Sankpal
4. "Tableau Desktop Professional Edition: Step by Step for Beginners" by Mhairi (Mary) McFadyen
5. "Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master" by Ryan Sleeper

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Optimize working capital management strategies using Excel and PowerPoint analysis.	3					2	1		2					2						
CO 2	Address challenges in entrepreneurship through small industry setup strategies.	2	3							2					2	1					
CO 3	Recommend legal solutions and preventive measures for consumer protection cases.	2								3					2	3					
CO 4	Ensure legal compliance in payroll management through checklist development and simulation.	3	2	1						2					2						
CO 5	Develop and present CSR initiatives with potential impacts using various digital tools.	2	3												2	2					
CO 6	Conduct recruitment simulations and document processes for organizational selection procedures.	3								2					3	2					

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



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

### 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 **
1	Tech Edge Synergy	Core Paper	4	4	100	50	40	10
2	Integrated Marketing Communication	Elective Paper	4	4	100	50	40	10
3	Consumer Behavior	Elective Paper	4	4	100	50	40	10
4	Sales& Distribution Management	Elective Paper	4	4	100	50	40	10
5	Retail Management	Elective Paper	4	4	100	50	40	10
6	Investment Analysis &Portfolio Management	Elective Paper	4	4	100	50	40	10
7	Managing Banks and financial Institutions	Elective Paper	4	4	100	50	40	10
8	Taxation	Elective Paper	4	4	100	50	40	10
9	Insurance & Risk Management	Elective Paper	4	4	100	50	40	10
10	Manpower Planning, Recruitment, Selection	Elective Paper	4	4	100	50	40	10
11	Strategic Human resource Management & Green HRM	Elective Paper	4	4	100	50	40	10
12	Performance Management & Organization Development	Elective Paper	4	4	100	50	40	10
13	Managing Diversity in the Workplace	Elective Paper	4	4	100	50	40	10
14	Corporate Internship Project	Corporate Internship Project	6	NA	100	50	50	NA
	<b>Total</b>		<b>58</b>	<b>52</b>	<b>1400</b>	<b>700</b>	<b>570</b>	<b>130</b>

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



**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34142**

**TITLE OF THE SUBJECT – TECH-EDGE SYNERGY – III (TES-III)**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Enhance branding strategies through IMC principles and data visualization using Power BI.

CO2: Analyze B2B marketing cases and calculate ROI, presenting findings via PowerPoint.

CO3: Plan retail strategies based on market analysis and consumer behavior insights.

CO4: Analyze consumer segmentation strategies and their impact on behavior.

CO5: Explore and present innovative HR practices' impact and challenges through case studies.

CO6: Assess workplace diversity and propose strategies for improvement using data analysis and presentations.

Module	UNIT 1	6 Hours
	<ul style="list-style-type: none"><li>• <i>Project 1: Branding and Positioning Analysis</i><ul style="list-style-type: none"><li>○ Choose a real brand and analyse its branding and positioning strategies.</li><li>○ Propose improvements based on IMC principles.</li><li>○ Research the chosen brand's current branding and positioning.</li><li>○ Apply segmentation, targeting, and positioning (STP) concepts.</li><li>○ Develop a branding and positioning strategy aligned with IMC principles.</li><li>○ Create a SWOT analysis and recommend changes.</li><li>○ Utilize Microsoft Power BI to visualize data related to the brand's performance.</li><li>○ Present findings and recommendations using MS Word, PowerPoint, and Microsoft Power BI.</li></ul></li></ul>	

Module	UNIT 2	6 Hours
	<ul style="list-style-type: none"><li>• <i>Project 2: B2B Marketing and ROI Calculation</i><ul style="list-style-type: none"><li>○ Analyze a B2B marketing case and calculate the ROI of a distributor.</li><li>○ Use MS Excel or Google Sheets to calculate the ROI of a distributor.</li><li>○ Analyze the B2B marketing strategies used in a case study.</li><li>○ Discuss the interrelationship between marketing and selling in a B2B context.</li><li>○ Present findings and recommendations using PowerPoint.</li></ul></li></ul>	

Module	UNIT 3	6 Hours
<ul style="list-style-type: none"> <li>• <i>Project 3: Retail Market Analysis and Strategy Planning</i> <ul style="list-style-type: none"> <li>○ Choose a retail product/service and analyse market trends, consumer behaviour, and competitors.</li> <li>○ Use MS Excel to create a market analysis, including size, growth, and key players.</li> <li>○ Develop a retail marketing strategy considering the product life cycle.</li> <li>○ Use Google Docs to create a detailed plan for retail store design and location.</li> <li>○ Present findings and recommendations using MS Excel, PowerPoint, Google Docs, Sheets, and Slides.</li> </ul> </li> </ul>		

Module	UNIT 4	6 Hours
<ul style="list-style-type: none"> <li>• <i>Project 4: Consumer Segmentation Strategy</i> <ul style="list-style-type: none"> <li>○ Understand the impact of segmentation on consumer behaviour.</li> <li>○ Choose a company (e.g., Apple) and analyse its segmentation strategy.</li> <li>○ Use MS Excel for data analysis related to consumer segments.</li> <li>○ Analyse a case study (e.g., Apple's Segmentation Strategy) focusing on behavioural and cultural aspects.</li> <li>○ Create a report and presentation using MS Word and PowerPoint.</li> </ul> </li> </ul>		

Module	UNIT 5	8 Hours
<ul style="list-style-type: none"> <li>• <i>Project 5: HR Innovations Case Studies</i> <ul style="list-style-type: none"> <li>○ Explore innovative HR practices in organizations, such as Netflix.</li> <li>○ Study HR innovation cases (e.g., Netflix) to understand unconventional HR practices.</li> <li>○ Analyse innovative HR practices in the chosen case using MS Word.</li> <li>○ Create a presentation using PowerPoint to showcase key HR innovations.</li> <li>○ Discuss the potential impact and challenges of implementing similar practices.</li> </ul> </li> </ul>		

Module	UNIT 6	8 Hours
<ul style="list-style-type: none"> <li>• <i>Project 6: Workplace Diversity Assessment</i> <ul style="list-style-type: none"> <li>○ Assess the current state of diversity in a chosen organization and propose improvement strategies.</li> <li>○ Choose an organization and conduct a diversity assessment using available tools.</li> <li>○ Use MS Excel to gather and analyse data related to workforce diversity.</li> <li>○ Create a report in MS Word summarizing the findings, identifying strengths, weaknesses, opportunities, and threats.</li> <li>○ Develop a PowerPoint presentation with recommendations for improvement.</li> </ul> </li> </ul>		

### Suggested Reading:

#### Textbooks:

1. "Microsoft Office 365 & Office 2019 Introductory" by David W. Beskeen
2. "Power BI Step by Step" by Errin O'Connor

#### Reference Books:

1. "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" by Daniel G. Murray and

Christian Chabot

2. "Learning Tableau" by Joshua N. Milligan
3. "Tableau Cookbook - Recipes for Data Visualization" by Shweta Sankhe-Sankpal
4. "Tableau Desktop Professional Edition: Step by Step for Beginners" by Mhairi (Mary) McFadyen
5. "Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master" by Ryan Sleeper

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Enhance branding strategies through IMC principles and data visualization using Power BI.	3				2				2					3			1			
CO 2	Analyze B2B marketing cases and calculate ROI, presenting findings via PowerPoint.	3	2							2					2	3					
CO 3	Plan retail strategies based on market analysis and consumer behavior insights.	2								3					2	3					
CO 4	Analyze consumer segmentation strategies and their impact on behavior.	2	3	1						2					2		2	1			
CO 5	Explore and present innovative HR practices' impact and challenges through case studies.	2	3						2						2	2					
CO 6	Assess workplace diversity and propose strategies for improvement using data analysis and presentations.	2	2	2						2					2		2				

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT33131**  
**TITLE OF THE SUBJECT –INTEGRATED MARKETING COMMUNICATION**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- Become aware of the concept of ‘Promotion’ as the 4<sup>th</sup> ‘P’ of Marketing-Mix
- Understand the various models of marketing communication
- Interpret and illustrate the tools of marketing promotion
- Recognize opportunities for promoting the product or service

Module	Unit 1	10Hours
<b>Meaning, Concept and importance; Evolution of IMC and Analysis of Communication process</b> - The Role of IMC in Marketing Strategy - IMC Planning Process and Objectives - IMC Budgeting and Measurement - Legal and Ethical Considerations in IMC		

Module	Unit 2	08 Hours
<b>AIDA Model; FCB Planning Grid Model; DAGMAR Approach</b> - Communication Models and Persuasion Techniques - Segmentation, Targeting, and Positioning in IMC - Branding and Brand Communication		

Module	Unit 3	12Hours
<b>Meaning; Types; Ad Agency- Role &amp; Tasks; Ad Copy; Measuring Advertising effectiveness</b> - Advertising and Public Relations in IMC - Sales Promotion and Direct Marketing - Personal Selling and Sales Force Management <b>Corporate Advertising; Customer Service.</b> - Event Marketing and Sponsorships - Integrated Digital Communication Channels		

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Module	Unit 4	15 hours
<ul style="list-style-type: none"> <li>- IMC Campaign Planning and Execution</li> <li>- Creative Strategy and Message Development</li> <li>- Media Planning and Buying</li> <li>- IMC Performance Measurement and Evaluation</li> <li>- Adaptation and Adjustment of IMC Strategies</li> </ul>		

Module	Unit 5	15 hours
Regulatory and ethical issues of Advertising- Issues, 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.		

### Suggested Readings:

#### TEXT BOOKS

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

#### REFERENCE BOOKS

- 1: Clow, Kenneth E.; Baack, Donald; - Integrated Advertising, Promotion, and Marketing Communication
- 2: Cathy Ace-Successful Marketing Communications-2001 edition
- 3: 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 Statements	Program Outcome													Program Specific Outcomes					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6
CO 1	Become aware of the concept of 'Promotion' as the 4 <sup>th</sup> 'P' of Marketing-Mix	3				3			1		3	1						3	2	
CO 2	Understand the various models of marketing communication	3	3			3	2		2	3		3	2	1	2	3	1	3	1	
CO 3	Interpret and illustrate the tools of marketing promotion	3				3	3	2		2	2	2	3		1		2	3	2	
CO 4	Recognize opportunities for promoting the product or service	2		1	2	3	2	3	2	3		2	3	2		2	3	3	3	1

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT33049**  
**TITLE OF THE SUBJECT – SALES AND DISTRIBUTION MANAGEMENT**

**Color Code:**

- Green – Skill development
- Blue – Employability
- Yellow -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- Become aware of the Sales Management functions and Understand the roles and responsibilities of the Sales Managers
- Manage and enhance the sales force productivity and performance
- Plan and implement an effective sales strategy for their organizations.
- 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

Module	Unit 1	15Hours
<b>Introduction to Sales Management-</b> Sales Management: Its Nature, Rewards, and Responsibilities. Social, Ethical and Legal Responsibilities of sales Personnel <b>Planning the Sales Team's Efforts-</b> 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.		

Module	Unit 2	10 Hours
<b>Staffing and Training-</b> Recruitment, Selection and Placement. Management of Sales Training and Development. Contents of the Sales Training program: Sales and the Selling Process <b>Directing and Controlling-</b> Motivating Sales People. Leading the Team- Supervisory Roles. Analysis of Sales and Marketing. Evaluation of Salespeople's Performance. Sales Training, Motivation & Compensation - Designing Sales Incentive Scheme		



Evaluating & Controlling Sales Performance

- Exercise on Salesman Performance
- Case Discussion: Eureka Forbes Ltd: Managing the Selling Effort (A)

Module	Unit 3	10Hours
<b>Marketing Channels-</b> 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 <b>Channel Management-</b> 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 Channel Design: Key Issues <ul style="list-style-type: none"><li>- Designing Channels of Distribution</li><li>- Reorienting Channels of Distribution</li><li>- Case Discussion: Dell Computers/Nokia Priority</li></ul> Managing Channel Relationships & Channel Conflict <ul style="list-style-type: none"><li>- Channel Conflict: When is it dangerous?</li><li>- Case Discussion: Clogging the Channel</li></ul>		

Module	Unit 4	15Hours
Personal Selling Process: <ul style="list-style-type: none"><li>- What makes a good salesperson</li><li>- Understanding selling styles</li><li>- Using Transactional Analysis</li><li>- Case Discussion: Siebel Systems: Anatomy of a Sale<ul style="list-style-type: none"><li>Sales Planning &amp; Forecasting: Catchment Analysis &amp; Market Mapping</li><li>Marketing &amp; Selling: Interrelationships, Integrating Push &amp; Pull strategies</li></ul></li><li>- Case Discussion: Safari Batteries<ul style="list-style-type: none"><li>Managing Sales Territories &amp; Quotas:- Case Discussion: Green Lawn Fertilizers</li><li>Sales Organization Structure:- Discussion on sales organization structure of different companies</li><li>Sales Supervisor:-Case Discussion: Lightning Electric Products Co.</li></ul></li></ul>		

Module	Unit 5	10 hours
Marketing & Selling in B2B Context <ul style="list-style-type: none"><li>- Case Discussion: Bright Engineering</li></ul> Wholesaling and Retailing-I <ul style="list-style-type: none"><li>- Case Discussion: XYZ Consumer Durable Co.</li><li>- Exercise: Calculating ROI of a Distributor</li></ul> Non-store retailing, electronic channels, and Omni-channel <ul style="list-style-type: none"><li>- Case Discussion: Beijing XIAOMI Technology Co.: Growth Via Online Channels</li></ul>		

### Suggested Readings:

### TEXT BOOKS

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

PandaTapan; Sales and Distribution Management, Oxford University

## **REFERENCE BOOKS**

1. Still, Cundiff; Sales Management: Decisions, Strategies. And Cases, Prentice Hall of India
2. Anne T. Coughlan, Marketing Channels, Pearson Prentice Hall of India

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Become aware of the Sales Management functions and Understand the roles and responsibilities of the Sales Manager	3	2	1	1	2	2	2	2	2		2	2		3	3	1	2	2	1	
CO 2	Manage and enhance the sales force productivity and performance	3	3		1	2	2	2	3	3	2	2	3	1	3	3	1	2	2	1	
CO 3	Plan and implement an effective sales strategy for their organizations.	3	3	1	1	2	2	3	3	3	2	2	2	2	3	3	1	2	3	2	
CO 4	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	3	2	1	2	2	2	2	3	2	2	2	1	3	3	2	2	3	2	

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT32042**  
**TITLE OF THE SUBJECT –CONSUMER BEHAVIOUR**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow**–Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- Develop student understanding of the role of psychology and the study of consumer behavior
- Understand the market segmentation, needs, motivation and measurement of motives.
- Consumer various aspects: The black box model, S-R relationship, R-R relationship, social influence theory, cognitive theory, gestalt theory etc.
- Models of consumer buying behavior such as comprehensive / multivariate explanation

Module	UNIT 1	10 Hours
<div>- Introduction to Consumer Behavior</div> <div>- Perspectives on Consumer Research</div> <div>- Motivation Research</div> <div>Case Studies:</div> <div>1. Nike's "Just Do It" Campaign: Understanding the Consumer Motivation behind Sports Apparel Purchases</div> <div>2. Coca-Cola's Marketing Strategies: Analyzing the Impact on Consumer Behavior</div>		

Module	UNIT 2	10Hours
<div>Behavioral and Cultural Aspects of Segmentation</div> <div>- Consumer Decision Processes</div> <div>- Need Recognition and Search Dimensions</div> <div>Case Studies:</div> <div>1. Apple's Segmentation Strategy: Targeting Different Consumer Groups with Innovative Products</div> <div>2. Online Shopping Behavior: Analyzing the Decision Making Process of E-commerce Consumers</div>		

Module	UNIT 3	10 Hours
Individual Differences - Consumer Resources, Knowledge, and Attitude - Self-concept, Personality, Values, and Lifestyle - Psychological Processes - Processing of Information and Learning Case Studies: 1. Dove's Real Beauty Campaign: Examining the Impact of Self-concept and Body Image on Consumer Behavior 2. Brand Loyalty vs. Product Innovation: Consumer Attitudes and Preferences in the Smartphone Market		

Module	UNIT 4	15 Hours
Environmental Influences - Culture and Social Class - Personal Influence, Reference Groups, and Word-of-Mouth - Family and Situations Case Studies: 1. McDonald's Global Marketing Strategy: Adapting to Cultural Differences and Consumer Preferences 2. Influencer Marketing: Exploring the Power of Social Media in Shaping Consumer Behavior		

Module	UNIT 5	15Hours
Diffusion of Innovation - Types, Diffusion Variables, and Speed of Diffusion - Ethical Perspectives in Consumer Behavior - Consumption, Post-consumption Evaluation, and Divestment Case Studies: 1. Tesla's Electric Cars: Analyzing Consumer Adoption and Perception of Sustainable Innovations 2. Ethical Advertising: Examining the Role of Transparency and Authenticity in Influencing Consumer Behavior		

### **Suggested Readings:**

#### **TEXTBOOKS**

1. Consumer Behavior by Leon G. Schiffman and Leslie Lazar Kanuk
2. Consumer Behavior: Buying, Having, and Being by Michael R. Solomon
3. Consumer Behavior: Building Marketing Strategy by Del I. Hawkins, David L. Mothersbaugh, and Roger J. Best

#### **REFERENCE BOOKS**

1. Consumer Behavior, David L Loudon & Albert J Della Bitta, TMH, New Delhi
2. Consumer Behavior, Hawkins, Best & Coney, TMH, New Delhi
3. Consumer Behavior and Marketing Action, Assael, Henry, Cengage Learning
4. We are Like that only, Rama Bijapurkar, Penguin Publishers, 2009
5. Predictably Irrational, Dan Ariely, Harpen Collins, 2008

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand issues, opportunities and challenges pertaining to international HRM.	1									1	1		1		1					
CO 2	Develop competency in dealing with cross cultural situations.			2				2					2		2			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.		2							3											
CO 4	Identify the role of cross cultural leadership in managing multicultural teams.								4											4	

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

**MASTER OF BUSINESS ADMINISTRATION****SUBJECT CODE – MGT33050****TITLE OF THE SUBJECT –INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT****Color Code:****Green** – Skill development**Blue** – Employability**Yellow** -Entrepreneurship**Credit: 4****Total Hours: 40**

**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.

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

- Understand fundamental concepts and principles of Capital Markets, including the basic roles, skills, and functions of Finance
- Be familiar with interactions between the EMH, technical analysis, and concept of capital markets in order to achieve high performance.
- Understand realistic and practical applications between risk – return and investment concepts.
- Compare and contrast different types, roles and styles of Investors across organizations

Module	Unit 1	12Hours s
	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. Investment Attributes and Alternatives - Key attributes to consider when making investment decisions - Overview of investment alternatives: stocks, bonds, mutual funds, etc. 3. Risk and Return Concepts - Introduction to risk and return in investment analysis - Calculation and interpretation of risk and return measures	

Module	Unit 2	12Hours s
	Futures and Options - Introduction to futures and options contracts - Valuation of futures contracts using the cost of carrying model Risk Management in Derivatives - Hedging strategies using futures and options - Managing risk exposure in derivative trading	

Module	Unit 3	12 Hours
Fundamental analysis: growth and value shares, estimation of intrinsic values and Financial		

Module	Unit 4	12 hours
Technical analysis of stocks, Dow Theory, charting techniques, SMA, WMA, EMA, ROC 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 1. Technical Analysis of Stocks <ul style="list-style-type: none"> <li>- Introduction to technical analysis</li> <li>- Dow Theory and charting techniques</li> <li>- Moving averages (SMA, WMA, EMA) and Rate of Change (ROC)</li> </ul> 2. Portfolio Theory and Performance Evaluation <ul style="list-style-type: none"> <li>- Capital Asset Pricing Model (CAPM) and its application</li> <li>- Capital Market Line (CML) and Security Market Line (SML)</li> <li>- Performance evaluation measures: Treynor, Sharpe, and Jensen ratios</li> <li>- Fama-French Three-Factor Model and its implications</li> </ul>		

Module	Unit 5	12 hours
1. Approaches of Legendary Investors <ul style="list-style-type: none"> <li>- Study of investment approaches of Warren Buffet, Templeton, Peter Lynch, George Soros, Jim Rogers, and Benjamin Graham</li> <li>- Lessons learned from their investment strategies</li> </ul> 2. Strategic Asset Allocation <ul style="list-style-type: none"> <li>- Determining asset allocation strategies based on investor goals and risk tolerance</li> <li>- Modern Portfolio Theory and the Markowitz mean-variance model</li> <li>- Efficiency Frontier analysis for optimal portfolio construction</li> </ul>		

#### SUGGESTED READINGS:

##### TEXT BOOKS

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

##### REFERENCE BOOKS

1. Analysis of investment and Management of Portfolio – Frank Reilly
2. Investment Analysis and Portfolio Management 10th Edition by Frank K. Reilly & Keith. Brown, C. -Western Educational Publishing
- 3 Financial Management - I.M.Pandey



**G. 7 Course Articulation Matrix: (Mapping of COs with POs)**

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	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	2				2			2		2	2		3	2					
CO 2	Perform supply and demand analysis correlated to financial markets to analyze the impact of economic events on capital markets.	3	3				2			3		3	3		3	3					
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		2		2			3		3	3		3	3				2	
CO 4	Analyze the relationship between risk and return used in investment and the resulting outputs and fluctuations of efficient market portfolio	3	3				2			3		3	3		3	3					

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

**MASTER OF BUSINESS ADMINISTRATION**

**SUBJECT CODE – MGT33132**

**TITLE OF THE SUBJECT –MANAGING BANKS AND FINANCIAL INSTITUTIONS &FMS**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow**-Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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

- 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.
- perform supply and demand analysis to analyze the impact of economic events on markets
- Understand the concept of **Central banking and bank regulation** and the various theories of utility maximization.
- Analyze the relationship between risk and return used in investment and the resulting outputs and fluctuations of efficient market portfolio.

Module	Unit 1	12 Hours
	Introduction to financial intermediation - Introduction to Indian Financial System Financial intermediaries, securities and markets Taxonomy of financial institutions , Nature of financial claims ,Structure of financial markets	
Module	Unit 2	12 Hours
	<b>Central banking and bank regulation:</b> Theory and practice of central banking ,Bank regulation and supervision ,Bank failures and banking crises, <b>Issues in bank management</b> - Banks' balance sheet and income structure , Bank financial management , Banking risks , Bank risk management.	
Module	Unit 3	12 Hours

**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-Takeover Defense, LBO, Forms of consideration & terms for acquisitions (e.g. cash, shares, convertibles & earn-out arrangements), & their financial effects,

Module	Unit 4	12 Hours
<b>Capital Market</b> – 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		

Module	Unit 5	12 Hours
Mutual funds ,Hedge funds ,Venture capital, Pension systems and reforms ,Pension funds , and private equity funds -Securitization and the subprime crisis ,The European sovereign debt crisis		

***Suggested Readings:***

**TEXT BOOKS**

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

**REFERENCE BOOKS**

1. Clow, Kenneth E.; Baack, Donald; - Integrated Advertising, Promotion, and Marketing Communication
2. Cathy Ace-Successful Marketing Communications-2001 edition
3. Integrated Marketing Communications: A Strategic Approach, by Sir M. Joseph, Cengage Learning

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

S.N o.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
<b>CO 1</b>	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	2				2			2		2	2		3	2					
<b>CO 2</b>	Perform supply and demand analysis correlated to financial markets to analyze the impact of economic events on capital markets	3	3				2			3		3	3		3	3					
<b>CO 3</b>	Understand the concept of SEBI and Stock markets regulation and the various theories of utility maximization in term of investment and return	3	3		2		2			3		3	3		3	3				2	
<b>CO 4</b>	Analyze the relationship between risk and return used in investment and the resulting outputs and fluctuations of efficient market portfolio	3	3				2			3		3	3		3	3					

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – COM33042**  
**TITLE OF THE SUBJECT – TAXATION**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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:

- Understand the basic terminologies of taxation.
- Develop an understanding in assessment of heads of income.
- Learn the specific deductions available from gross total income.
- Determine the taxable income of the Individuals.
- Know the concept of GST and its assessment procedure in the business.

Module	Unit 1	12 Hours
	<p><b>Important definitions, History of income tax, Types of taxes, canons of taxation, Income tax authorities, CBDT, CIT &amp; A.O, Introduction to heads income</b></p> <p>Basic concepts: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN) Residential status; Scope of total income on the basis of residential status Exempted income under section 10.</p>	

Module	Unit 2	12 Hours
	<p><b>Definition of Salary, Allowances &amp; Perquisites, Computation of Salary Income, Income from House Property – GAV, NAV, Deductions u/s. 24</b></p>	

Module	Unit 3	12 Hours
	<p><b>Concept of Business &amp; Profession, Calculation of Depreciation, Computation of Business Income</b></p> <p><b>Introduction – Short-term &amp; Long-term Capital Gain, Computation of Capital Gains, Exemptions,;</b></p>	

Income from Other Sources-Gifts, Interest, Dividend, Casual Income
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Module	Unit 4	12 Hours
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 Filing of returns: Manually, On-line filing of Returns of Income &TDS; Provision& Procedures of Compulsory On-Line filing of returns for specified assesses.		
Module	Unit 5	12 Hours
Constitutional provisions related to GST, Supply & Levy of GST, Classification, Nature of Supply, Place of Supply, Time of Supply, Valuation, Exemption, Input Tax Credit, Reverse Charge Mechanism, Import and Export under GST, Registration, E-way Bill & E-invoicing, Returns & Payments, Maintenance of books of account and records, Refund, Assessment, Audit by tax authorities, Inspection, Search & Seizure, Demand & Recovery, Offences & Penalties, Appeals & Revision, Finalization of accounts from GST perspective, Annual Return & Reconciliation Statement, Advance Ruling, Handling notices/demands/appeals, Case studies, Recent judicial pronouncement and Ethical Practice & Professional Opportunities		

SUGGESTED READINGS:

**TEXT BOOKS**

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

**REFERENCE BOOKS**

1. Systematic Approach to Direct Taxation, Containing Income Tax & International Taxation,
2. Dr. Girirsh Ahuja, Dr. Ravi Gupta, Wolters Kluwer
3. 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 Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the basic terminologies of taxation	3	2							2			2		3	2					
CO 2	Develop an understanding in assessment of heads of income	3	3							3			2		3	3					
CO 3	Learn the specific deductions available from gross total income	3	3							3			2		3	3					
CO 4	Determine the taxable income of the Individuals	3	3							3			3		3	3					
CO 5	Know the concept of GST and its assessment procedure in the business	3	3		2					3			3		3	3			2		

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

## MASTER OF BUSINESS ADMINISTRATION

**SUBJECT CODE – MGT34060**

**TITLE OF THE SUBJECT – STRATEGIC HUMAN RESOURCE MANAGEMENT**

### **Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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: Understand and apply the concepts related to Job Analysis and competencies.

CO3: Formulate human resources recruitment strategies and practices that help promote the organization's strategic goals.

CO4: Understand Human Resource Development concept and strategies.

CO5: Develop the understanding of the concept of Employee Relations.

Module	Unit 1	15Hours
	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 Nature of work, the psychological contract, Human Resources Planning - estimating future human resources requirements, Talent management.	

Module	Unit 2	15Hours
	Job analysis - Job description, job specification, Competencies, Competency Mapping	

Module	Unit 3	15 Hours
	Recruitment strategies, defining requirements; Attracting candidates, application forms, sources and techniques of recruitment, Selection procedures, interviewing techniques, placement, Induction and onboarding. Human resources development, training methods, formulating and implementing learning and development strategies, career planning and development, managing rewards	

Module	Unit 4	15 Hours
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Employee relations, Negotiating and bargaining; employee voice; Employee health, safety and welfare

## **SUGGESTED READINGS**

### **TEXT BOOKS:**

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

### **REFERENCE BOOKS:**

1: Biswajeet Pattanayak. Human Resource Management, PHI.

2: Srinivas R Kandula. Human resources management in practice, PHI.

3: 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 Statements	Program Outcomes												Program Specific Outcomes							
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Analyze the strategic role of human resource management in a competitive environment.	1							1			1				1				1	
CO 2	Evaluate the relationship between human resource management and organizational performance.		2		2								2					4			
CO 3	Analyze and integrate the human resource management functions of job analysis, human resource planning, recruitment and selection, performance management, training and development, compensation and benefits, employee relations, maintenance and separation, and human resource information systems and assess their contribution to organizational effectiveness.			3						3				3			3		3		
CO 4	Synthesize and apply knowledge in human resource management to contemporary organizations.					4				4					1						
CO 5	Develop the understanding of the concept of Employee Relations.		1	1	2									3							

**MASTER OF BUSINESS ADMINISTRATION**

**SUBJECT CODE – MGT33142**

**TITLE OF THE SUBJECT –MANPOWER PLANNING, RECRUITMENT AND SELECTION**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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 -

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

Module	Unit 1	15Hours
	Productivity management, Role of MPP, Process of MPP, estimating future HR Requirements, analysis information 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), Job Analysis and Job Descriptions Conducting job analysis to define job roles and responsibilities. Creating accurate and comprehensive job descriptions. Linking job analysis to recruitment and selection processes. Strategic Planning and MPP, Analysis and competency mapping, Job analysis; Methods of collecting Job analysis	

Module	Unit 2	10Hours
Writing Job descriptions and job specifications, Competency based HRM; Developing a competency framework Analyzing roles, Human Resource Demand Forecasting		

Module	Unit 3	10Hours
<p>Defining requirements, attracting candidates Sourcing Candidates, Exploring internal and external sourcing methods. Leveraging employee referrals, job boards, social media, and recruitment agencies. Developing a talent pipeline for future hiring needs., Advertising, E-recruitment, Outsourcing recruitment Application forms, Alternative staffing options, Choice of selection methods Preliminary screening, Selection interviewing-advantages and disadvantages</p> <p>Module 4: Planning and structuring the interviews, Understanding the various types of interviews (structured, unstructured, behavioral, etc.). Developing effective interview questions and evaluation criteria. Conducting fair and bias-free interviews. Interviewing techniques, types of Interview.</p> <p>Module 5: 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 &amp; Appointment letter</p> <p>Selection Methods and Tools, Exploring assessment centers, testing, and simulations. Analyzing resumes and application materials. Making informed selection decisions.</p>		

Module	Unit 4	10Hours
Legal and Ethical Considerations: Understanding legal frameworks in recruitment and selection (e.g., equal employment opportunity). Addressing ethical challenges in candidate evaluation. Ensuring compliance with relevant laws and regulations.		

Module	Unit 5	10Hours
<p>HR Analytics in Recruitment and Selection. Utilizing data and metrics to assess recruitment and selection effectiveness. Measuring the return on investment (ROI) of recruitment efforts. Applying data-driven insights for continuous improvement.</p> <p>Module 8: Employer Branding and Candidate Experience: Developing an attractive employer brand to enhance candidate attraction. Improving the candidate experience throughout the recruitment process. Addressing candidate feedback and enhancing employer reputation.</p> <p>Project: Recruitment and Selection Plan</p> <p>Developing a comprehensive recruitment and selection plan for a hypothetical organization. Presenting the plan and justifying the strategies.</p>		

## SUGGESTED READINGS:

### TEXTBOOKS

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

### REFERENCE BOOKS

1. Nigelking and Neil Anderson. Managing innovation and change; Innovation; Thomas D. Kuczamarski.
2. P N Khandwalla. Corporate creativity. Tata McGraw Hill.

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes					
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	Acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.	3	2	1		2	2	2	2	2			2		2	2	2	3		
CO 2	Utilize the application of human resource planning techniques.	3	2			2				3			3		3	3	1	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	2			2		2		3			2		3	2	1	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.	3	2			3				2					2	2		2		2

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT33134**  
**TITLE OF THE SUBJECT –PERFORMANCE MANAGEMENT**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**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 -

- Understand the concepts, principles and process of performance management.
- Develop an understanding of how to assess the performance of employees.
- Familiarize with the levels, tools and techniques involved.
- Learn the practical measurement of employee performance.

Module	Unit 1	15Hours
Introduction to Performance Management and Performance Appraisal What is Performance Management? What is Performance Appraisal? Aims, Purpose, Principles, Dimensions and Need for Performance Management		

Module	Unit 2	08 Hours
Characteristics of Performance Appraisal, Performance Appraisal Process, Mistakes made by HRD in PA		

Module	Unit 3	12Hours
Performance Appraisal- Traditional and Modern Methods of PA, Performance Appraisal Feedback, Situations Requiring Feedback, steps of a constructive Feedback		

Module	Unit 4	10 Hours
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Concept of 360-degree feedback system, Process of 360-degree feedback system, Role of Managers in Performance Appraisal.		
<b>Module</b>	<b>Unit 5</b>	<b>15 Hours</b>
Linking Performance to Pay, Linking Performance to Rewards, Appraisal Interviews, Biases in Feedback and Appraisal		

## **SUGGESTED READINGS**

### **TEXT BOOKS**

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

### **REFERENCE BOOKS**

Performance Management, Robert Bacal, McGraw Hill Publications.

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand the concepts, principles and process of performance management.	3				2				3			2		3	2		1			
CO 2	Develop an understanding of how to assess the performance of employees.	3	3					2		3			3		3				2		
CO 3	Familiarize with the levels, tools and techniques involved.	3	2				1			2			2		3	2					
CO 4	Learn the practical measurement of employee performance.	3	2			2	1			3			3		3			2			

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



## **CORPORATE INTERNSHIP PROJECT**

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 for the Report, and 50 marks will be awarded towards the Viva-Voce examination.



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

### 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 **
1	Tech Edge Synergy	Core Paper	4	4	100	50	40	10
2	Total Quality Management	Core Paper	4	4	100	50	40	10
3	Digital and Social Media Marketing	Elective Paper	4	4	100	50	40	10
4	Services Marketing	Elective Paper	4	4	100	50	40	10
5	Customer Relationship Management	Elective Paper	4	4	100	50	40	10
6	Micro Finance	Elective Paper	4	4	100	50	40	10
7	Strategic Financial Management	Elective Paper	4	4	100	50	40	10
8	Behavioral Finance	Elective Paper	4	4	100	50	40	10
9	Investment Banking & Financial Derivatives	Elective Paper	4	4	100	50	40	10
10	HR Analytics	Elective Paper	4	4	100	50	40	10
11	Employee Relationship	Elective Paper	4	4	100	50	40	10
12	Incentives & Compensation Management	Elective Paper	4	4	100	50	40	10
13	Emotional Intelligence & Managerial Effectiveness	Elective Paper	4	4	100	50	40	10
14	Dissertation Project	Project	6	NA	100	50	50	NA
	Total		58	52	1400	700	570	130

**MASTER OF BUSINESS ADMINISTRATION**

**SUBJECT CODE – MGT34055**

**TITLE OF THE SUBJECT – TECH-EDGE SYNERGY (TES) – SEMESTER IV**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Enhance customer relationships in service industries through CRM application and data analysis.

CO2: Analyze customer satisfaction metrics and propose improvements for service industry enhancement.

CO3: Simulate retail store opening procedures, emphasizing layout design and operational planning.

CO4: Plan e-commerce website development considering digital marketing strategies and user experience.

CO5: Analyze trade unions' role and impact on organizational dynamics, presenting findings and insights.

CO6: Evaluate the effectiveness of marketing strategies through consumer behavior analysis and presentation of insights.

Module	UNIT 1	8 Hours
	<ul style="list-style-type: none"><li>• <i>Project 1: CRM Application in Service Industries</i><ul style="list-style-type: none"><li>○ Explore the application of CRM in service-oriented businesses.</li><li>○ Choose a service industry (e.g., hospitality, healthcare) and assess how CRM can enhance customer relationships.</li><li>○ Use MS Excel for data collection on customer interactions and feedback.</li><li>○ Document findings in MS Word, highlighting the impact of CRM on service quality and customer experience.</li><li>○ Create a presentation in PowerPoint to showcase CRM applications in the chosen service industry.</li></ul></li></ul>	

Module	UNIT 2	8 Hours
	<ul style="list-style-type: none"><li>• <i>Project 2: Customer Satisfaction Metrics Analysis</i><ul style="list-style-type: none"><li>○ Evaluate and analyse customer satisfaction metrics in a specific service industry.</li><li>○ Choose a service industry, collect customer satisfaction data, and analyze the metrics.</li><li>○ Use MS Excel for data analysis and visualization of customer satisfaction metrics.</li></ul></li></ul>	

- Identify patterns, trends, and areas for improvement.
- Present the analysis and recommendations in PowerPoint.

Module	UNIT 3	8 Hours
	<ul style="list-style-type: none"> <li>● <i>Project 3: Retail Store Opening Simulation</i> <ul style="list-style-type: none"> <li>○ Simulate the pre-store opening processes and procedures for a hypothetical retail store.</li> <li>○ Create a plan for opening a retail store, considering layout design, fixture selection, and store opening/closing procedures.</li> <li>○ Use MS Word to outline the pre-store opening processes, including planning, layout design, and fixture selection.</li> <li>○ Develop a detailed store opening/closing procedure document.</li> <li>○ Create a presentation in PowerPoint to present the store opening simulation plan.</li> </ul> </li> </ul>	

Module	UNIT 4	8 Hours
	<ul style="list-style-type: none"> <li>● <i>Project 4: E-commerce Website Development Plan</i> <ul style="list-style-type: none"> <li>○ Plan the development of an e-commerce website, considering key factors for successful digital marketing.</li> <li>○ Outline the key steps and considerations for developing an e-commerce website.</li> <li>○ Use MS Word to document the steps involved in e-commerce website development.</li> <li>○ Create a presentation in PowerPoint to illustrate key factors like user experience, payment gateways, and SEO considerations.</li> </ul> </li> </ul>	

Module	UNIT 5	8 Hours
	<ul style="list-style-type: none"> <li>● <i>Project 5: Trade Union Analysis</i> <ul style="list-style-type: none"> <li>○ Analyze the role and impact of trade unions in the organization.</li> <li>○ Research and analyze the evolution, theories, and impact of trade unions in a selected industry.</li> <li>○ Use MS Word to compile information on the evolution and theories of trade unions.</li> <li>○ Develop a presentation in PowerPoint to present findings, challenges, and opportunities.</li> </ul> </li> </ul>	

### **Suggested Reading:**

#### **Textbooks:**

1. "Microsoft Office 365 & Office 2019 Introductory" by David W. Beskeen
2. "Power BI Step by Step" by Errin O'Connor

#### **Reference Books:**

1. "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" by Daniel G.

Murray and Christian Chabot

2. "Learning Tableau" by Joshua N. Milligan

3. "Tableau Cookbook - Recipes for Data Visualization" by Shweta Sankhe-Sankpal

4. "Tableau Desktop Professional Edition: Step by Step for Beginners" by Mhairi (Mary) McFadyen

5. "Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master" by Ryan Sleeper

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

S.No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Enhance customer relationships in service industries through CRM application and data analysis.	3	2	1					1	1					3		2	1			
CO 2	Analyze customer satisfaction metrics and propose improvements for service industry enhancement.	2	3	1						2					2		1				
CO 3	Simulate retail store opening procedures, emphasizing layout design and operational planning.	2	2							3					2	2					
CO 4	Plan e-commerce website development considering digital marketing strategies and user experience.	1	2							3					2						
CO 5	Analyze trade unions' role and impact on organizational dynamics, presenting findings and insights.	2	3	2		2				2					2						
CO 6	Evaluate the effectiveness of marketing strategies through consumer behavior analysis and presentation of insights	2	3							3					2	3					

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT33082**  
**TITLE OF THE SUBJECT – TOTAL QUALITY MANAGEMENT**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Understand and apply Total Quality Management principles and practices in various business contexts.

CO2: Master the tools and techniques of quality control, including Six Sigma DMAIC and Value Stream Mapping.

CO3: Utilize Statistical Process Control and software tools for quality analysis.

CO4: Analyze and implement quality management in supply chain and service sectors.

CO5: Develop skills in quality inspection, reliability analysis, and Design of Experiments.

CO6: Apply TQM concepts for continuous process improvement and customer satisfaction.

Module	UNIT 1	Hours
Foundations of TQM (UNIT 1: 8 Hours) [Green, Blue] - Introduction to TQM, Gurus of TQM, TQM Framework - Quality for Goods and Services, Leadership in TQM - Continuous Process Improvement: PDCA Cycle, Kaizen, Six Sigma		

Module	UNIT 2	Hours
Tools for Quality Control - Seven Old QC Tools: Pareto, Flow Diagrams, Histograms, Control Charts - Seven New QC Tools: Affinity Diagram, Tree Diagram, Matrix Diagrams - Statistical Process Control techniques		

Module	UNIT 3	Hours
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Advanced Quality Management Tools (UNIT 3: 8 Hours) [Yellow, Blue]  
- Value Stream Mapping (VSM), ISO 9000:2015, Cost of Quality  
- FMEA, Benchmarking, Quality Function Deployment  
- Taguchi's Quality Engineering, Total Productivity Management Concepts

Module	UNIT 4	Hours
Quality in Practice (UNIT 4: 8 Hours) [Green, Blue] - Quality Inspections, Measurement System Analysis - Reliability Analysis, Design of Experiments (DOE) - Six Sigma DMAIC, Case Studies in Various Sectors		

Module	UNIT 5	Hours
Integration and Application of TQM (UNIT 5: 8 Hours) [Yellow, Blue] - Quality Management in Supply Chain and Service Sector - Application of TQM Principles in Real-world Scenarios - Environmental Management System: ISO 14000, Integration with ISO 9000		

#### **Suggested Reading:**

##### **TEXT BOOKS**

1. "Total Quality Management" by Dale H. Besterfield et al.
2. "The Six Sigma Handbook" by Thomas Pyzdek and Paul Keller.

##### **REFERENCE BOOKS**

1. "Juran's Quality Handbook: The Complete Guide to Performance Excellence" by Joseph A. Defeo.
2. "Lean Six Sigma and Minitab" by Quentin Brook.

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

S.No	Course Outcome Statements	Program Outcomes										Program Specific Outcomes									
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO 1	Understand and apply Total Quality Management principles and practices in various business contexts.	3								2					3						
CO 2	Master the tools and techniques of quality control, including Six Sigma DMAIC and Value Stream Mapping.	3						1		2					3						
CO 3	Utilize Statistical Process Control and software tools for quality analysis.	2	2							3					3						
CO 4	Analyze and implement quality management in supply chain and service sectors.	2	3							2					2	3					
CO 5	Develop skills in quality inspection, reliability analysis, and Design of Experiments.	2					2			2					2	3					
CO 6	Apply TQM concepts for continuous process improvement and customer satisfaction.	2								3					3	2					

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34135**  
**TITLE OF THE SUBJECT –DIGITAL and SOCIAL MEDIA MARKETING**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow**-Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOMES**

***On completion of the course, students are expected:***

- Understand fundamental concepts and principles of Digital and Social Media Marketing using best practices.
- Be familiar with tools and techniques for creation and development of Brands using Digital and Social Media as a platform.
- Be able to tackle the complicated new media landscape and find the right strategies to reach Large audience
- 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.

Module	UNIT 1	12 Hours
	<b>Introduction to Digital Marketing-</b> What is Digital Marketing, Scope of Digital Marketing, Career Application of Digital Marketing	
	<b>E-commerce-</b> Howto do business for today and future through web site, Payment Gateways their functions and operations.	

Module	Unit 2	12 Hours
	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	
	Mobile Marketing <ul style="list-style-type: none"> <li>- Emerging Tools</li> <li>- Case: Bank Of America: Mobile Banking (Abridged)</li> <li>- Reading: Planning and implementing effective mobile marketing programs</li> <li>- Reading: Brand In The Hand: A Cross-Market Investigation Of Consumer Acceptance Of</li> </ul>	

Mobile Marketing

Email Marketing

- Reading 1: Cutting through the marketing clutter
- Reading 2: Don't Let Big Data Bury Your Brand

Module	Unit 3	12 Hours
<b>Social Media as a Platform for Digital Marketing-</b> Facebook, Instagram, Twitter, Blogs, YouTube etc. – Various forms of Social Media Platforms and Blogging <ul style="list-style-type: none"><li>- Reading: Taking A Global View On Brand Post Popularity: Six Social Media Brand Post Practices For Global Markets</li><li>- Case: Marketing Transformation Using Social Network On Digital Media: How BJP Used Whatsapp To Create A Successful WOM Campaign</li></ul> Social Media Marketing in B2B <ul style="list-style-type: none"><li>- Reading 1: Using Social Media in B2B context</li><li>- Case: Maersk Line: B2B Social Media - "It's Communication, Not Marketing"</li></ul>		

Module	Unit 4	12 Hours
Web Analytics-Off site web analytics:Comparison of data with key performance indicators, Implication Web measurement and analysis, Measurement of website's potential audience (opportunity), share of voicevisibility), 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 To improve marketing campaign's audience response. SEO, SEM as a tool for practice in digital marketing		

Module	Unit 5	12 Hours
. Online Advertising <ul style="list-style-type: none"><li>- Banner Ads</li><li>- YouTube Ads</li><li>- Ads on Social Media Platforms</li><li>- Case: Rocket Fuel: Measuring The Effectiveness Of Online Advertising</li><li>- Case: Online Marketing at Big Skinny</li></ul> Search Engine Marketing <ul style="list-style-type: none"><li>- Case: Volkswagen India: Das Auto Digitally</li></ul> Search Engine Optimization <ul style="list-style-type: none"><li>- Reading 1: Search Engine Optimization: Note For Marketing Managers</li><li>- From the Net: SEO Demystified</li></ul>		

## **Suggested Readings:**

### **TEXT BOOKS**

- 1: The 6 Fundamentals of Digital Marketing, Dan Morley, Netmark
- 2: Web Analytics 2.0: The art of online accountability and science of customer centricity (Google ebook), Avinash Kaushik, John Wiley & Sons.
- 3: Web Analytics: an hour a day, Avinash Kaushik, John Wiley & Sons.

### **REFERENCE BOOKS**

- 1: Understanding Digital Marketing- Marketing Strategies For Engaging the Digital Generation, Damian Ryan, Calvin Jones, Kogan Press
- 2: A step-by-step Guide to Modern Digital Marketing Suresh Babu Web Marketing Academy

S.No	Course Outcome Statements	Program Outcomes													Program Specific Outcomes					
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	Understand fundamental concepts and principles of Digital and Social Media Marketing using best practices	3	2	2		2	3			3		2	2		3	3		2	3	
CO 2	Be familiar with tools and techniques for creation and development of Brands using Digital and Social Media as a platform.	3	2	2		2	3	2	2	3		2	2		3	3		2	3	2
CO 3	Be able to tackle the complicated new media landscape and find the right strategies to reach Large audience	3	3	2		2	3	2	2	3	2	2	2		3	3	2	2	3	
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	3			2	3			3	2	3	2	2	3	3		2	3	2

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

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34136**  
**TITLE OF THE SUBJECT – SERVICE MARKETING**

**Color Code:**

**Green** – Skill development  
**Blue** – Employability  
**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOMES**

***On completion of the course, students are expected:***

- C01 Understand fundamental concepts and principles of Service Marketing including the basic roles, skills, and functions of Service Marketing.
- C02 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.
- C03 Understand Demand and supply of Services by organizations.
- C04 Making Decisions regarding Quality and Prices of Service

Module	Unit 1	15 Hours
Evolution of services marketing, Characteristics of services and the implications on marketing strategy - The Service Marketing Mix – The Gaps model of service quality.		

Module	Unit 2	15 Hours
Consumer Behavior In Services <ul style="list-style-type: none"><li>Managing Customer Behavior—Accommodation versus Reduction</li><li>Customer Expectation Management</li><li>Customer Experience Management</li><li>Case: Rapid Rewards at Southwest Airlines</li></ul>		

Module	Unit 3	15 Hours
Delivering Quality Service <ul style="list-style-type: none"><li>Challenges of Measuring Service Quality</li><li>Measures of Service Quality</li><li>Dimensions of Service Quality</li><li>SERVQUAL</li></ul>		

- Case: Starbucks—Delivering Customer Service

Module	Unit 4	15 Hours
Customer Satisfaction Measures <ul style="list-style-type: none"> <li>• Customer Satisfaction Metrics</li> <li>• Case: Club Med (A)</li> <li>• Issues with customer Satisfaction</li> <li>• Breakdown of Satisfaction</li> </ul> Developing Sustainable Service Models <ul style="list-style-type: none"> <li>• The problem Services Design</li> <li>• New Product Development in Services</li> <li>• Case: Innovation at Progressive (A): Pay-As-You-Go Insurance, Innovation at Progressive (B): Homeowners Insurance, Innovation at Progressive (C): Auto Repair</li> </ul>		

### Suggested Readings:

#### TEXT BOOK

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

#### REFERENCE BOOKS

1. Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6th ed., Prentice Hall.
2. Rajendra Nargundkar Services Marketing 2nd ed, Tata McGraw Hill
3. Ravi Shanker Services Marketing the Indian Perspective Excel 1st ed reprint
4. Adrian Payne The essence of Services Marketing 7th Prentice Hall of India Indian reprint

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

S. No.	Course Outcome Statements	Program Outcomes												Program Specific Outcomes							
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
C1	Understand fundamental concepts and principles of Service	3	2			2				3		2	2		3	2		2	2		



	e Mark eting includ ing the basic roles, skills, and functi ons of Servic e Mark eting.																			
C O 2	Under stand funda menta l conce pts and princi ples of Servic e Mark eting includ ing the basic roles, skills, and functi ons of Servic e Mark eting.	3	3			2	2	2	2	3		2	2		3	3		2	2	
C O 3	Under stand Dema nd and suppl	3	3				2			3	2	2	2		3	3			2	

	y of Servic es by organi zation s.																			
C O 4	Maki ng Decisi ons regard ing Qualit y and Prices of Servic e	3	3		2		2		2	3	1	2	2	2	3	3		2	2	

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE –MGT34145**  
**TITLE OF THE SUBJECT –CUSTOMER RELATIONSHIP MANAGEMENT**

**Color Code:**

**Green** – Skill development  
**Blue** – Employability  
**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

**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.

Module	UNIT 1	15 Hours
	Introduction to CRM What is CRM? - Definition and scope of CRM - Evolution and importance of CRM in businesses - Role of CRM in customer retention and satisfaction Criticality of Customer Relationships - Understanding the value of customer relationships - Impact of customer relationships on business success - The role of trust and loyalty in customer relationships Benefits of Customer Relationships - Business benefits of strong customer relationships - Customer benefits of engaging with CRM-oriented businesses - Creating a win-win situation through CRM Why Should Businesses Adopt CRM? - The competitive advantage of CRM implementation - Challenges and opportunities in adopting CRM - Case studies highlighting successful CRM adoption	

Module	UNIT 2	10 Hours
Building Customer Relationships IDIC Framework <ul style="list-style-type: none"> <li>- Identifying customers and their needs</li> <li>- Differentiating customers based on value and preferences</li> <li>- Interacting with customers effectively</li> <li>- Customizing products and services to meet customer expectations</li> </ul> Ladder of Loyalty <ul style="list-style-type: none"> <li>- Understanding the customer journey and loyalty ladder</li> <li>- Strategies for moving customers up the loyalty ladder</li> <li>- Building emotional connections with customers</li> </ul> Customer Bonds <ul style="list-style-type: none"> <li>- Types of customer bonds: financial, social, structural, and emotional</li> <li>- Strategies for creating and strengthening customer bonds</li> <li>- Importance of customer feedback and responsiveness</li> </ul> Customer Defections <ul style="list-style-type: none"> <li>- Reasons for customer defections</li> <li>- Strategies for identifying and preventing customer defections</li> <li>- Implementing recovery measures to regain lost customers</li> </ul>		

Module	UNIT 3	15 Hours
Economies of CRM Evolution of Markets <ul style="list-style-type: none"> <li>- Shift from transactional marketing to relationship marketing</li> <li>- The concept of customer-centricity in modern markets</li> <li>- Customer lifetime value and its significance</li> </ul> Customer Share vs Market Share <ul style="list-style-type: none"> <li>- Understanding customer share and its impact on business success</li> <li>- Comparison with traditional market share analysis</li> <li>- Strategies for increasing customer share</li> </ul> Lifetime Value of Customers <ul style="list-style-type: none"> <li>- Calculating customer lifetime value</li> <li>- Importance of customer retention and repeat purchases</li> <li>- Strategies for maximizing customer lifetime value</li> </ul> Markov Analysis <ul style="list-style-type: none"> <li>- Analyzing customer behavior using Markov chains</li> <li>- Predicting future customer behavior and preferences</li> <li>- Using Markov analysis for targeted marketing campaigns</li> </ul>		

Module	UNIT 4	10 Hours
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: CRM Applications

CRM in Services

- Unique challenges and opportunities in service-oriented businesses
- Role of CRM in enhancing service quality and customer experience
- Case studies highlighting successful CRM applications in service industries

Applications of CRM

- CRM in retail and e-commerce
- CRM in telecommunications
- CRM in banking and financial services
- CRM in healthcare and pharmaceuticals

CRM in Goods - Specialty Chemicals

- Understanding the unique requirements of the specialty chemicals industry
- Applying CRM strategies to build customer relationships in the sector
- Case studies illustrating effective CRM implementation in specialty chemicals

Module	UNIT 5	10 Hours
Introduction to CRM in Business Markets		
<ul style="list-style-type: none"><li>- Distinct characteristics of business-to-business (B2B) markets</li><li>- Challenges and opportunities in implementing CRM in B2B contexts</li><li>- Importance of relationship building in B2B customer interactions</li></ul>		
Buhler's Interviews		
<ul style="list-style-type: none"><li>- Insights from Buhler's CRM practices in the industrial machinery sector</li><li>- Lessons learned and best practices for CRM in B2B markets</li></ul>		
Pidilite's Interviews		
<ul style="list-style-type: none"><li>- Experiences and strategies of Pidilite Industries in implementing CRM</li><li>- Success factors and challenges in CRM adoption in the adhesive industry</li></ul>		
Importance of CRM in B2B Markets		
<ul style="list-style-type: none"><li>- Value of long-term customer relationships in B2B environments</li><li>- Key elements of effective CRM strategies for B2B businesses</li></ul>		

Module	UNIT 6	10 Hours
Technology for CRM		
<ul style="list-style-type: none"><li>- Role of technology in CRM implementation</li><li>- CRM software and tools for managing customer relationships</li><li>- Data analytics and customer insights in CRM</li></ul>		
CRM Implementation		
<ul style="list-style-type: none"><li>- Steps involved in the CRM implementation process</li><li>- Change management and employee engagement in CRM adoption</li><li>- Integrating CRM with other business processes and systems</li></ul>		
Operational Issues in Implementing CRM		
<ul style="list-style-type: none"><li>- Data management and quality assurance in CRM</li><li>- Privacy and security considerations in customer data handling</li><li>- Measuring and evaluating CRM performance and effectiveness</li></ul>		

**Suggested Reading:****TEXT BOOKS**

1. "Customer Relationship Management: Concepts and Technologies" by Francis Buttle
2. "CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time" by Paul Greenberg

**REFERENCE BOOKS**

1. "The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly" by David Meerman Scott

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

S. No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO1	CO1: Understand the fundamental concepts and scope of Customer Relationship Management (CRM), including its evolution, role in customer retention and satisfaction, and	3		1						2					3	1	2				

	the criticality of building strong customer relations hips for business success.																			
C O 2	Apply the IDIC framework and the Ladder of Loyalty concept to develop strategie s for identifi ng, differenti ating, interacti ng with, and customiz ing offerings for customer s to enhance loyalty and create strong emotiona l bonds, while also understa	3							2		1			3						

	ending the dynamics of customer defections and strategies for their prevention and recovery.																		
C O 3	Analyze the shift from transactional to relationship marketing, understanding the concepts of customer-centricity, customer share versus market share, and the calculation and importance of customer lifetime value, utilizing Markov analysis for	2	3						2					2	3				



	predictin g future customer behavior s and preferen ces.																			
<b>C O 4</b>	Evaluate the applicati ons of CRM in various sectors including services, retail, e- commerc e, telecom municati ons, banking, healthcar e, and specialty chemical s, understa nding the unique challenge s and opportun ities in these industrie s, and review case studies for successfu l CRM	2	3						3						2	3				

	impleme ntations.																			
C O 5	Explore the significan ce of CRM in Business -to- Business (B2B) markets, including the challenge s and opportun ities in impleme nting CRM, the importan ce of relations hip building, and the role of technolo gy and data analytics in CRM impleme ntation and performa nce evaluatio n, with insights from real- world Buhler	2	2						2					2						

and Pidilite case studies.																					
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1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34008**  
**TITLE OF THE SUBJECT – MICROFINANCE**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Understand the rationale and challenges of financing small economic operators.

CO2: Comprehend the genesis, evolution, and strategies for achieving financial inclusion in rural financial services in India.

CO3: Identify and analyze the composition of the Institutional Credit System (ICS) and different categories of institutions involved.

CO4: Examine the policy initiatives in social banking, including nationalization of commercial banks, priority sector credit concept, and various subsidy-linked and non-subsidy-linked credit programs.

Module	Challenges of Financing Small Economic Operators	15 Hours
<ul style="list-style-type: none"> <li>- Justification for intervention in the financial market</li> <li>- Efficiency and distribution goals in financing small economic operators</li> <li>- Moral hazard, adverse selection, transaction costs, and information asymmetry</li> </ul> <p>Institutionalization of Rural Financial Services in India</p> <ul style="list-style-type: none"> <li>- Genesis and evolution of rural financial services</li> <li>- Precursor to the social banking process</li> <li>- Strategies for achieving financial inclusion in India</li> </ul>		

Module	UNIT 2	10 Hours
<ul style="list-style-type: none"> <li>- Composition of the Institutional Credit System (ICS)</li> <li>- Different categories of institutions: commercial banks, RRBs, cooperative credit institutions, LABs, RBI, NABARD, SIDBI, MUDRA, etc.</li> </ul>		

Module	Policy Initiatives in Social Banking	15 Hours
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- Nationalization of major private sector commercial banks
- Evolution of priority sector credit concept
- Lead Bank Scheme (LBS) and Service Area Approach (SAA)
- Subsidy-linked credit programs: PMEGP, NRLM, NULM, SRMS, etc.
- Other credit schemes without subsidy-linkage: DRI scheme, KCC scheme, etc.

Module	Lead Bank Scheme (LBS) and Service Area Approach (SAA)	10 Hours
<ul style="list-style-type: none"> <li>- Overview of LBS and SAA</li> <li>- Framework for coordination at various levels</li> <li>- Functioning of coordination forums: DCC, SC, DLRC, SLBC, BLBC</li> </ul>		

Module	UNIT 5	10 Hours
<ul style="list-style-type: none"> <li>- Genesis and evolution of microfinance</li> <li>- Different models of microfinance in India</li> <li>- Study of the Self Help Group-Bank Linkage Programme (SBLP)</li> </ul> <p>Challenges and Solutions in Social Banking</p> <ul style="list-style-type: none"> <li>- Major challenges in the social banking process in India</li> <li>- Addressing challenges through innovative strategies</li> <li>- Role of technology in enhancing social banking efficiency</li> </ul>		

### Suggested Reading:

#### TEXT BOOKS

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

#### REFERENCE BOOKS

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

[illegible]

Identify and analyze the composition of the Institutional Credit System (ICS) and different categories of institutions involved.																			
Examine the policy initiatives in social banking, including nationalization	1	1	1					3		3				2	2				

[illegible]



**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34141**  
**TITLE OF THE SUBJECT –BEHAVIOURAL FINANCE**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOMES**

***On completion of the course, students are expected:***

CO1: Define investment goals with clarity and understand the role of behavioral finance in defining investment goals in fund management, wealth management, and corporate investment strategy.

CO2: Create equity/investment research reports that guard against biases and incorporate mechanisms to mitigate biases such as confirmatory bias and non-Bayesian updating.

CO3: Make investment decisions that are devoid of systematic biases and understand how biases like representativeness, overconfidence, over-optimism, and social herding impact investment decision making.

CO4: Trade in assets without being tied down by systematic biases and recognize biases such as loss aversion, endowment bias, and the disposition effect.

Module	UNIT 1	12 Hours
	Psychology and market - people. Investors, portfolio managers, analysts, Bounded rationality in real market conditions, Decision-making process and behavioral biases. Simple experiments on anchoring	

Module	UNIT 2	12 Hours
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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, 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

Module	UNIT 3	12 Hours
<p>Researching Securities without Biases</p> <ul style="list-style-type: none"> <li>- Biases in equity/investment research reports: Confirmatory Bias, Non-Bayesian Updating</li> <li>- Group Task : Critical evaluation and reconstruction of an equity/investment research report</li> </ul> <p>Investing Biases and Blind Spots</p> <ul style="list-style-type: none"> <li>- Biases affecting investment decision making: Representativeness, Overconfidence, Herding, Extreme Probabilities, Lake Wobegon Effect, Hindsight Bias, Attribution Bias</li> <li>- Group Task : Critical evaluation of analysts'/corporates' forecasting and investment decisions</li> </ul>		

Module	UNIT 4	12 hours
<ul style="list-style-type: none"> <li>- Biases impacting traders: Endowment Effect, Loss Aversion, Disposition Effect, Status Quo Bias</li> <li>- Reading: The disposition effect in securities trading: an experimental analysis</li> </ul> <p>Conclusion: Investment Styles</p> <ul style="list-style-type: none"> <li>- Value Investing and its relevance in behavioral finance</li> </ul>		

Module	UNIT 5	12 hours
<p>Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy</p> <p>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, Empirical evidence from emerging markets – practical approach</p>		

### Suggested Readings:

### TEXT BOOKS

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

## REFERENCE BOOKS

- 1: The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (6<sup>th</sup> Edition)
- 2: Understanding Behavioral Finance by Ackert; Cengage Learning (Indian Edition)
- 3: Inefficient Markets: An Introduction to Behavioral Finance, Shleifer, Andrei (2000); Oxford University Press, Oxford

## ADDITIONAL READINGS

1. "Kahneman and Tversky and the origin of behavioral Economics" by Heukelom, F, Tinbergen Institute Discussion Paper
2. "Aspects of Investor Psychology" by Kahneman, D and Riepe, MW
3. "Before You Make that Big Decision" by Kahneman, D, Lovallo, D, and Sibony, O
4. "The disposition effect in securities trading: an experimental analysis" by Weber, M and Camerer, CF
5. "Profitability of Momentum Strategies: An Evaluation of Alternative Explanations" by Jegadeesh, N and Titman, S
6. "Note on Behavioral Finance" (Ivey Publishing)

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

S. No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
C O 1	Know bounded rationality concept	3	2									2			3	2					
C O 2	Understand main assumptions	3	3									2	2		3	3					

	and idea s of pros pect theo ry																			
<b>C O 3</b>	Und ersta nd the theo retic al and empi rical foun dation s and chall enge s to the effic ient mar ket hypo thesi s	3	3						2		3	3		3	3					
<b>C O 4</b>	Lear n the key beha vior al bias es of indi vidu al and prof essio nal inve stors	3	3						3		3	3		3	3					

C O 5	Understand the key behavioral biases of top managers	3	3						3		3	3		3	3					

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

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34140**  
**TITLE OF THE SUBJECT –HR ANALYTICS**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

CO1: Understand the foundational elements of Human Resource Management, including its strategic role in organizations, core functions and responsibilities, and an overview of HR processes and practices to support organizational objectives.

CO2: Grasp the basics of People Analytics, emphasizing the importance of data-driven decision-making in HR, understanding data sources, key metrics, and the role of statistical analysis in informing HR decisions.

CO3: Develop proficiency in the framework for problem-solving in HR analytics, mastering the steps from defining problems to deploying models, including data collection, model building, evaluation, and effective communication of findings.

CO4: Analyze the critical stages of the talent life cycle within organizations, applying HR metrics and analytics to optimize talent acquisition, performance management, employee development, and retention strategies.

CO5: Employ HR practices and benchmarking techniques to measure and improve HR performance across the employee journey, utilizing tools for dashboarding KPIs, setting performance goals, providing feedback, and assessing employee engagement.

Module	UNIT 1	15 Hours
Fundamentals of HR - Introduction to Human Resource Management - Strategic role of HR in organizations - HR functions and responsibilities - Overview of HR processes and practices		

Module	UNIT 2	10 Hours
People Analytics Basics - Introduction to HR analytics - Importance of data-driven decision making in HR - Data sources for HR analytics		

- Key metrics and indicators in HR analytics
- Basics of statistical analysis in HR

Module	UNIT 3	15 Hours
Framework for Problem Solving in HR Analytics <ul style="list-style-type: none"> <li>- Problem-solving process in HR analytics: Define Problem, Collect Data, Build the Model, Evaluate and Critique the Model, Present Results and Benefits, Deploy Model</li> <li>- Techniques for data collection and analysis in HR analytics</li> <li>- Model building and evaluation in HR analytics</li> <li>- Communicating and presenting HR analytics findings</li> </ul>		

Module	UNIT 4	10 Hours
Critical Stages of Talent Life Cycle <ul style="list-style-type: none"> <li>- Overview of the talent life cycle in organizations</li> <li>- Key HR metrics and analytics in talent acquisition and recruitment</li> <li>- Performance management and analytics</li> <li>- Employee development and training analytics</li> <li>- Succession planning and talent retention analytics</li> </ul>		

Module	UNIT 5	10 Hours
HR Practices and Benchmarking <ul style="list-style-type: none"> <li>- Understanding important HR metrics across the employee journey</li> <li>- HR valuations and benchmarking techniques</li> <li>- Dashboarding key performance indicators (KPIs) using tools like Tableau and Excel</li> <li>- Performance and goal setting analytics</li> <li>- Providing performance feedback and measuring employee engagement</li> </ul>		

**Suggested Reading:**  
**TEXT BOOKS**

1. "HR Analytics Handbook" by Laurie Bassi and Rob Carpenter
2. "Predictive HR Analytics: Mastering the HR Metric" by Martin Edwards
3. "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance" by Bernard Marr
4. "The Power of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance" by Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig

5. "HR Analytics: The What, Why, and How" by Karel Smit

## REFERENCE BOOKS

1. "Predictive Analytics for Human Resources" by Jac Fitz-enz
2. "The Essential HR Handbook: A Quick and Handy Resource for Any Manager or HR Professional" by Sharon Armstrong and Barbara Mitchell
3. "HR from the Outside In: Six Competencies for the Future of Human Resources" by Dave Ulrich, Jon Younger, Wayne Brockbank, and Mike Ulrich
4. "The Big Data-Driven Business: How to Use Big Data to Win Customers, Beat Competitors, and Boost Profits" by Russell Glass and Sean Callahan
5. "HR Transformation: Building Human Resources From the Outside In" by Dave Ulrich, Justin Allen, Wayne Brockbank, Jon Younger, and Mark Nyman

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

S. No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	CO1: Understand the foundational elements of Human Resource Management, including its strategic role in organizations	3		1			1						1		3		1				



	, core functions and responsibilities, and an overview of HR processes and practices to support organizational objectives.																			
C O 2	Grasp the basics of People Analytics, emphasizing the importance of data-driven decision-making in HR, understanding data sources, key metric	3	2				2			2			1		3					

	s, and the role of statistical analysis in informing HR decisions.																			
CO3	Develop proficiency in the framework for problem-solving in HR analytics, mastering the steps from defining problems to deploying models, including data collection, model building, evaluat	3							2					3	1					

	ion, and effectiv e commu nicatio n of finding s.																			
C O 4	Analyz e the critical stages of the talent life cycle within organi zations , applyi ng HR metric s and analyti cs to optimi ze talent acquisi tion, perfor mance manag ement, employ ee develo pment, and retenti on strateg ies.	2	3							2					2	3				

C O 5	Employ HR practic es and bench markin g techniq ues to measur e and improv e HR perfor mance across the employ ee journe y, utilizin g tools for dashbo arding KPIs, setting perfor mance goals, providi ng feedba ck, and assessi ng employ ee engage ment.	2								2					3		1				
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1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

**MASTER OF BUSINESS ADMINISTRATION**  
**SUBJECT CODE – MGT34139**  
**TITLE OF THE SUBJECT –EMPLOYEE RELATIONS**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow**-Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOMES**

***On completion of the course, students are expected:***

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.

Module	UNIT 1	15 Hours
	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, 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	

Module	UNIT 2	15Hours
	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.	

Module	Unit 3	15 Hours
	Trade unionism, theories of trade unionism, Evolution of trade unionism in India, Problems of	

trade unions, Internal / External union leadership, National commission on labor. Labor policy, Impact of technology on labor relations.

Module	Unit 4	10 hours
<p>What is Collective Bargaining?</p> <ul style="list-style-type: none"> <li>Definitions and characteristics of collective bargaining</li> </ul> <p>B. Critical Issues in Collective Bargaining</p> <p>C. Theories of Collective Bargaining Hick's analysis of wage setting</p> <ul style="list-style-type: none"> <li>Conflict-choice model of negotiation</li> <li>Behavioral theory of labor negotiation</li> </ul> <p>E. Collective Bargaining in India</p> <ul style="list-style-type: none"> <li>Pre-requisites for successful collective bargaining</li> <li>Role of the state in collective bargaining</li> <li>Collective bargaining within the Indian Industrial Relations System</li> <li>Levels of bargaining, coverage, and duration of agreements</li> <li>Managerial prerogatives and difficulties in the bargaining process</li> </ul> <p>F. Negotiating a Contract</p> <ul style="list-style-type: none"> <li>Pre-negotiation activities: preparing demands, forming the bargaining team, costing labor contracts</li> <li>Negotiation process: approaches, phases, impasse resolution, contract ratification</li> <li>Effective negotiation techniques, communication styles, breaking deadlocks</li> <li>Strategy and tactics, closing successful agreements, integrative negotiation</li> <li>Post-negotiation activities: agreement administration, grievance management</li> </ul> <p>G. Collective Bargaining around the World</p> <p>Role plays and case studies related to the course</p>		

### Suggested Readings:

#### TEXT BOOKS

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

#### REFERENCE BOOKS

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

2: 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 Statements	Program Outcomes													Program Specific Outcomes					
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	Concept clarification about the basics of Employee Relations.	3		1		2				3			3		3	2				
CO2	Learning about various provisions and implications of Labor Laws.	3	3							2			3		3	3		1	2	
CO3	Understand and Develop Skills as a Negotiator by developing better understanding of Industrial Disputes and their settlement by making use of various techniques.	3	2	1		3				2			2		3	2	3		1	
CO4	Better understanding of Trade Unions and their	3		2					2	2			2		3		2	1		1

	contribution in Industrial Relations.																			
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1. Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



**MASTER OF BUSINESS ADMINISTRATION**

**SUBJECT CODE – MGT34068**

**TITLE OF THE SUBJECT – INCENTIVES & COMPENSATION MANAGEMENT**

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** – Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

C01: Evaluate the effectiveness of various pay structures including variable pay, straight pay, and seniority-based pay, alongside incentives designed to mitigate individual moral hazards and team-based free-riding problems, considering the impact of workplace risks and compensations for negative attributes.

C02: Analyze the concepts of internal and external equity within compensation strategies, employing job evaluation methods and case studies to assess and ensure fairness in pay relative to job roles internally and competitive positioning externally.

C03: Design incentive schemes based on case studies and presentations on performance pay, gain sharing, and their impacts on employee motivation and organizational performance, understanding the challenges and benefits of each in both prosperous and adverse times.

C04: Understand the components and approaches to international compensation, recognizing the complexities and strategic considerations in designing compensation packages for global employees, including factors influencing expatriate pay strategies.

C05: Critically examine executive compensation through a series of case studies, including analysis on the effectiveness of economic value added (EVA) metrics, compensation challenges at leading firms, and the alignment of executive pay with company performance and strategic objectives.

<b>Module</b>	<b>UNIT 1</b>	<b>15 Hours</b>
Pay Philosophy		
- Variable pay or straight pay		
- Seniority-based pay		
- Incentives to overcome individual moral hazards		
- Incentives to overcome free-riding problem in teams		
- Compensations for negative attributes in the workplace		

<ul style="list-style-type: none"> <li>- Risk in the workplace and risk sharing</li> </ul> <p>Pay Strategy Overview</p> <ul style="list-style-type: none"> <li>- In-class exercise</li> <li>- Pay Mix - Salary Slip Exercise (Presentation)</li> <li>- Case: Tata Motors Compensation Restructuring</li> </ul>
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<b>Module</b>	<b>UNIT 2</b>	<b>10 Hours</b>
<p>Internal Equity</p> <ul style="list-style-type: none"> <li>- Internal Equity - Discussion/Presentation</li> <li>- Internal Equity: Job Evaluation</li> </ul> <p>External Equity</p> <ul style="list-style-type: none"> <li>- External Equity - Case Discussion</li> <li>- Case: Roller Coaster Ride: Resignation of a Star</li> </ul>		

<b>Module</b>	<b>UNIT 3</b>	<b>15 Hours</b>
<p>Incentives</p> <ul style="list-style-type: none"> <li>- Incentives - Case: Performance Pay at Safelite Auto Glass (A)</li> <li>- Gain Sharing - Case: Gain Sharing at John Deere/Presentation</li> <li>- Gain Sharing - Case: Engstrom Auto Mirror Plant: Motivating in Good Times and Bad</li> </ul>		

<b>Module</b>	<b>UNIT 4</b>	<b>10 Hours</b>
<p>International Compensation</p> <ul style="list-style-type: none"> <li>-Elements of International Compensation</li> <li>-Approaches to International Compensation</li> </ul>		

<b>Module</b>	<b>Executive Compensation (Cases)</b>	<b>10 Hours</b>
<ul style="list-style-type: none"> <li>- Case: Au Bon Pain</li> <li>- Case: Janalakshmi Financial Services</li> <li>- Case: Arck Systems</li> <li>- Case: Olympia Machine Company</li> <li>- Case: Larry Steffen</li> <li>- Case: Sara's Options</li> <li>- Case: Raleigh &amp; Rosse</li> <li>- Case: Sales Force Integration at FedEx</li> <li>- Case: Underwater Engineer at Intel Corporation</li> <li>- Understanding Economic Value Added (reading)</li> <li>- Case: Vyaderm Pharmaceuticals</li> </ul>		

- Case: EFI (A)
- Case: Executive Compensation at General Electric
- Case: CEO Compensation at GE - A Decade With Immelt
- Case: Harrah's
- Case: Marshall & Gordon

**Suggested Reading:**  
**TEXT BOOKS**

1. "Compensation" by George T. Milkovich and Jerry M. Newman
2. "The World at Work Handbook of Compensation, Benefits, and Total Rewards: A Comprehensive Guide for HR Professionals" by WorldatWork

**REFERENCE BOOKS**

1. "Incentive Compensation for Sales, Marketing, and Service: A Practical Guide to Accelerating Performance" by Thomas B. Wilson
2. "Compensation Management in a Knowledge-Based World" by Richard I. Henderson
3. "Total Compensation: A Practical Guide to Federal Employee Benefits" by Robert J. Gillette and Edward C. Gillette
4. "Executive Compensation: The Complete Guide to Setting Rewards for Leaders" by Michael Dennis Graham
5. "The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design" by Lance A. Berger and Dorothy R. Berger
6. "Incentive: Building a Performance-Based Culture" by Steve Kerr
7. "Executive Compensation Best Practices: Aligning Executive Pay with Business Performance" by Michael Dennis Graham
8. "Total Compensation: A Practical Guide to Federal Employee Benefits" by William D. Hart
9. "The Handbook of Employee Benefits: Health and Group Benefits 7/E" by Jerry S. Rosenbloom
10. "Strategic Compensation: A Human Resource Management Approach" by Joseph J. Martocchio
11. **G. Course Articulation Matrix: (Mapping of COs with POs and PSOs)**

S. No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
CO 1	C01: Evaluate the effectiveness of various pay structures including variable pay, straight pay, and seniority-based pay, alongside incentives designed to mitigate individual moral hazards and team-based free-riding problems,	3	1							2					2	3				1	

	considering the impact of workplace risks and compensations for negative attributes.																			
C O 2	Analyze the concepts of internal and external equity within compensation strategies, employing job evaluation methods and case studies to assess and ensure fairness	2	3			1			2			1		2	3					

	s in pay relative to job roles internally and competitive positioning externally.																		
C O 3	Understand the components and approaches to international compensation, recognizing the complexities and strategic considerations in designing compensation packages for	2		1					1					2				2	

	global employees, including factors influencing expatriate pay strategies.																			
CO4	Design incentive schemes based on case studies and presentations on performance pay, gain sharing, and their impacts on employee motivation and organizational performance, unders	2	2						3					2						

	tandin g the challe nges and benefit s of each in both prospe rous and advers e times.																			
C O 5	Critica lly exami ne execut ive compe nsatio n throug h a series of case studie s, includi ng analysi s on the effecti veness of econo mic value added (EVA) metric s,	2	3						2					2	3					



compensation challenges at leading firms, and the alignment of executive pay with company performance and strategic objectives.																				
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1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

**Color Code:**

**Green** – Skill development

**Blue** – Employability

**Yellow** -Entrepreneurship

**Credit: 4**

**Total Hours: 40**

**COURSE OUTCOME:**

***On completion of the course, students are expected:***

- C01: Understand the concept of emotional intelligence (EI), recognizing its significance in enhancing individual and team performance in the workplace, and explore the roles of emotional competence and emotions in managerial effectiveness.
- C02: Comprehend the tripartite model of the brain, including the relationship between different brain functions and emotions, the concept of emotional hijacking, and strategies for managing emotions through self-regulation and awareness.
- C03: Identify and develop key emotional competencies crucial for the workplace, focusing on self-awareness, self-management, empathy, social skills, emotional resilience, and stress management techniques for building effective communication and relationships.
- C04: Explore the Enneagram typology as a framework for understanding various personality types, their emotional patterns, and its application in personal growth, self-reflection, and enhancing managerial competencies.
- C05: Apply tools and assessments for measuring emotional intelligence, interpret assessment results, and leverage EI in managerial situations for improved leadership, team management, and the application of EI concepts in real-world scenarios.
- C06: Examine the impact of childhood experiences on emotional development, understand emotional patterns and attitudes affecting personal and professional life, and utilize Rational Emotive Therapy and Enneagram for emotional transformation and self-awareness.

<b>Module</b>	<b>UNIT 1</b>	<b>15 Hours</b>
Introduction <ul style="list-style-type: none"> <li>- Overview of emotional intelligence and its significance in the workplace</li> <li>- Understanding emotions and their impact on individual and team performance</li> <li>- Exploring the concept of emotional competence</li> <li>- The role of emotions in managerial effectiveness</li> </ul>		

<b>Module</b>	<b>UNIT 2</b>	<b>10 Hours</b>
Emotions and the Tripartite Brain <ul style="list-style-type: none"> <li>- Introduction to the tripartite brain model (reptilian brain, limbic system, neocortex)</li> <li>- Understanding the relationship between emotions and brain functions</li> <li>- Emotional hijacking and its implications in decision making</li> <li>- Managing emotions through self-regulation and self-awareness</li> </ul>		

<b>Module</b>	<b>UNIT 3</b>	<b>15 Hours</b>
Emotional Competencies <ul style="list-style-type: none"> <li>- Identifying and developing emotional competencies in the workplace</li> <li>- Self-awareness and self-management as foundations of emotional intelligence</li> <li>- Empathy and social skills for effective communication and relationship building</li> <li>- Developing emotional resilience and stress management techniques</li> </ul>		

<b>Module</b>	<b>UNIT 4</b>	<b>10 Hours</b>
Emotional Intelligence and Enneagram <ul style="list-style-type: none"> <li>- Exploring the Enneagram typology and its relevance to emotional intelligence</li> <li>- Understanding different Enneagram personality types and their emotional patterns</li> <li>- Using Enneagram as a tool for self-reflection and personal growth</li> <li>- Applying Enneagram insights to enhance managerial competencies</li> </ul>		

<b>Module</b>	<b>UNIT 5</b>	<b>10 Hours</b>
Measuring and Applying Emotional Intelligence <ul style="list-style-type: none"> <li>- Tools and assessments for measuring emotional intelligence</li> <li>- Interpreting emotional intelligence assessment results</li> <li>- Applying emotional intelligence in real-world managerial situations</li> <li>- Leveraging emotional intelligence for effective leadership and team management</li> </ul>		

<b>Module</b>	<b>UNIT 6</b>	<b>10 Hours</b>
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**Emotions and Personal Development**

- The influence of childhood experiences on emotional development
- Emotional patterns and attitudes in personal and professional contexts
- Rational Emotive Therapy as a framework for emotional transformation
- Script analysis using Enneagram for self-awareness and personal growth

**Suggested Reading:****TEXT BOOKS**

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

**REFERENCE BOOKS**

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

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

S. No.	Course Outcome Statements	Program Outcomes													Program Specific Outcomes						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PO 13	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7
C O 1	CO1: Understand the concept of emotional intelligence (EI), recognizing its significance in enhancing individual and team performance	3								2					3		1	1			

	in the workplace, and explore the roles of emotional competence and emotions in managerial effectiveness.																			
CO2	Identify and develop key emotional competencies crucial for the workplace, focusing on self-awareness, self-management, empathy, social skills, emotional resilience	3	2						3					3		1	1			

	nce, and stress manag ement techni ques for buildin g effecti ve comm unicati on and relatio nships.																			
C O 3	Explor e the Ennea gram typolo gy as a frame work for unders tandin g variou s person ality types, their emotio nal patter ns, and its applica tion in person al growth	2	3											3				1		

	, self-reflecti on, and enhanc ing manag erial compe tencies .																			
C O 4	Compr ehend the triparti te model of the brain, includi ng the relatio nship betwee n differe nt brain functio ns and emotio ns, the concep t of emotio nal hijacki ng, and strateg ies for manag ing emotio ns throug h self-	3						2						3	1					

	regulation and awareness.																			
C O 5	Apply tools and assessments for measuring emotional intelligence, interpret assessment results, and leverage EI in managerial situations for improved leadership, team management, and the application of EI concepts in real-world	2	3							3					3	2				



	scenari os.																			
C O 6	Exami ne the impact of childh ood experi ences on emotio nal develo pment, unders tand emotio nal patter ns and attitud es affecti ng person al and profes sional life, and utilize Ration al Emotiv e Therap y and Ennea gram for emotio nal transfo rmatio	3							2					2	2					

n and self- aware ness.																					
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1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation