

**KERALA UNIVERSITY OF FISHERIES AND OCEAN STUDIES
(KUFOS)**

KOCHI- 682506



FACULTY OF FISHERIES MANAGEMENT

**DEPARTMENT OF BUSINESS ADMINISTRATION AND
MANAGEMENT**

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

CURRICULUM AND SYLLABUS- 2022

OUTCOME BASED EDUCATION (OBE) PATTERN

1.0 Preamble: The revised MBA Curriculum 2022 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs):

Programme Educational Objectives are a set of broad future focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after the successful completion of MBA programme).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the programme are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the University.

2.1.6 Learning Outcomes: A learning outcome is what a student **CAN DO** as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation.

The three broad types of learning outcomes are:

- a) Disciplinary knowledge and skills
- b) Generic skills
- c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

2.1.8 Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what is expected of students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.2 Credit: In terms of credits, for a period of one semester of 15 weeks:

- a) Every ONE hour session per week of L amounts to 1 credit per semester
- b) A minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Dean / Head of the Department / Designated academic authority of the University.

2.4 Course Announcement: The institution shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Dean/ Head of the Department shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.5 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

2.3 Session: Each teaching-learning, evaluation session shall be of 60 minutes.

3. MBA Programme Focus:

3.1. Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific choices for solving business, policy and social issues.

2. PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, national and global contexts so as to manage continuity, change, risk, ambiguity and complexity.

3. PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.

4. PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.

5. PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity and innovation, integrity and sensitivity to local and global issues of social relevance and earn the trust and respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

Program Outcomes:

The program outcomes (PO) are the statement of competencies/ abilities the students will have by the end of the program.

3.2 Programme Outcomes (POs): At the end of the MBA Programme the learner will possess the

PO 1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions for real-world complex business issues.

PO 2. Problem Solving and Innovation - Ability to identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.

PO 3. Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at innovative decisions.

PO 4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.

PO 5. Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.

PO 6. Global Orientation and Cross-Cultural Appreciation: Ability to approach business issues from a global perspective and exhibit an appreciation of cross cultural aspects of business and management and spirit of inclusiveness.

PO 7. Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial and leadership skills for founding, leading and managing startups as well as professionalising and reorienting family businesses.

PO 8. Equity, Inclusiveness and Sustainability – Ability to appreciate equity, inclusiveness, sustainability and diversity; acquire ethical and moral reasoning and values of unity, secularism and national integration to enable to act as dignified citizens.

PO 9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalised, digitalised, socio-economic environment for attaining inclusive and sustainable development and distinguish between ethical and unethical behaviours and act with integrity.

PO 10. Life Long Learning, Networking and Collaboration - Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills; acquire skills to collaborate and network with educational institutions, research organisations and industrial units in India and abroad.

3.3 Programme Specific Outcomes (PSOs): It is expected that Institutes define the PSOs for each specialization / major-minor combination. PSOs shall also vary based upon the customized combination of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment and Alternative Study Credit Courses that they offer.

Programme Specific Outcomes (PSOs) of MBA & PSO-PO mapping

PSO number	Intended Programme Specific Outcomes (PSO) <i>Upon completion of MBA programme, the graduates will be able to:</i>	PO No.
PSO 1	Formulate and integrate business projects and problems through the application of multifunctional knowledge and creative thinking	PO 2, PO 3
PSO 2	Create business processes well aligned with values and social commitment.	PO 9
PSO 3	Build synergies amongst the most diverse set of variables and show ability to continuously learn, invent, adapt, empower, excel and grow .	PO 7
PSO 4	Demonstrate the effective leadership and change management skills with multi-ethnic global perspective in a given organisational environment	PO 5, PO 6
PSO 5	Develop diverse set of skills such as analytical skills, decision-making skills, critical-thinking and diagnostic problem-solving skills for business analysis, interpretation and decision making	PO 1,PO 2, PO 3

PSO 6	Foster value oriented leadership and team membership skills needed for implementing and coordinating organisational activities and managing change.	PO 9
PSO 7	Apply suitable digital technologies and knowledge platforms effectively for scanning and organising business information, synthesising and analysing them in order to extract meaningful business insights and share them appropriately.	PO 1, PO 2, PO 4
PSO 8	Acquire the ability to integrate business knowledge and management techniques to aid planning and control of the business processes and practices in dynamic global environments.	PO 1 , PO 6
PSO 9	Develop professional competence and managerial objectivity with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian economy and society, aligned with the national priorities.	PO 8 and PO 9
PSO 10	Inculcate an ability to develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem by identifying the business opportunities, design and implement innovations in work place.	PO 2, PO 5, PO 7
PSO 11	Keep abreast of current issues with respect to cross culture and diversity, social responsibility, sustainability, innovation, knowledge management, etc.	PO 6, PO 7, PO8, PO 9, PO 10
PSO 12	Excel in their chosen career paths, by learning how to live, adapt and manage business environmental change.	PO 3, PO 10
PSO 13	Combine the knowledge, skills, and tools acquired in the programme within a real business they must be able to design themselves.	PO 2, PO 3, PO 5, PO 7

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity and Innovation

GA4: Research Aptitude and Scholarship

GA5: Global Orientation

GA6: Proficiency in ICT and Digital Literacy

- GA7: Entrepreneurial and Intrapreneurial Orientation
GA8: Cross-functional and Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Value-oriented and Socially Responsible behaviour
GA11: Life-Long Learning Orientation

**Faculty of Fisheries Management
Kerala University of Fisheries and Ocean Studies**

**M.B.A. (Dual specialisation) Degree Programme
Course Structure and Academic Regulation**

PART-I

1. **Name of the Programme:** Master of Business Administration (MBA)
2. **Scope:** The Regulations provided herein shall be effective from 2022 batch MBA admission.

3.Objectives: The basic objective of this four semester Post graduate programme in Business Administration, leading to MBA Degree is to produce trained professionals to work in a managerial position in an ever changing business environment, where advanced technology and multicultural situations play important roles in the operations of business and industry.

4. Scope of the programme: The MBA programme of KUFOS provides students an option to specialize in any two areas from among the fields such as Finance, Marketing and Human Resource . It imparts diverse set of knowledge and skills to manage business & industry and exposes student to real world situation through case studies interaction with industry and industrial visits/study tours. Hence it is a good training ground for budding managers and entrepreneurs and adds value to a person's career, as the curriculum encompasses all that industry expects.

5. Eligibility for Admission:

(a) "Graduate in Science, Arts, Commerce or professional graduates from Indian/ Foreign Universities recognized by AICTE/UGC/KUFOS with a minimum of 50% marks (SC/ST candidates are eligible for 5% concession) in aggregate in optional subjects, having undergone at least 10+2+3 years of study from schooling.

or

All graduates of State Agricultural Universities/Deemed Universities under the ICAR system with a minimum OGPA of 6.0/10.0 (5.5/10.0 for SC /ST Candidates), are eligible.

(b) Candidates awaiting their final results of the qualifying degree can also apply for the MBA course, but they should have secured their qualifying degree before registering for the first semester examination. If they fail to do so their admission shall be cancelled.

(c) The candidates shall be qualified in any one of the admission test conducted by IIM (CAT), AICTE (CMAT) or Controller of Entrance Examinations, Kerala (KMAT).

6.1. Intake Capacity MBA (General Stream): There shall be 35 seats
6.3. Seats are reserved for the children of fishermen on a supernumerary basis, as decided by the University from time to time.

6.4. The intake capacity, eligibility, etc., will be changed from time to time as per the decision of the University.

7.1. **Reservation:** As per Government of Kerala rules and KUFOS norms.

7.2. All the vacancies, except those reserved for SC/ST shall be reverted to open merit in the absence of applicants from the concerned category.

8. The admissions shall be closed after 30 days from the commencement of the classes.

9. The Selection Process:

9.1. The selection of candidates will be based on the score in the admission test (KMAT/ CMAT/CAT, followed by Group Discussion and Interview.

9.2. The candidates will be ranked as follows:

Particulars	Max .Marks (Weightage)	Remarks
Weightage to KMAT/CMAT/CAT	80%	Candidates considered for GD and interview need to secure the minimum scores in the admission test, which shall be fixed by the Admission Committee from time to time. The number of candidates called for GD and interview shall also be decided by the Admission Committee.
Group Discussion	10%	
Interview	10%	
Total	100%	

10. Structure of the MBA Programme:

4. Structure of the MBA Programme and Credit Requirements:

(a) It is a two year programme under the credit and semester system. The credit requirement for the award of the degree under the programme will be 120. Of the total, 88 credits will be for compulsory (core) papers including project work and *Viva Voce* and the rest is for electives. The details of course structure and syllabus are provided in Part –II.

MBA Programme Credit requirements

Course type	Number of courses	Credits of each course	Total Credits
Core Courses	19	04	76 credits
Electives	08	04	32 credits
Organization Study/Internship – II Semester	01	02	02 credits
Dissertation/ Major Project– IV sem	01	06	06 credits
Comprehensive viva-voce – IV sem	01	04	04 credits
Total	30		120 credits

(b) There shall be five modules in a paper. The credit load per subject shall be 4. The credit load (one credit = one hour duration) and maximum marks of each course is shown in Part –II A. Out of the total marks of each course, 50% will be based on continuous (internal) evaluation, which may include internal examinations, assignments, records/reports, seminar presentations, attendance, class participation, etc., and the remaining 50% will be based on end semester examinations.

(c) For dual specialization, there can be four papers per specialisation in Marketing, Finance and HRM. Two courses from each specialisation will be offered in third and fourth semesters.

(d) Organisation Study/Internship/ Minor Project: In the first year, students are required to undertake a minor project work/organization study/internship in an industrial organization, to understand the organizational structure and get practical exposure to different functional areas of management. The duration of this study shall be a period of not less than two weeks. An allotted course teacher will supervise the study. Subsequently, the students have to present their observations and findings in a seminar and also submit a report, on the same authenticated by the course teacher, to the Head of Department.

(e) Major Project/Dissertation: During the second year, the students shall undergo a problem centric study either attached to an Organisation or independently of their choice or field studies, preferably from the area of their specialization for a period of not less than eight weeks. They have to present the findings of the study in a seminar and also prepare and submit a project report/dissertation to the University. Further, the students shall appear for a comprehensive *Viva-Voce* as part of their fourth semester final examination as a requirement for the course MBAC 404 *Viva Voce*. The *Viva* Board shall include at least one external examiner and two internal faculty members. Out of the two internal faculty members, the Dean/HoD shall be the Chairman.

(f) Assessment and Standards of Passing: The evaluation of the students in a course shall be based on his/her performance in various examinations, assignments, student seminars, records/reports, case study and project reports. The final results will be based on both internal and external evaluation.

5. Attendance:

5.1. A student shall secure 75% of the attendance for each course in a semester, to be eligible for appearing the end semester examination in that course. If the student has shortage of attendance in any course in any semester, he or she shall not be allowed to appear for examination in that course. However, the Vice-Chancellor shall condone up to 10% of the shortage, if the candidate applies with relevant supporting evidences and remitting the prescribed fee, on the recommendation of the Dean of the Faculty.

5.2. A student who failed to secure the minimum attendance shall repeat that course or a suitable one

in a subsequent semester by attending the classes, whenever the course is offered, for securing the attendance requirement. In cases where there is a change in the syllabus, a committee constituted by the Dean of the Faculty shall recommend on the choice of suitable courses by a student.

5.3. The course teachers are required to maintain the attendance of the students.

6. Pedagogy:

The classroom teaching and learning will be supported by a range of capacity building programmes like ; Role Play, Case Studies, Management Cases, Assignments, business and general quizzes, Simulated Exercises, Debates, Group Discussion (GD), Panel Discussion, Focused Group Discussions (FGD), Brain storming sessions, etc.

7. Electives offered

The elective courses are offered in following domains or functional areas:

- Marketing Management
- Financial Management
- Human Resource Management

8. Semester-wise Programme Structure

SEMESTER-WISE PROGRAMME STRUCTURE

Semester - I

Course No.	Name of the Course	Credit	Total Marks	Type
MBAC 101	Principles and Practices of Management	4	100	Core
MBAC 102	Accounting for Managers	4	100	Core
MBAC 103	Managerial Economics	4	100	Core
MBAC 104	Business Law	4	100	Core
MBAC 105	Quantitative Techniques	4	100	Core
MBAC 106	Environment Management	4	100	Core
MBAC 107	Business Communication and Soft Skills	4	100	Core
	Total	28	700	

Semester- II

Course No.	Name of the Course	Credit	Total Marks	Type
MBAC 201	Financial Management	4	100	Core
MBAC 202	Operations Management	4	100	Core
MBAC 203	Business Environment and Corporate Ethics	4	100	Core
MBAC 204	Organizational Behaviour	4	100	Core
MBAC 205	Human Resource Management	4	100	Core
MBAC 206	Marketing Management	4	100	Core
MBAC 207	Management Science	4	100	Core
MBAC 208	Organization Study/Internship	2	50	Core
		30	750	

Semester -III

Course No.	Name of the Course	Credit	Total Marks	Type
MBAC 301	Research Methodology	4	100	Core
MBAC 302	Entrepreneurship Development and Project Management	4	100	Core
MBAC 303	Enterprise Resource Planning and Business Analytics	4	100	Core
MBA F/M/H*	Elective Course	4	100	Elective
MBA F/M/H	Elective Course	4	100	Elective
MBA F/M/H	Elective Course	4	100	Elective
MBA F/M/H	Elective Course	4	100	Elective
	Total	28	700	

*F- Finance, M- Marketing and H- Human Resources. Electives from two chosen areas

Semester –IV

Course No.	Name of the Course	Credit	Total marks	Type
MBAC 401	Strategic Management	4	100	Core
MBAC 402	International Business	4	100	Core
MBAC 403	Dissertation/ Major Project	6	150	Core
MBA F/M/H	Elective Course	4	100	Elective
MBA F/M/H	Elective Course	4	100	Elective

MBA F/M/H	Elective Course	4	100	Elective
MBA F/M/H	Elective Course	4	100	Elective
MBAC 404	<i>Comprehensive Viva Voce</i>	4	100	Core
	Total	34	850	
	Grand Total	120	3000	

9. LIST OF ELECTIVES

Electives in Financial Management			
Course No	Name of the course	Credit	Total marks
MBAF 501	Management Accounting	4	100
MBAF 502	Security Analysis and Portfolio Management	4	100
MBAF 503	Financial Derivatives	4	100
MBAF 504	International Financial Management	4	100
MBAF 505	Corporate Taxation	4	100
MBAF 506	Insurance and Risk Management	4	100
MBAF 507	Financial Institutions and Markets	4	100
MBAF 508	Strategic Financial Management	4	100
MBAF 509	Financial Analytics	4	100
MBAF 510	Financial Modeling	4	100
MBAF 511	Corporate Restructuring	4	100
MBAF 512	Behavioural Finance and Economics	4	100

Electives in Human Resource Management

Course No	Name of the course	Credit	Total marks
MBAH 501	Counseling Skills for Managers	4	100
MBAH 502	Training and Development	4	100
MBAH 503	Strategic Human Resource Management	4	100
MBAH 504	Compensation Management	4	100
MBAH 505	Human Resource Planning	4	100
MBAH 506	Global HRM	4	100
MBAH 507	HR Analytics	4	100
MBAH 508	Performance Management	4	100
MBAH 509	Talent Management	4	100
MBAH 510	Industrial Relations	4	100

Electives in Marketing Management

Course No	Name of the course	Credit	Total marks
MBAM 501	Marketing Research	4	100
MBAM 502	Global Marketing	4	100
MBAM 503	Logistics and Supply Chain Management	4	100
MBAM 504	Marketing Analytics	4	100
MBAM 505	Retail Management	4	100
MBAM 506	Service Marketing	4	100
MBAM 507	Product And Brand Management	4	100
MBAM 508	Agri- Business Marketing	4	100
MBAM 509	Fisheries Marketing and Co-Operatives	4	100
MBAM 510	Integrated Marketing Communication	4	100
MBAM 511	Digital Marketing	4	100
MBAM 512	Consumer Behaviour	4	100
MBAM 513	Sales and Distribution Management	4	100

10. Scheme of Evaluation: The performance of the students will be evaluated through internal and external assessment at the ratio of 50:50. Internal assessment will be through process like internal examinations, assignments, presentations, attendance & class participation, etc., by the course teacher concerned. The University shall conduct the end semester examination and there will be double valuation in each paper and the average of the two will be awarded. The guidelines issued by the University shall be followed in other matters of evaluation and standards of passing.

. A separate minimum of 40% of marks for internal and external examination and an overall minimum of 50% marks shall be secured by the candidates in a course for a pass. Fractions of marks will be rounded off to the nearest number.

10.1 Breakup of internal and external marks for each paper shall be as follows:

Components of Internal Assessment	Total internal marks	External Marks (University examination)	Total marks
(i) Periodic tests (Minimum two)	25		25
(ii) Assignments or other academic activities	10		10
(iii) Seminar paper and Presentation	5		5
(iv) Class room participation	5		5
(v) Attendance	5		5 [$\geq 90\%$: 5 $\geq 85\% < 90\%$: 4 $\geq 80\% < 85\%$: 3 $\geq 75\% < 80\%$: 2]
End Semester University Examination		50	50
Total	50	50	100

10.2. The evaluation of a course shall be indicated by grade points in the 10 point scale, ranging from 0-10. The total combined marks of a course divided by 10 will be the grade point which has to be rounded off to the first two decimal places. Average of the grade point of all the courses in respective Semesters shall be the GPA for the Semester. Students with grade points less than five shall be treated as failed.

10.3. Classification and grading of final results:

Marks %	Classification
$\geq 75\%$	First class with distinction (Grade point of 7.5 and above.)
60 to 75%	First class (Grade point of 6 and < 7.5)
50 to 60%	Second class (Grade point of 5 and < 6)

< 50%	Failed (Grade point < 5)
<p>10.4. Rank certificates will be issued to the first three rank holders, provided that the students have passed the whole examination in their first attempt and secured at least 75% marks, for which application has to be submitted in the prescribed form along with the prescribed fee.</p>	
<p>10.5. Repetition of courses: A student who has not secured the separate minimum of 40% marks each in internal assessment and end semester university examination in a course may appear for re-examination of that course in a subsequent semester, whenever the course is offered following the registration procedure. No student shall be allowed to attend the end semester University examination of a course, if he/she failed to secure the prescribed minimum attendance/marks in the internal examination (Clause 13.2 is also applicable).</p> <p>In case a student who obtained the prescribed minimum marks in the internal examination but failed to secure pass marks in the end semester University examination of a course, the internal marks of such candidates will be carried forward.</p>	
<p>10.6. Transparency about internal assessment: Each faculty member shall maintain a record of performance of each student. The faculty member shall submit the attendance and internal assessment marks of the students through the Head of the Department to the Director of the School on completion of the course in each semester. The Director of the School will forward the same to the University. In case of complaint by a student(s), the Director shall follow the following procedure:</p>	
<p>10.7 The Complaint shall be referred to the concerned faculty member (whose assessment is under dispute or cause of the complaint) for redressal.</p>	
<p>26.3. If, the faculty member fails in resolving it, then the complaint shall be referred to a committee of three teachers in the Department/School, including the Head of the Department of the functional area. The Committee shall be constituted by the Director of the School.</p>	

9. Pattern of Question papers for the End- Semester Written Examination

The question papers set for the end-semester written examination will have three sections and carry 50 marks as detailed below:

Section A – Five short answer questions, one from each Unit or Module. Students will have to answer all the five. Each question will carry TWO marks (Total **10** marks).

Section B – Eight short essay questions, minimum one from each Unit or Module. Students will have to answer any SIX. Each question will carry 5 marks (Total **30** marks).

Section C – Two application oriented questions/ numerical problems OR a single case study of 10 marks each. Students will have to answer One question (Total **10** marks).

PART II

MBA CORE COURSES - DETAILED SYLLABUS BASED ON OBE

Semester- I

Name of Course	PRINCIPLES AND PRACTICE OF MANAGEMENT					
Type of Course	Core					
Course Code	MBAC101					
Course Summary & Justification	This course provides an appreciation of need and importance of the profession of management and also in-depth knowledge on the functions of management in an organization. The students will learn the basics of principles and practices of Management which will be essential for success in their career. The course will prepare the managers of tomorrow by introducing the issues they will face in organisations and the systematic ways to address them. The takers will be exposed to a broad frame of workplace along with the inter dynamics so as to arrive at optimum resources and decisions for overall effectiveness.					
Semester	1		Credits		4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Case based learning Total	44 6 50	15	-	7	72
Pre-requisite	NIL As per the requirement of the course					
<i>Others- Library, field work, seminar and assignment preparations, test, journal, case analysis, Book review, Seminars ,discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Describe the elements of organisations and need for effective management practices	U,A	PSO 3, PSO 8,
2	Evaluate Planning, Directing, Controlling and Co-ordination in organisational context	An, E	PSO 1,
3	Explain the concept of efficiency, effectiveness and analyse how synergy is created	E, An, C	PSO 3, PSO 5
4	Categorize decisions and explain decision making process	E, S, C	PSO 5
5	Explain principles and practices of management from Indian and global perspectives	Ap	PSO 9, PSO 11
6	Practice motivational and leadership tools appropriate in work organisations.	Ap, E, S	PSO 4, PSO 6, PSO 13
*Remember (R), Understand (U), Apply (A), Analyze (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC101- PRINCIPLES AND PRACTICE OF MANAGEMENT	Hours	CO No.
Module I	Introduction to Management: Meaning, Definition and Nature-Management and Administration-Management: A science or an Art? -Managerial and Organisational Performance- Efficiency and Effectiveness- Levels of Management- Managerial roles - Evolution of Management Thought -Scientific, Classical, Behavioral Schools, Management, Systems and Contingency approaches – Synergy, Globalisation and management-Changing nature of business-Cultural pluralism -Teamwork-Innovation, ethics and social responsibility	10	1,3,5
Module II	Introduction to Management Functions: POSDCORB Planning- meaning, nature, importance- levels of planning- types of plans- Objectives – setting objectives- Policies– Planning Process-Planning premises- Decision Making- Decision making models –Decision tree-Rational Decision Making –MBO ,MBE ,SWOT Analysis	16	2
Module III	Organising- nature-purpose-principles-Organisational Structure –Types- Line and Staff relationship-Departmentation - centralisation vs. decentralization-Span of Management-Promotion; principles in Staffing, Span of control- Delegation- Authority and Responsibility Staffing:- Meaning, Nature-Manpower Planning-Recruitment – Selection-Placement-Training and Development- Induction and Orientation	18	2, 3
Module IV	Directing and Controlling –Meaning-Importance-Principles of Directing Motivation –Motivation theories–motivational techniques- job Satisfaction–job enrichment- Need and process of Controlling –Requirements for effective control- Budget as Control Technique-Information Technology in Controlling-Control Techniques- Control and planning- Types of Control Reporting-Co-ordination Principles in Control and Co-ordination.	18	4
Module V	New Perspectives in Management –Strategic Alliances-Business Process Reengineering-Business Outsourcing- Benchmarking-Knowledge Management Total quality management- Technology and management, Global management practices, Recent developments	18	5,6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis -Internal Examinations <input type="checkbox"/> End Semester Examination

Suggested Readings:

1. Robert N. Lussier, Management Fundamentals–Concepts, Applications, Skill Development, Cengage Learning.
2. Stephen P. Robbins, Mary Coulter and Agna Fernadez: Management (14th Edition), Pearson.
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing.
4. Harold Koontz, Heinz Weihrich, Management, McGraw-Hill.
5. Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson.
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing.

Name of Course		ACCOUNTING FOR MANAGERS				
Type of Course		Core				
Course Code		MBAC 102				
Course Summary & Justification:		<p>Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition, the course develops skills in interpreting income statements, balance sheets and cash flow reports. This ability to analyse financial statements will enable participants to deal more effectively with strategic options for their businesses or business units. From the second phase of the course students will take away highly relevant skills in areas such as budgeting, product and service costing and short-run decision making. Such skills, ability and knowledge will enable participants to more effectively identify profitable opportunities and to contribute significantly to better management within their own organisations.</p>				
Semester	1	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the accounting concepts, principles, Methods, and Techniques used in the process of accounting,	U	PSO 8, PSO 13
2	Understanding the preparation of Day Books, Ledger, Trial Balance, Financial statements and related accounting statements.	U,R,A	PSO8, PSO 13
3	Applying the accounting concepts, principles, Methods, and Techniques used in the process of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organization,	A	PSO 5

4	Developing marginal skills to cross check and locate errors in accounting statements and physical cash and bank balance reconciliation with the help of suitable illustrations and cases.	S,A	PSO 5, PSO 8
5	Critically analyse& interpret the financial data, and demonstrate the ability to communicate the results with knowledgeable recommendations.	An, S, A,E	PSO 2, PSO 8
6	Inculcate skills to examine the financial statements such as income statement and position statement to bring out meaningful information regarding the cost, revenue,assets and liabilities by establishing relationships between the above variables.	A,An,S,E	PSO 8, PSO 9
7	Develop the capability for efficient planning of the financial resources so as to increase efficiency and profitability of an organization.	C,S	PSO 12, PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 102 - ACCOUNTING FOR MANAGERS	Hours	CO No.
Module I	Accounting – Branches of accounting – Financial Accounting – Importance and Functions – Book Keeping – Systems of Book Keeping- Double Entry Book Keeping - Journal – Ledger – Cash Book – Bank Reconciliation Statement- Trial Balance- Generally Accepted Accounting Principles (GAAP)-Accounting concepts and conventions.	18	1,2,4
Module II	Capital and Revenue – Depreciation – Methods of charging depreciation – Final Accounts- Trading and Profit and Loss Account- Balance sheet.	16	3
Module III	Management Accounting- Meaning, Definition, Nature, Objectives, Scope, Importance. Distinction between financial, cost and management accounting systems. Financial statement analysis – tools – comparative financial statements, common-size financial statements, trend analysis, Ratio Analysis – Du pont analysis.	18	5,6
Module IV	Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement-Cash Flow Analysis – Cash Flow Statement.	15	5,7
Module V	Responsibility Accounting.- International Accounting Standards - IFRS.	5	1,7
	Total	72	

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis -Internal Examinations <input type="checkbox"/> End Semester Examination

Suggested Readings:

1. Maheshwari S.N & Maheshwari S K – *Accounting for Management*, Vikas Publishing House, New Delhi.
2. Bhattacharya; *Essentials of Financial Accounting* (based on IFRS), PHI
3. Ramachandran Kakani- *Financial Accounting for Management*, TMH.
4. PC Tulsian- *Financial Accounting*, Pearson.
5. Dhamija - *Financial Accounting for Managers*, Prentice Hall.
6. Anthony, R.L. *Accounting Principles*, Richard D. Irwin, Ine Home road, Illinois.
7. Horngren, C.T., *Introduction of Management Accounting*, Prentice Hall of India.
8. Khan and Jain, *Management Accounting*, Tata McGraw Hill, Delhi.
9. Shukla, M.C. : *Advanced Accountancy*, S. Chand & Co., New Delhi, 1995.
10. Jain, S.P. and Narang K.L. : *Advanced Accountancy*, Kalyani Publishers, Lacknow, 1998.
11. Gupta, R.L & Gupta, V.K: *Principles and Practice of Accountancy*, Sultan Chand & Sons, New Delhi, 2006.

Name of Course	MANAGERIAL ECONOMICS					
Type of Course	Core					
Course Code	MBAC 103					
Course Summary & Justification	Managerial Economics provides an overview of economic tools and analytic approaches available to the manager for business decision making. The main objective of this course is to equip students with the necessary theory and techniques and the ability to apply them in order to inform and enhance managerial decision making. Topics covered include: goals of the firm, demand and supply theory, forecasting and measurement, theory of production and estimation, cost theory and estimation, pricing and output determination under different market structures, game theory, and pricing in practice.					
Semester	2			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1.	Introduce the basic economic concepts	U, R	PSO 5 , PSO 8
2.	Familiarize with the students the importance of economic approaches in managerial decision making	A,An,U	PSO5,PSO2, PSO8,PSO7, PSO13,PSO10
3.	Understand the applications of economic theories in business decisions	A,An,S	PSO7, PSO8, PSO9, PSO10
4.	Use economic tools to explain the optimal allocation of resources within the firm	R,U,E, C,I	PSO 1, PSO 7
5.	Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure	A, An, E, Ap	PSO 8, PSO 7, PSO12, PSO13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 103- MANAGERIAL ECONOMICS	Hours	CO No.
Module I	The Nature and Scope of Managerial Economics Meaning and scope of Managerial Economics, Relationship to economic theory, decision making. The theory of a firm, the international framework of managerial economics.	8	1
Module II	Demand, Supply and Equilibrium analysis Individual and Market demand - Determinants of demand – Elasticity of demand and its applications, Demand Forecasting, Supply and Equilibrium, utility and indifference curve analysis, Price effect, equilibrium of the consumer	20	2,3
Module III	Production and Cost Analysis Production function with one variable input and two variable inputs, Isoquants, Producers equilibrium, Law of variable proportions and - laws of returns, Economies and diseconomies of scale - Type of Costs and Revenue– Short Run and Long Run Costs-Fixed and variable costs, marginal and average costs, opportunity costs, \ Cost-Output Relationships in the Short Run and Long Run, Break Even Analysis	16	1,2
Module IV	Market structure and Pricing Concepts Market Structure – Perfect and imperfect Competition – Monopoly – Monopolistic Competition – Duopoly – Oligopoly, Pricing Practices: Dumping, transfer pricing, cost-plus pricing, Introduction to Game Theory.	16	1,3
Module V	Introducing Macro Economic concepts National Income, Measurement of National Income Accounting, GDP and GNP, Unemployment, Inflation, Deflation, Stagflation, Business Cycles, Factors influencing International Trade, Balance of Payments – Fiscal and Monetary Policies.	12	1,2

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis -Internal Examinations -End Semester Examination

Suggested Readings

1. Dominick Salvatore, Managerial Economics, Oxford University Press, 8th edition, 2018
2. Peterson, Craig H., Lewis, Chris and Sudhir Jain, Managerial Economics, Pearson Education, 2006.
3. Mark Hirshey, Economics for Managers, 2007, Thomson Learning.
4. Samuelson, Paul, Economics, 18th edition, 2005, Tata-McGraw Hill.
5. Rangarajan and Dholkia, Macroeconomics, Tata-McGraw Hill.
6. Keat, P., Young, P.K. and Erfle, S., Managerial Economics, 7 th Edition, Prentice Hall, 2013.

Name of Course:		BUSINESS LAW				
Type of Course		Core				
Course Code		MBAC104				
Course Summary & Justification:		Business Laws in the real-time business environment is essential for the students of all specializations. This core course focuses on the importance of law and legislation in the business world. Further, it gives students a rich understanding of Commercial and Corporate Law, Information Technology, and Intellectual Property Rights Law, as well as Security Legislation, which is very important for entrepreneurs and managers. The objective of this course is to identify laws and their uses in decision making for managers along with drafting contracts and agreements.				
Semester	2	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the fundamental legal principles underlying business contracts, so they can identify, avoid, and manage legal issues as they arise.	U	PSO 13
2	Integrate ethical challenges with legal questions and balance the principles of ethics, justice, and the law.	A, S	PSO 1, PSO 13
3	Learn how to analyze case law to gain insight and an understanding of legal aspects to do business.	U, S	PSO 5, PSO 13
4	Become aware of legal framework required for incorporation of corporate and non-corporate business entities.	U	PSO 9, PSO 10
5	Create virtual situations that business would possibly face to bring about discussions and information to resolve with the existing law.	An, S, A, E	PSO 5, PSO 10, PSO 12
6	Analyse the implications of GST on the taxable capacity consumers, dealers and of the society at large and its changes.	A, An, S, E	PSO 5
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC104 - BUSINESS LAW	Hours	CO No.
Module I	<p>Law of Contract The Indian Contract Act 1872-Definition of contract- Classification of Contract, Essentials of a valid contract- Provisions relating to discharge of contract, Breach of contract and its remedies. Sale of Goods Act 1930-Essentials for contract of sale of goods, Provisions relating to Conditions and Warranties, Rights of unpaid Seller, Rules as to delivery of Goods</p>	18	1,2,3
Module II	<p>Corporate and Non-Corporate Laws Companies Act 2013-Meaning, Features and classification of company, Stages of Incorporation of company, Memorandum and Articles of Association, Prospectus, Share capital, Meetings, Corporate social responsibility, Winding up of companies Indian Partnership Act, 1932-Important features, Formation of partnership firms, Types of partnership firms, Kinds of partners, Rights and duties of partners, Dissolution of partnership Limited Liability Partnership Act 2000 - meaning of LLP, features, Incorporation by registration, Insolvency and winding up</p>	22	1,2,3,4
Module III	<p>Security Legislations The Negotiable Instruments act, 1881- Negotiable Instruments, Meaning, characteristics, Cheques, Promisory notes, Bills of exchange</p>	15	1,3,5
Module IV	<p>Tax Laws Introduction to direct and indirect taxes, Goods and Service Taxes, Concept of GST, Goods, Service, Features, merits and demerits of GST, GST Council, GST Network, CGST Act 2017, Provisions related to Supply (Sec 7), Provisions related to registration – mandatory registration (Sec 22), persons not liable to take registration (Sec 23), Deemed Registration (Sec26)</p>	10	3,5,6
Module V	<p>Consumer Protection and IT Laws The Consumer Protection Act, 2019, Introduction, Consumer protection authority, Dispute redressal forums Information Technology act, 2000 - Introduction, Digital Signature, cybercrimes and remedies.</p>	7	1,2,3

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations <input type="checkbox"/> End Semester Examination

Suggested Readings:

1. Business Law Including Company Law, S. S Gulshan & G. K Kapoor, New Age International Private Limited.
2. Elements of Merchantile Law, N. D Kapoor, Sultan Chand & Sons Private Limited.
3. Bagrial A. K., Company Law, Latest Edition, Vikas Publishing House.
4. GST Law and Practice, Arpit Haldia, Mohd. Salim, Taxmann.
5. Gulshan S. S., Excel Books India, Latest Edition, Excel Books India.
6. Moshal B. S., Modern Business Law, Second Edn., Ane Books Pvt Ltd.
7. Ravindra Kumar, Legal Aspects of Business, Cengage.
8. Saravanavel and Sumathi, Business Law for Management, Latest Edition, Himalaya Publishing House.

Name of Course	QUANTITATIVE METHODS					
Type of Course	Core					
Course Code	MBAC 105					
Course Summary & Justification	This course provides an introduction to the use of quantitative methods in research. Emphasis will be on achieving an understanding of quantitative methods and associated statistical techniques considered so that you can think critically about suitable procedures for research design, collection and analysis of data, and the usefulness of statistics.					
Semester	2			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Use the base concepts of probability statistics for solving business problems.	U, R,A	PSO8, PSO 5
2	Analyze trends and relationships in business data	A,E,C,S	PSO3,PSO5, PSO11, PSO1
3	Develop a conceptual and practical understanding of how to learn from social science data	A,An,S,E	PSO13, PSO8, PSO1, PSO3
4	Organize and present statistical information in a meaningful way to facilitate decision-making.	C,S,An,A,E	PSO1,PSO3, PSO5, SO13
5.	Engage in independent and reflective learning by analysing problems, apply critical thinking, and draw conclusions based on business data.	Ap, I,S, E	PSO3, PSO5, PSO13
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)</i>			

COURSE CONTENT

	MBAC 105- QUANTITATIVE METHODS	Hours	CO No.
Module I	Quantitative Methods: Introduction Meaning, nature and scope, Grouping and displaying data (frequency distribution), curve, bar chart and pie chart, Measures of central tendency (Mean, Median, Mode, Geometric Mean and Harmonic Mean) and dispersion (range and Standard Deviation), The coefficient of variation	12	2,3
Module II	Probability concepts Probability Theory-Marginal, Joint and Conditional Probability, Baye's Theorem and its Business Applications of Probability	12	1
Module III	Probability Distributions Normal, Binomial and Poisson distribution	18	1
Module IV	Statistical inference and Hypothesis Testing Basic concepts; standard error; central limit theorem; Sampling and types of sampling, Hypothesis testing- confidence and significance level, introduction to parametric and non-parametric tests, Tests involving one sample and two sample means- z test, t test, chi square test, f-test, ANNOVA	18	3,4
Module V	Correlation and Regression Correlation: Types of Correlation, Karl Pearson's correlation coefficient, Spearman's Rank Correlation coefficient- Coefficient of Determination, Regression, Business Applications of correlation and regression	12	4

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment Continuous Evaluation Seminar Presentation Class participation (interaction) Mini Project/Assignment/ Internal Examinations End Semester Examination

Suggested Readings:

1. Levin R.L. and Rubin, D.S., Siddiqui and Rastogi, Statistics for Management, Pearson Education (8th Ed.), 2021
2. Brandimarte, P., (2011), Quantitative Methods: An Introduction for Business Management, Wiley.
3. Buglear, J., (2004), Quantitative Methods for Business, Routledge
4. Tulsian, P.C. and Vishal Pandey, Quantitative Techniques, Pearson Education, New Delhi, 2004.
5. Vora, N. D., Quantitative Techniques in Management, Tata Mc. Graw Hill Education, New Delhi, 2006.
6. Beri, G. C., Business Statistics, Tata Mc. Graw Hill Education, New Delhi, 2005.
7. Gupta, S.P., Statistical Methods, Sulthan Chand & Sons, New Delhi, 2010.
8. Srivastava, U.K., Shenoy,.G. V., Sharma, S.C., New Age International (P) Ltd., 2011

Name of Course:		ENVIRONMENT MANAGEMENT				
Type of Course		Core				
Course Code		MBAC 106				
Course Summary & Justification:		This course enables the students to develop the capability to understand the fundamentals of environment and its impact on business activities.				
Semester	1	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the basic concepts of environment and biodiversity	U,R	PSO 1
2	Learn conservation of natural resources and energy management.	U,R,An	PSO 10
3	Understanding the causes of environment degradation, waste management and its solution.	A,S,U	PSO8
4	Critically evaluate the Sustainable development and the CSR activities.	R,U,A,E	PSO 11, PSO 5
5	Knowledge about Environment Impact Assessment and different dimensions of quality management.	U, A, E	PSO 13,

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*

COURSE CONTENT

	MBAC 106 - ENVIRONMENT MANAGEMENT	Hours	CO No.
Module I	Introduction to Environment- Environment- Components of environment: Lithosphere, Hydrosphere, Atmosphere, Biosphere, Ecology- Biotic and abiotic components, Types of ecology, food chain, Ecosystem- Types of ecosystems- Terrestrial and aquatic, Biodiversity: meaning, types, principles, Biodiversity in India.	14	1,2,4

Module II	Natural Resources and Energy Management- Natural resources and Energy Management: Depletion of natural resources, Fossil fuels, energy sources: Conventional Sources, renewable sources, Energy management: Definition, Energy management techniques, Energy audit, carbon credit, Global warming, Climate change.	14	3
Module III	Environmental Degradation and Waste Management- Environmental degradation- Causes of environmental degradation, Effects of environmental degradation, implications of environmental degradation, Industrial pollution- types, causes, effects and controls of industrial pollution, Waste- sources, types, Waste management- 7R's of waste management, types, Advantages of waste management.	14	5,2
Module IV	Sustainable Development- Sustainable development: Definition, elements, indicators, principles, guidelines for sustainable development, concern for environment: Eco-friendly manufacturing, packaging, green marketing, green funding, green taxes, Environment friendly products, Corporate Social Responsibility and Environmental Management: Environmental aspect of CSR.	16	5,1
Module V	Environment Impact Assessment- Environment impact studies and assessment, environment management system, ISO 14000, Institutional support for establishing and maintaining environment friendly business, International initiatives for environment management.	14	1,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation -Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations- - End Semester Examination

Suggested Readings:

1. G.C.Beri, Market Research, Pearson Education, New Delhi.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, Pearson Education.
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India
4. Tull & Hawkins, Marketing Research: Measurement and Method, PHI.
5. Luck & Rubin: Marketing Research, Prentice Hall India.
6. Dawn Iacobucci, Gilbert A. Churchill, Marketing Research: Methodological Foundations, Cengage.
7. Dawn Iacobucci, Gilbert A. Churchill, Multivariate statistics and Marketing Analytics Cengage.

Name of Course	BUSINESS COMMUNICATION AND SOFT SKILLS					
Type of Course	Core					
Course Code	MBAC 107					
Course Summary & Justification	The objective of this course is to make the students understand the principles and develop the skills necessary for effective oral and written communication in today's workplace and develop/adopt strategies to suit the objectives. The course also seeks to hone the oral, written and interpersonal skills of the students and make them proficient in applying the concepts of communication to a business environment.					
Semester	2			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning Discussions	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	To demonstrate clear briefing and listening skills, not being afraid to ask for help and support when necessary.	U	PSO 1, PSO 5
2	Learning to keep going when things don't go according to plan, coping with the unfamiliar, managing disappointments and dealing with conflicts.	U,An	PSO 2, PSO 6
3	Learning to handle emotions including tolerance and behavioural responses, building positive friendship and bonding with peers and classmates.	An,E	PSO 8
4	Developing self-motivation, raised aspirations and belief in one's own abilities, defining and committing to achieving one's goals.	U,An,I	PSO 9
5	To understand time and resource management, conflicts resolution, teaching and mentoring etc.	U, An	PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 107- BUSINESS COMMUNICATION AND SOFT SKILLS	Hours	CO No.
Module I	Business communication- Origin and meaning of communication, business communication, Importance of business communication, Principles of business communication, Process of Business communication, channels and tools of Business communication, Barriers to poor Organizational Communication, Strategies for overcoming communication barriers.	10	1,2
Module II	Types of business communication- Internal and External, Verbal and nonverbal Communication, Difference between verbal and nonverbal communication, merits and de-merits of verbal and non-verbal communication, Cultural dimension in communication.	14	3,4
Module III	Listening- meaning and types, Public Speaking- steps involved in public speaking, Presentation – key components in standard presentation, Pre-presentation preparations, Presentation day, Group discussion, Interview- Types and stages of an interview, Appearing for an interview, conducting an interview, Negotiation- Approaches and process.	14	4
Module IV	Written communication- Guidelines to effective business writing, Business letter- sales letter, enquiry letter , reply letter, order letter, complaint letter, press releases and public notices, Inviting tenders, collection letter, Memorandum, office orders, circulars, Notice ,Agenda, minutes of meetings, suggestions and complaints, reports, e-mail writing etiquettes, Preparation of resumes, Business reports- fundamentals of effective report writing, Types of reports-progress reports, periodic reports, compliance reports, recommendation reports, trip and contact reports, annual confidential reports, inspection reports, Business proposal.	22	2,4
Module V	Soft Skills- Meaning, Classification of soft skills-Time Management- Attitude-Responsibility-Integrity and Trust- Consistency and Predictability-Team work and Interpersonal skills-soft skills demanded by employer-Soft skills as a competitive weapon.	12	4,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis - Internal Examinations - End Semester Examination

Suggested Readings:

1. Business Communication Today, Boyee Courtland L and Thrill John V, Prentice Hall International.
2. Business Communication, Guffey Mary Ellen, South-Western Collage publishing.
3. Principles and Practice of Business Communication, Apai and Rhoda, Sheth Publishers, Mumbai.
4. Corporate Communication, Argenti Paul A, Irwin McGraw Hill.
5. Business Writing & Procedures, Atkinson, Reynolds American Book Co.

Semester- II

Name of Course	FINANCIAL MANAGEMENT					
Type of Course	Core					
Course Code	MBAC 201					
Course Summary & Justification	This course has the objective of creating an understanding of the basic issues involved in raising of funds for investments, evaluation of investment projects and proper management of funds.					
Semester	2			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
1	Understand the basic concepts relating to financial management.	U	PSO8,PSO 10
2	Understand the functions and importance of financial management in a business unit.	U,R	PSO13
3	Develop the skill to estimate the actual requirements and distribution of funds in a firm.	A,S	PSO8,PSO9, PSO 12
4	Create a deep knowledge on the merits and demerits of raising funds from various sources and evaluate each source from various view points.	R, An, A	PSO9, PSO12
5	Develop the capability to analyse and rank different investment opportunities and make appropriate decisions.	An, S, E, A	PSO7, PSO8, PSO13
6	Develop the skill to raise and use funds efficiently in a business organization.	A,C,S	PSO5, PSO9
7	Develop the capability for efficient planning of the financial resources so as to increase efficiency and profitability of an organization.	A,C	PSO 10, PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 201FINANCIAL MANAGEMENT	Hours	CO No.
Module I	Nature and Scope of Financial Management: Meaning and Definition of Business Finance and Financial Management; Finance Functions; Aims of Finance Functions; Scope of Finance Function: Objectives of Financial Management; Financial Decisions; Role and Functions of Finance Manager. Sources of Finance: Security financing, Internal financing, Loan financing. New sources of Financing.	12	1,2
Module II	Cost of Capital and Capital Structure Decisions: Cost of Different Sources of Capital: Concept of cost of capital, Significance of cost of capital, Computation of Component costs of capital: Cost of Debt, Cost of Preference Share Capital, Cost of Equity, Cost of Retained Earnings, Computation of Composite Cost of Capital. Capital Structure Decision – Meaning and Patterns of Capital Structure; Theories of Capital Structure: Net Income Approach; Net Operating Income Approach; Traditional Approach and M-M Approach; Concept of Optimum Capital Structure; Factors affecting Capital Structure. Operating and Financial Leverages: Meaning of leverage, Types of Leverages; Operating, Financial and Composite Leverages.	20	3,4
Module III	Investment decisions: Time Value of Money (Theory Only)- Concept, Future Value of a single amount; Present Value of a single amount; Future Value of an Annuity; Present Value of an Annuity. Capital Budgeting Decisions: Concept of capital budgeting, Need, types and importance of capital investment decisions; Capital budgeting appraisal methods: Pay- back period method, Net Present Value Method, Internal Rate of Return method and Present Value Index Method.	16	4,5
Module IV	Management of Working Capital: Management of Working Capital – Concept, types, importance and factors affecting working capital, Sources of working capital – Components of working capital- Operating cycle.	8	6
Module V	Dividend Decision: Dividend Policy: Dividend and its forms, Objectives of Dividend Policy, Relevance and Irrelevance Theories of Dividend Decision: Walter’s Approach; Gordon’s Approach and MM Approach.	16	6,7
	Total	72	

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations <input type="checkbox"/> End Semester Examination

Suggested Readings:

1. James C. Van Horne, John M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall of India, New Delhi.
2. Richard A. Brealey, Stewart C. Myers, Franklin Allen, PitabasMohanty: Principles of Corporate Finance, Tata McGraw Hill Publishing Company Ltd. New Delhi
3. Pandey I. M.: Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Prasanna Chandra: Financial Management – Theory and Practice, Tata McGraw Hill Publishing Company Ltd. New Delhi.
5. Khan M. Y., Jain P. K.: Financial Management – Text and Problems, Tata McGraw Hill Publishing Company Ltd. New Delhi.
6. Lawrence D. Schall, Charles W. Haley: Introduction to Financial Management, McGraw Hill, Inc., New York.

Name of Course	OPERATIONS MANAGEMENT					
Type of Course	Core					
Course Code	MBAC 202					
Course Summary & Justification	The purpose of the course is to introduce the students to the production and operations management function and stress its importance to the organisation in the context of the increasingly competitive situation and new advancements in operations management practices.					
Semester	4			Credits	4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						
COURSE OUTCOME (CO)						
CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>			Learning Domains	PSO No.	
1	Able to explain the importance of operations as a function in a firm			U, C, S	PSO 1, PSO 2	
2	Helps to analyse and evaluate inventory management practices in a firm.			U, An, E	PSO 6, PSO 8	
3	Able to suggest proper quality management processes in a firm.			U, A, S, C	PSO 10	
4	The student will be able to analyse and critically examine production planning practices and maintenance activities in a firm.			U, A, An, S	PSO 1, PSO 2, PSO 3	
5	The student will be able to analyse and critically examine location and layout planning practices of a firm.			U, C, S	PSO 7, PSO 8, PSO 9	
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)</i>						

COURSE CONTENT

	MBAC 202 OPERATIONS MANAGEMENT	Hours	CO No.
Module I	<p>Operations as an organisation function Meaning of operations and operations management, Importance of Production Function - Scope of Production and Operations Management, Types of Production Systems- Project, job shop, batch flow, line flow and continuous flow, Strategic Operations Management, Operations Strategies, Elements of Operations Strategy, 5 P^s of Operations.</p>	14	1
Module II	<p>Plant location & Layout planning Nature of location decisions, factors affecting location decisions, Steps in Location, Location Models- factor rating method, weighted rating method, load-distance method, centre of gravity method, break even analysis, Layout-objectives and Types of layout, Materials Handling- Objectives, Material Handling Principles, Types of material handling equipments, Selection and Design of Handling System.</p>	16	1,2
Module III	<p>Materials Management 5 R's of material management, Vendor rating, Inventory Models, EOQ, Reorder point, EOQ with Discounts, MRP-I, MRP-II, Selective Inventory Control (SIC), Just In Time (JIT), Basics of Kanban, VMI and ERP, Work Study, Work Measurement</p>	14	2,3,4
Module IV	<p>Operation planning and control Production/Operations Planning & Control, Role of production planning & control in Operations Management, Factors determining production planning, Aggregate Planning, Master Production Schedule, Scheduling, Loading, Routing, Product Planning for Various Production Systems, Line Balancing and sequencing, EBQ, Capacity Planning, Basics of Maintenance management, Maintenance Decisions, overview of FMS and Robotics.</p>	16	5
Module V	<p>Quality management Quality Management, Statistical Quality Control (SQC), Total Quality Management (TQM), Kaizen, Six sigma, ISO Systems, SCM Basic Concepts.</p>	12	5

Suggested Readings

- 1) Aswathappa, Production & Operations Management,
- 2) Buffa E.S., Modern Production and Operations Management
- 3) Chari, Production & Operations Management
- 4) PaneerSelvam, Operations Management
- 5) Prof. Wilson, Operations Management
- 6) Dilworth James B., Operations Management
- 7) Adams Evertie E., Ebert Ronald J., Operations Management
- 8) Norman Gaither, Production and Operations Management
- 9) KanishkaBedi, Production and Operations Management
- 10) Joseph G. Monks, Operations Management

Name of Course	BUSINESS ENVIRONMENT AND CORPORATE ETHICS					
Type of Course	Core					
Course Code	MBAC 203					
Course Summary & Justification	The objective of the course is to understand relationship between environment and business, applying the environmental analysis techniques in practice, to know the Economic, Socio-Cultural and Technological Environment and to the policies of Economic legislations and Economic reforms laid by the government. This also provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena.					
Semester	2			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1.	To understand the concept of business environment its meaning, scope and importance	U, R	PSO2, PSO4, PSO9, PSO12
2.	To helps the students in sensitizing the students about the different aspects of business environment and how it plays an important role in business.	A,An,E,C	PSO10, PSO11, PSO8, PSO2
3.	To sensitize the students to the various micro and macro environmental factors within which they will operate as managers.	A,An,S,E	PSO1, PSO2, PSO7, PSO8, PSO13
4.	To enable students to discuss the contemporary issues in business	U,A,An,E,Ap	PSO9, PSO10, PSO11, PSO12
5.	Understand the definition of ethics and the importance and role of ethical behavior in the business world today.	U,E,Ap,R	PSO2, PSO3, PSO5
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 203- BUSINESS ENVIRONMENT AND CORPORATE ETHICS	Hours	CO No.
Module I	Business Environment Introduction, nature and scope of business environment, PESTEL factors, emerging trends in business: sharing economy, inclusive growth and rural development	10	1,2,5
Module II	Economic Environment Various kinds of economic system: capitalism and socialism. Characteristics of Indian economy, Sectors of economy and their relative importance, overview of Global economy, World Trade Organization and the 2030 agenda for sustainable development.	12	2,3,4
Module III	Social, Cultural and technological Environment Indian social structure: caste and family systems, demographic environment in India, technological developments and its business implications.	12	2,3,4
Module IV	Political, legal and Business Environment Political Environment in India, public sector reforms and performance, economic transition in India (Pre and post Liberalisation): overview of Liberalisation, Privatisation and Globalisation, NITI Aayog, Make in India, Startups, Mudra Bank, Digital economy, GST and demonetisation, IRDA and SEBI, role and functions of FICCI and CII. Domestic Vs Foreign Investment, FDI and FII.	22	2,3,4
Module V	Business Ethics Ethics , Objectives of ethics , Business ethics, characteristics of business ethics, need for business ethics, business ethics and profits, Indian ethos for management, the concept of ethics in work life according to Bhagavat Gita, value oriented Holistic management, need of value based holism in management in India, ethics for transnational business in view of globalization, relationship between ethics and corporate governance	16	5,4,3,2

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination

Suggested Readings

1. [Wetherly](#), P., and [Dorron O.](#), The Business Environment: Themes and Issues, Oxford (2014)
2. Business Environment. BnGhosh, Oxford University Press (2020)
3. AmitaBatra, India's Trade Policy in the 21st Century, (2022), Routledge, London.
4. Kapila, U., Indian Economy since Independence, Academic Foundation, Gaziabadh., 32nd edition
5. Business Environment, Pearson, Fourth Edition, [ShaikhSaleem](#), Pearson (2019)
6. Business Environment, A.C.Fernando, Pearson (2019)
7. Business Environment – Indian Institute of Material and Management, 2019.
8. Sood, V., (2022), Progress of the Indian Economy, Thomson Reuters.
9. Business Ethics and Corporate Governance, Khanka SS, S Chand. (Latest copy)
10. Business Ethics and Managerial Values, SK Bhatia, Deep and Deep. (Latest copy)
11. Business Ethics and Corporate Governance, CVS Murthy, Himalaya. (Latest copy)
12. Ethics in Business and Corporate Governance, SK Mandal, Tata McGraw Hill(Latest copy)

Name of Course:		ORGANIZATIONAL BEHAVIOUR				
Type of Course		Core				
Course Code		MBAC 204				
Course Summary & Justification:		This course intends to develop an understanding of the dynamics of individual and group behavior within organizations and also enhance the skills in understanding and appreciating individuals, interpersonal, and group processes for increased effectiveness both within and outside the organizations.				
Semester	4	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	45 5	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the basic concepts and terms related to principles of management, individual behaviour, interpersonal behaviour and current trends in OB.	U,A	PSO 4, PSO 5, PSO 11
2	Impart skills to analyse behaviour of people in organizations and their management to explore and establish relationships in the areas of people decisions.	An,S	PSO 12, PSO 13
3	Evaluate the impact of organizational behaviour on people management decisions, and appraise organizational proposals using behaviour management techniques.	U, An	PSO 5, PSO 6
4	Generate new ideas and create organizational behaviour plans and proposals for business expansion and developments.	E , C	PSO 1, PSO 3, PSO 10
5	Apply the conceptual foundation and theories of organizational behaviour.	Ap	PSO 13
6	Develop a good working environment for an individual for the smooth running of the organisation.	Ap, E	PSO 3, PSO 4, PSO 8

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)*

COURSE CONTENT

	MBAC 204- ORGANIZATIONAL BEHAVIOUR	Hours	CO No.
Module I	Introduction to Organisational Behaviour: Definition- Nature of OB- - Concept of OB -History – Evolution- Hawthorne Experiments-Management functions and relevance to Organisational Behaviour -Contributing disciplines -OB Models.	10	1,2
Module II	Individual Behavior -Individual differences and employees as individuals– Personality, Personality qualities Motivation: meaning, nature and process- techniques of motivation –Emotions- Emotional Intelligence-Emotional Labour-Stress-Sources and Consequences-Types of Stress-Coping with stress-Organisational Role of Stress	16	2,3
Module III	Personality - Determinants, Personality models, Attitudes – Components of Attitude-sources, types, consistency, work attitudes- Job Satisfaction-Organisational Commitment- Employee Morale-Values- importance, sources, and types. Perception - Process, Selection, Errors in Perception, Managerial implications of perception-Attribution- Learning - classical, operant and social cognitive approaches	16	3
Module IV	Interpersonal dynamics: Developing interpersonal awareness – Johari Window – Transaction analysis – Empathy and Assertiveness Groups: Definition and classification of groups – Development of groups – groups structure –Group think and Group shift- Group norms ,Group Roles, Cohesiveness and status – Group decision making- Teams – Developing high performance teams. –Leadership types-theories-Leadership training & evaluation	14	4,5
Module V	Organisational Dynamics: Organisational change - Managing planned change.-Resistance to change -Approaches to managing organisational change - Organisational Development - values - interventions- Organisationnel culture - Dynamics, role and types of culture and corporate culture-Organizational Environment Conflict–Conflict Resolution Strategies, Organizational Power–Sources of Organizational Power, Organizational Policies.	16	5,6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations <input type="checkbox"/> End Semester Examination

Suggested Readings:

1. Robert N. Lussier, Management Fundamentals–Concepts, Applications, Skill Development, Cengage Learning.
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson.
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing.
4. UdaiPareek, SushmaKhanna, Organizational Behavior, Oxford Publishing.
5. Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson.
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing.

Name of Course:		HUMAN RESOURCE MANAGEMENT				
Type of Course		Core				
Course Code		MBAC 205				
Course Summary & Justification:		This course enables the students to develop the capability to understand the basics of HRM and to inculcate an attitude for identifying and undertaking research work both in industry as well as in academic environment.				
Semester	1	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Develop the understanding of the concept of HRM and to understand its relevance in organization.	U,R	PSO 1
2	Effectively manage and plan key human resource functions within organizations.	U, R,	PSAO 8, PSO 13
3	Contribute to employees performance management and organizational effectiveness .	A, S, An	PSO 10,
4	Integrate the knowledge HR concepts to take correct business decisions .	R,U, E	PSO1, PSO 12
5	Develop the necessary skills set for application various HR issues.	U, A,	PSO5
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 205 - HUMAN RESOURCE MANAGEMENT	Hours	CO No.
Module I	Meaning and Definition of personnel management, HRM- Meaning, definition, objectives, functions, Difference between personnel management and HRM, Role of HR manager, HRP- Meaning, importance and steps.	10	1,2,4
Module II	Meaning, Definition, uses- Job description and job specification, methods for collection job analysis data, steps in job analysis. Job design- Definition, methods of job design- job simplification, job rotation, job enlargement, job enrichment. Difference between job enlargement and job enrichment.	12	3
Module III	Recruitment- meaning, definition, factors affecting recruitment, sources of recruitment, Selection- meaning, steps, selection testing. Placement- meaning and features, benefits, Induction- Definition, objectives, types and approaches, Training- Meaning, process and methods – On-the-job and off-the-job, Development- Definition, process, Differences between Training and development, Transfers- Meaning, Types and benefits, Promotion- Meaning, bases, Demotion, Employee separation- Voluntary separations and Involuntary separations.	20	5,3
Module IV	Performance appraisal- Meaning, features, methods, wages and salary administration- meaning and definition, essential of sound wage and salary administration, factors affecting compensation, ,methods of wage payments- Time waged plan, piece rate system and balance or debt plan, Job evaluation- meaning and features, difference between job evaluation and performance appraisal, job evaluation process and methods, Incentive and fringe benefit- Meaning, importance of incentive pay and objectives of fringe benefits, employees health and safety and welfare, Employee grievances- causes, methods of understanding employee grievances, grievance redressal machinery.	22	5,3
Module V	Collective bargaining- meaning, features and objective, Types of bargaining, process, Industrial relations- meaning and definition, parties involved in industrial relation, causes of poor industrial relation	8	1,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis - Internal Examinations - End Semester Examination

Suggested Readings:

1. G.C.Beri, Market Research, Pearson Education, New Delhi.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, Pearson Education.
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India
4. Tull & Hawkins, Marketing Research: Measurement and Method, PHI.
5. Luck & Rubin: Marketing Research, Prentice Hall India.
6. Dawn Iacobucci, Gilbert A. Churchill, Marketing Research: Methodological Foundations, Cengage.
7. Dawn Iacobucci, Gilbert A. Churchill, Multivariate statistics and Marketing Analytics Cengage.

Name of Course:		MARKETING MANAGEMENT				
Type of Course		Core				
Course Code		MBAC 206				
Course Summary & Justification:		<ul style="list-style-type: none"> • This course enables the students to get introduced to the nature and significance of the Marketing Function and the Marketing management process. • Helps to develop an understanding of the STP Process. • Outline the key aspects of the Buying Behavior of consumers. • Explain the factors affecting various products and pricing decisions. 				
Semester	1	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	To enable the students to evaluate the viability of marketing a product or service in a domestic and international market or markets.	U,E	PSO 2, PSO 5, PSO 7
2	To enable students to formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.	U,C,A,S	PSO 7, PSO 11, PSO 13
3	To enable students to understand fundamental marketing concepts, theories and principles in areas of marketing policy; of market and consumer behavior; of product, distribution, promotion and pricing decisions.	R, U, An ,E	PSO 1, PSO 13
4	To help students to understand the current trends in marketing and also enable them to choose their carrier in the marketing field.	I,An	PSO 10, PSO 11, PSO 12
5	Analyse the environment and recommend appropriate Segmentation, Targeting and Positioning Strategy for a product, to achieve the business goals.	An	PSO 6, PSO 10, PSO 12

6	Recommend suitable product, pricing, distribution and Marketing Communication strategies for a brand to achieve the Marketing objective in a global context.	C	PSO 1, PSO 2, PSO 3
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 206- MARKETING MANAGEMENT	Hours	CO No.
Module I	Fundamentals of Marketing- Meaning and functions, Marketing and selling, Marketing Philosophies or marketing concepts, Core marketing concepts, Marketing Mix, Understanding Marketing Environment- Micro and Macro environment, Marketing information system- components, Importance of marketing information system, Fundamentals of Marketing Research- Process and types, Difference between marketing research and marketing information system, Market research and Marketing research.	18	1,2,4
Module II	Consumer Buying Behaviour- Customer and consumer, Process and determinants of consumer behaviour, Market Segmentation- Meaning, Need for market segmentation, Patterns, Bases or Methods, Targeting- Target marketing, Niche marketing, Positioning,-Positioning strategies, Repositioning, Marketing strategies- Meaning, objectives, steps, Marketing plan- Elements of a marketing plan.	16	3
Module III	Product and Pricing Decisions: Product- Meaning and definition, Types of Products; Product Levels or customer value hierarchy, Product policies, Product Life Cycle- Meaning, Stages and corresponding strategies, New Product Development- Meaning and Process, Pricing Decisions: Factors affecting pricing decisions, Steps in pricing decisions, Types of pricing policies or methods of pricing, Strategies of pricing of new products.	18	5,6
Module IV	Place and Promotion Decisions: Distribution channel decision- Physical distribution and Channels of distribution, Functions of channel distribution, Length or levels of channels, Factors considered in selecting channels, Middlemen in distribution- Functions and importance, Franchising, Promotion- Meaning and objectives, Factors influencing promotion mix, Promotion mix or Promotional tools: Advertising, Personal selling, Publicity, Direct marketing and Sales promotion.	12	5,6

Module V	Marketing Control and New Trends in Marketing Marketing control- Concepts, process and types, Marketing audit-meaning and importance, Consumerism, Consumer Protection Act 1986, Emerging trends in marketing: Social marketing, Digital marketing, Green Marketing, Cause-related Marketing, De-marketing, Remarketing, Meta marketing, Synchro marketing, Reciprocal marketing, Morph marketing, Word of mouth marketing, Marketing analytics- Importance and scope, Marketing intelligence.	8	1,6
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Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis - Internal Examinations - End Semester Examination

Suggested Readings:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileswarJha; “Marketing Management – A South Asian Perspective”, Pearson Education India Limited, New Delhi,
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-
3. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, Tata McGrawHill, New Delhi
4. Ramaswamy, V.S and Namakumari, S. (2009) Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan (2009), Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt.Ltd.New Delhi.
6. Louis E. Boone and David L. Kurtz (2007). Principles of Marketing, 12 th Edition, Cengage Learning.
7. Pride, William, M., and O.C. Ferrell (2010). Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.25
8. R.S.N Pillai and Bagavathi (2017) Marketing Mangement, S. Chand, New Delhi
9. Philip Kotler, Kevin Lane Keller,(2017) “Marketing Management” Pearson Education India Limited, New Delhi,

Name of Course:		MANAGEMENT SCIENCE				
Type of Course		Core				
Course Code		MBAC 207				
Course Summary & Justification:		This course covers the essentials of applications of operational research to business and industry and helps them to grasp the significance of resource optimization and analytical techniques in decision making. It enables the students to use a variety of management science models, methods and computational procedures that are helpful for solving management problems in different fields. Various optimization techniques are surveyed with an emphasis on the way and how these types of models are opposed to a detailed theoretical approach. Emphasis is placed on models and solution.				
Semester	2	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the key terms, models and techniques associated with management science and their role in managerial decision making.	U, R	PSO 10
2	Understand the calculations related to the models namely liner programming problems, transportation models, assignment models, network models, queuing theory, decision theory and related models.	U,R,A	PSO 8
3	Illustrate how to apply the various methods in solving business problems and evaluate the various solutions obtained in alternate methods.	An, A, E	PSO 8, PSO 13
4	Aim at building capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints.	U, An, A, E	PSO 3, PSO 5

5	Apply various Management Science techniques for Resource, time and cost optimization and to develop optimum schedules for completing various projects.	An, C, S, A,E	PSO 1, PSO 12
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

Course content

	MBAC 207- MANAGEMENT SCIENCE	Hours	CO No.
Module I	Introduction to Operations Research: Business Applications of Operations Research- OR techniques- Models- Linear Programming Problem (LPP): Formulation of Mathematical Model, Graphical Method, Simplex Method, Dual LPP- Basic Concepts of Sensitivity Analysis and Shadow Price (Theory only).	17	1,2
Module II	Special Linear Programming Problems: Transportation Models- North West Corner Method (NWC), Least Cost Method (LCM), Vogel's Approximation Method for basic feasible solution- MODI method for optimal solution - Assignment Model- Hungarian Method.	17	2, 3, 4
Module III	Network Models: Network construction, Critical Path Method (CPM), Program Evaluation Review Technique (PERT), Crashing, Resource Smoothing, and Resource Levelling (Theory only).	15	4, 5
Module IV	Queuing Theory: Applications of Queuing theory, M/M/1 Queue (System with Single Server), Monte Carlo Simulation (Theory only), Basic concepts of Inventory.	10	3, 4
Module V	Decision Theory: Decision Making under Certainty, Uncertainty and Risk- Game Theory: Pure and Mixed strategy games- Decision Tree.	13	3, 5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Assignments, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations • End Semester Examination

Suggested Readings

1. Fredrick S. Hiller and Gerald J. Lie Berman, Operations Research concepts and cases , TATA Mcgraw Hill company.
2. Taha, H.A., Operations Research,- An Introduction, Pearson Education, India, 2008.
3. Sharma, J.K., Operations Research - Theory and Applications, Macmillan
4. Hiller, F. S. and Gerala Jliederman, Introduction to Operations Research, Tata Mc.Graw Hill.
5. Kanti Swarup, Gupta, P. K., Mamohan , Operations Research - Principles and Practice, (10th Ed.), Sulthan Chand & Sons, New Delhi, 2010.
6. Mital, K.V. and Mohan C., Optimization Methods in OR System Analysis, New Age (P) Ltd., (3rd Ed.), 2004.

Semester -III

Name of Course	RESEARCH METHODOLOGY					
Type of Course	Core					
Course Code	MBAC 301					
Course Summary & Justification	This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem. Students will gain an understanding of relevant approaches and elements of undertaking a research enquiry, specifically to provide insights to solving a relevant problem. Critical core competencies developed include: defining research questions; setting appropriate research objectives; study design that incorporates research objectives; secondary and primary data collection and instruments; sampling and analysis methods; effective reporting of results; importance of ethical conduct in conducting research in domestic and international business contexts.					
Semester	3			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning					
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar, assignment, test, discussion, etc.</i>						

COURSE OUTCOME

C.O No	Expected Course Outcome	Learning Domains	PSOs
1	Understanding of various types of research, objectives of doing research, research process, research designs and sampling	U, R, E,C	PSO1, PSO 2
2	Ability to formulate a research problem and develop a sufficiently coherent research design	U,A,C,S,I	PSO1, PSO2, PSO 13, PSO 5
3	Basic knowledge on qualitative, quantitative as well as measurement and scaling techniques	A,An,E,C	1,2,7,5
4	Basic awareness of data analysis, including descriptive & inferential measures	A,An,E,C	2,13,5
5	Understand the technique of research reporting	An,E,Ap	1,13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 301 - RESEARCH METHODOLOGY	Hours	CO No.
Module I	Research: An Introduction Research- Definition, meaning, types of research and importance of research in managerial decision making. Role of business research, characteristics of good research. Research process illustration - defining the Research Problem, Problem Formulation, Steps in Problem formulation, Ethics in Business Research	12	1, 2,3
Module II	Research Design Meaning, Classification of Designs - Exploratory, Descriptive, Diagnostic/ Conclusive and Experimental Researches - details and applications. Qualitative vs Quantitative Research-process of Qualitative Research, Qualitative Research Methodologies and Observation Studies – Uses, Types	16	1,2
Module III	Measurement and Sampling Measurement Concept, Classification of Measurement Scales, Characteristics of Good Measurement. Scaling techniques : Simple Attitude, Likert, Semantic Differential Scales, Steps in Sampling Design, Probability vs Non-Probability Sampling (Sample Size Determination Formula and Calculation not expected), Validity and Reliability of the tools of data collection	16	2,3,4
Module IV	Data Collection and Analysis Fieldwork in research and data processing, Classification and Tabulation, Primary and Secondary Data Collection Methods, Observation Method, Questionnaire, Interview Method – Case Study Method, Content Analysis, Analysis and interpretation of Data, Testing of Hypothesis, Data Preparation using EXCEL – Use of Statistical Software – SPSS	20	3,4
Module V	Research Report Reporting of Research, Types of Reports, Substance of Reports, Format of Report, Presentation of Reports.	8	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming, lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
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Assessment Types	Mode of Assessment Continuous Evaluation Seminar Presentation Class participation (interaction) Mini Project/Assignment/ Internal Examinations End Semester Examination
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Recommended Text Books:

1. Alan Bryman, Emma Bell – Business Research Methods – Oxford University Press
2. C.R. Kothari – Research Methods and Techniques – New Age International, New Delhi
3. Deepak Chawla, Neena Sondhi – Research Methodology – Vikas Publications
4. Donald R. Cooper, Pamela S. Schindler, J.K. Sharma – Business Research Methods 12e, - McGraw Hill 2019 (Special Indian Edition)
5. K.N. Krishnaswamy, AppaIyer Sivakumar, Mathirajan M., Management Research Methodology, Integration of Principles, Methods & Techniques – Pearson Education
6. William G. Zikmund, Barry J. Babin, John C. Carr, Mitch Griffin – Business Research Methods – Cengage Learning 8. SPSS Handbook – Himalaya Publications
7. Tests, Measurements and Research Methods in Behavioral Science, A K Singh, BharathBhawan Publishers and Distributors.
8. Designing and constructing instruments for social research and evaluation, David Colton and Robert W. Covert, John Wiley & Sons. Inc.

Name of Course:		ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT				
Type of Course		Core				
Course Code		MBAC 302				
Course Summary & Justification:		Providing a basic understanding to students about the role and significance of entrepreneurship and small business in an economy and to develop entrepreneurial abilities. The course is intended to be a foundation course for those who plan to work and start a business enterprise. It also provides the necessary knowledge, skills and abilities for project formulation and project management.				
Semester	3	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Lecture discussions	60	-	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment, test, discussion. etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Develop an understanding of basic concepts and terms related to entrepreneurship and project management	U	PSO10
2	To impart practical tips to set up and manage business firms	An, A	PSO1, PSO 5
3	Comprehend the entrepreneurial process by way of studying different case studies of successful entrepreneurs	An, E, S	PSO 9
4	Generate new business ideas and create business plans and proposals for starting business or business expansion/diversification	C, An, A, I	PSO12, PSO 13
5	Analyse and understand the techniques for project planning, scheduling, implementation and project management	U, A, R	PSO1, PSO8
6	Analyse, apply and appreciate contemporary project management tools and methodologies	An, A, Ap	PSO13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 302 - ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT	Hours	CO No.
Module I	Entrepreneur: Definition, functions, characteristics and types- Innovation and entrepreneur- Role of entrepreneur in economic development- Women entrepreneurship: Role, measures taken by the government to promote women entrepreneurship- Small business: Features, Advantages, Setting up small scale industrial unit, Government regulatory framework for small business.	16	1,2
Module II	Identification of business opportunities for small business: Project ideas- environment scanning and opportunity analysis, Market demand analysis and situation analysis, demand forecasting, technical analysis. Financial analysis- Production technology-product mix, plant location and layout, selection of plant and equipment.	15	2,3,4
Module III	Concept of Project: Generation and screening of project idea, Sources of project ideas- Project formulation- Analysis of project risk: firm risk and market risk- cost benefit analysis- social cost benefit analysis - Environmental appraisal of projects.	13	1,3,4
Module IV	Project planning-- Developing project teams- Setting goals and getting commitment-- project scheduling, Project selection and evaluation- project implementation- project report preparation- Using Microsoft project for project management: Major features of MS project and its application in project management.	14	5,6
Module V	Project Implementation---project management organization-- importance of project management organization--- monitoring and control of projects--parameters for monitoring and control--process of monitoring-PERT/CPM and network techniques in project monitoring and control-computer based project management.	14	6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming, lecture, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
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Assessment Types	Mode of Assessment Continuous Evaluation Seminar Presentation Class participation (interaction) Mini Project/Assignment/Case analysis Internal Examinations End Semester Examination
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Suggested Readings:

1. Gupta C. B. & Srinivasan, *Entrepreneurship Development in India*, Sultan Chand. 2010
2. Robin Lowe and Sue Marriott, *Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization*, Butterworth-Heinemann, 2006
3. Bhavesh M Patel: Project Management.
4. Prasanna Chandra: Projects-planning, analysis selection-implementation and Review
3. Vasant Desai: Project Management and entrepreneurship
4. Harvey Maylor: Project Management.
5. Jack R Meridith: Project Management- A managerial approach
6. Ghattas, R.G. and Sandra L McKee: Practical project management.

Name of Course	ENTERPRISE RESOURCE PLANNING AND BUSINESS ANALYTICS					
Type of Course	Core					
Course Code	MBAC 303					
Course Summary & Justification	To familiarize the students with the fundamental resource planning & current principles in the context of managerial decision making. The focus will be on imparting knowledge of the basic junctions and concept of Business Analytics. To acquaint the students with the knowledge of the application of Business Analytic model and tools in solving business problems.					
Semester	3			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						
COURSE OUTCOME (CO)						
CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains		PSO No.		
1	Understand the meaning and significance of ERP	U,R		PSO 1		
2	Enable the students to know the ERP related technologies	U,A		PSO7, PSO8		
3	Understand various types of ERP software's	R, U		PSO13,		
4	Have a knowledge of the various types of information system and its applications	U,R,A		PSO1, PSO 13		
5	Have a knowledge of business analytics and its application	U, A, R		PSO 13, PSO 8		
6	Create an awareness about big data and related terminology	U, R, I,C		PSO 13, PSO 5		
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)</i>						

COURSE CONTENT

	MBAC 303- Enterprise Resource Planning and Business Analytics	Hours	CO No.
Module I	ERP- Meaning and Importance , Benefits of ERP, Risk of ERP- People issues, Process risks, Implementation risks, ERP and related technologies- Business Process Reengineering(BPR), Business Intelligence (BI), Business Analytics(BA), Data warehousing, Data Mining, On-Line Analytical Processing(OLAP), Product Life Cycle Management (PLM), Supply Chain Management (SCM), Customer Relationship Management (CRM), Geographic Information Systems (GIS).	10	1,2
Module II	Types of ERP Software- Industry specific, small business ERP, Web-based ERP, customized vs standardised ERP, Types of ERP Module- Production management Module, Purchasing management module, Inventory management module, Sales management module, Finance management module, Human resource management module, ERP Packages.	15	2,3
Module III	Information systems- System, features, elements, types of system, Information system- Difference between data and information, classification of information, History of information system, components of information system, types of information system- TPS, EIS, MIS, DSS, IT and information system.	16	4
Module IV	Business Analytics- Meaning, Definition, Types, Importance of business analytics, Business reporting- meaning and significance, Visual analytics- Application of analytics- HR analytics, Marketing analytics, Financial analytics.	14	5,6
Module V	Big Data- Meaning and Benefits, Types of big data, Importance of big data, Business Intelligence vs Big data, Data Warehouse, Challenges of business analytics, Data Science, Business reporting- Meaning and significance	17	6,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
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Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination
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Suggested Readings:

1. Alexis Leon, Enterprise resource planning, Third edition, McGraw Hill Education (India) Private Limited
2. Praveen Gujjar& Naveen Kumar V, Business Analytics: Case studies, 2017, Rudhra Publications
3. ArbenAsllani, Business Analytics with Management Science models and methods, 1st edition, Pearson publishers
4. Kalyan D Bamane, Akarsh R. Kapasi&Dr.PreetiPatil, Business Analytics & Business Intelligence

Semester –IV

Course Name	STRATEGIC MANAGEMENT					
Type of Course	Core					
Course Code	MBAC 401					
Course Summary & Justification	This course provides a broad outline about the strategic issues of corporate entities in a given competitive environment. To occupy the upper levels of the management career, professionals should have an in-depth knowledge of Strategic Management principles and cases and thus this course would equip its takers to prepare for top positions in their career at appropriate time.					
Semester	4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Case based learning Total	41 4 45	10	-	5	60
Pre-requisite	NIL As per the requirement of the course					
<i>Others- Library, field work, seminar and assignment preparations, test, journal, caseanalysis, Book review, Seminars ,discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Comprehend the principles of strategy formulation, implementation and control in organisations by the top management and evaluate the broad and task environmental factors	U, E	PSO 1, PSO 8
2	Demonstrate a clear understanding of the concepts, tools and techniques used by top executives in developing and executing strategies and appreciate its integrative and interdisciplinary nature.	U	PSO 5, PSO 8,
3	Develop strategic approaches to managing a business successfully in a competitive and global context	A, C	PSO 3, PSO 10
4	Devise CSR strategy appropriate to the requirements of the society	C	PSO 2, PSO 11
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)</i>			

COURSE CONTENT- Contact Teaching- 45 Hrs

MBAC 401- STRATEGIC MANAGEMENT		Hrs	CO. No.
Module 1	Introduction to Strategic Management –Business Policy and Strategic Management, Need for strategies, Vision, Mission, Objectives, policy- Strategic Intent- Corporate, SBU and Divisional Strategies, Strategic Management Model – Resource based view, industry based view. Corporate Governance and Strategic Management, Social Responsibility of Business, Social Audit	12	1,4
Module 2	Business Models, Competitive advantage, Core Competency; Types of Strategies- Generic and grand Strategies Integration Strategies-Intensive Strategies-Diversification Strategies-Michael Porter Generic Strategies, Portfolio Strategies,	14	2
Module 3	Strategic formulation; Environmental analysis; External Environment. Organisational and Industry analysis: SWOT, PESTEL, ETOP, QUEST; Strategic Analysis and Strategic Alternatives, OCP & SAP, Scenario Analysis, Balanced Score Card, Competitor Analysis , Five Forces Model, Seven S Framework	16	1,2,3
Module 4	Strategy Implementation-The Nature of Strategy Implementation- Approach of Project Life Cycle. Behavioural, Structural, Functional and Procedural Implementations. Strategy and Structure-Strategy and Culture, Quality circles, Corporate Restructuring. Mergers, acquisitions and take overs	15	1,2,3
Module 5	Strategy Evaluation and Control -Characteristics of Effective Evaluation Systems, Criteria for Strategy Control –Mechanism for Strategic Control- Du Pont's control model, Concept of Value Chain Strategic Surveillance, Globalisation. Strategy Audit, Future of Strategic Management.	15	2,3

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Assignments, Presentation by individual student, Role Plays.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis -Internal Examinations <input type="checkbox"/> End Semester Examination

Suggested Readings

1. Azhar Kazmi, Adela Kazmi, Strategic Management Fifth Edition, McGraw Hill
2. Hamel G and Prahalad C K, Competing for the future, Harvard Business Press Review
3. P.S Rao, Business Policy and Strategic Management, Himalaya publications, New Delhi
4. Gregory G. Dess and Alex Miller, Strategic Management, Tata McGraw Hill Publishing Company, New Delhi
5. Koontz & Weirich: Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
6. Stoner, Freeman & Gilbert: Management, PHI, 6th Edition.

Name of Course	INTERNATIONAL BUSINESS					
Type of Course	Core					
Course Code	MBAC 402					
Course Summary & Justification	This course provides a broad knowledge in international business environment, strategies and management. In this process, the students will gain an understanding of relevant approaches and elements to apply concepts, principles and theories to simple business situations. They will develop critical core competencies of the different thinking and viewpoints of diverse cultures.					
Semester	2			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	60	12	---	---	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

Course Outcome No	Expected Course Outcome	Learning Domains	PSOs
1	To understand the concepts in international business with respect to foreign trade/international business	U	8, 13
2	Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects	U,A,C,S,I	2, 5
3	Analyse the principle of international business and strategies adopted by firms to expand globally	A,An,E,C	7, 8, 10
4	Integrate concept in international business concepts with functioning of global trade	A,An,E,C	11,9, 10
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAC 402- INTERNATIONAL BUSINESS	Hours	CO No.
Module I	Introduction to international business Objectives, local, regional, national, international and global business, management orientation of overseas business: EPRG framework, reasons for internationalization of business, MNCs and TNCs, challenges in International Business, participants in International Business, global perspective of international business	12	1, 2,3
Module II	International business environment Cultural, social, political and legal, technological, economic and trade environment—natural and demographic environment, implications for international business, opportunities and threats of Indian companies in international market, problems and prospects of foreign companies in Indian market.	10	1,2
Module III	Theories of International Trade and Investment Adam Smith and the Theory of Absolute Advantage, David Ricardo and the Theory of Comparative Advantage, The Heckscher–Ohlin (Factor Proportions) Model, Raymond Vernon and the Product Life Cycle. Theory of Trade	15	1,3,4
Module IV	The Monetary System in the International Arena International Transactions, Balance of Payments, The Foreign Exchange Market, The International Monetary System, The Gold Standard, Role of Development Banks, NDB.	15	3,4
Module V	International Economic Integration The Changing World Context, Globalization and Economic Activity, Customs union and the common market, Economic Integration, Economic Integration in Europe: The European Union, Economic Integration in North America—NAFTA, Economic Integration among Developing Countries, ASEAN and SAARC	20	1,2,3,4

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment Continuous Evaluation Seminar Presentation Class participation (interaction) Mini Project/Assignment/ Internal Examinations End Semester Examination

Suggested Readings:

1. Katsioloudes, M.I., and Hadjidakis, S., (2007), International Business, A Global Perspective, Elsevier
2. Aswathappa, (2015), International Business, Mc Graw Hill
3. Anant K Sundaran and J. Stewart Black: The international Business environment.
3. Friedmann and J.Kim: Political risk and international Business Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, and New Delhi.
4. Cateora, Philip R, and John L Graham: International Marketing. Tata McGraw Hill, NewDelhi 2005.
5. John J. Wild, Kenneth L. Wild, Jerry C. Y. Han, International Business: The Challenges of Globalization, Prentice Hall, 2009
6. Daniels, Radebaugh and Sullivan, 2nd Edition, International Business, Environments and Operations.
7. Charles W. L. Hill, International Business: Competing in the Global Marketplace: Postscript 2001, Irwin/McGraw-Hill.

FINANCE ELECTIVES

Name of Course	MANAGEMENT ACCOUNTING					
Type of Course	Elective – Finance					
Course Code	MBAF 501					
Course Summary & Justification	The course aims at making the students aware of the concepts, principles and also the practices of Management Accounting as an aid to management and hence, the level of knowledge expected is wider than deeper.					
Semester	¾			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the role of Management Accounting in an organisation.	U	PSO8, PSO9
2	Acquire sufficient knowledge on the composition of cost.	U,R	PSO8, PSO9
3	Acquire sufficient knowledge on material, labour and overhead cost control.	A	PSO5,PSO8,PSO13
4	Create a deep knowledge on the calculation of cost of different types of services and products.	R,An,A	PSO5,PSO8
5	Develop the skill to analyse the cost structure and cost control.	An,E,S	PSO5,PSO9
6	Develop the capability among the students for making most efficient managerial decisions.	A,C	PSO12,PSO13
7	Develop the capability for efficient profit planning in an organization.	A,C,S	PSO8,PSO10,PSO11
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAF 501 MANAGEMENT ACCOUNTING	Hours	CO No.
Module I	Introduction to Management Accounting: Nature, scope and significance of Management Accounting – synonyms - Limitations of Financial Accounting - need for and nature & scope of Cost Accounting - superiority of cost accounting over financial accounting – important terms and concepts in Cost Accounting - classification of Cost and elements of Cost – presentation of cost data – cost sheet.	12	1,2
Module II	a) Material cost control: Purchase control, stores control and issue control – purchasing procedures – E. O. Q. - pricing of material issues (Theory only) – ABC analysis, VED analysis. b) Labour cost control: Features of Labour – labour turnover - time keeping and time booking – accounting treatment of idle time and over time – remuneration and incentives – Premium bonus schemes – solving problems on Halsey and Rowan plans. c) Overheads control: Collection, classification, allocation, apportionment and absorption of overheads - solving of simple problems.	22	2,3
Module III	Methods of costing: Important methods of costing – (a) Contract Costing: Nature and suitability – preparation of contract accounts – work-in-progress. (b) Process costing: Nature and suitability – preparation of process accounts with abnormal losses and abnormal gains.	16	4
Module IV	Types of costing: An overview of important types of costing. a) Marginal Costing – nature, scope, assumptions, advantages and limitations – applications of marginal costing - Cost Volume Profit analysis - Marginal Costing vs. Absorption Costing. b) Standard costing– establishment of standards – analysis of cost variances – cost control through variance analysis (Theory only).	12	5,6
Module V	a) Budget and Budgetary Control – Meaning of budget and budgeting – functions and types of budgets – preparation of cash budget, production budget and sales budget. b) Comparison among Financial Accounting, Cost Accounting and Management Accounting.	10	6,7

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Bhattacharya S. K. and Dearden J., Accounting for Management: Text and Cases, Vikas Publishing House Private Limited, New Delhi, Reprint 1995.
2. Hingorani N. L. and Ramanathan A. R., Management Accounting, Sultan Chand, New Delhi.
3. Bhar B. K, Cost Accounting – Methods and Problems, Academic Publishers, Kolkata.
4. Gupta S. P. Management Accounting.
5. Jain S. P. and Narang K. L., Cost Accounting, Kalyani Publishers, Kanpur.
6. Charles T Horngren and others, Cost Accounting – A Managerial Emphasis
7. Khan M. Y. and Jain P. K., Management Accounting, Mc Graw Hill, New Delhi.
8. Sarngadharan M. and Rajitha Kumar S., Financial Analysis for Management Decisions, PHI, New Delhi.
9. Maheshwari S. N. and others, A text book of Accounting for Management, Vikas Publishing House Pvt. Ltd, New Delhi.

Name of Course		SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT				
Type of Course		Elective – Finance				
Course Code		MBAF 502				
Course Summary & Justification:		This course is designed with a view to provide the students a comprehensive introduction to the areas of security analysis and portfolio management and to develop them the skill required for portfolio management. It aims to give the students an in-depth knowledge of the Securities market and to familiarize students with portfolio management techniques.				
Semester	¾	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Recall the basic concepts and terms related to Financial Market, Financial Instruments, Risk, Return, Valuation of Securities and Portfolio Theories.	R	PSO7,PSO9
2	Enable the students to understand fundamental factors affecting the security market	U	PSO7,PSO8,PSO12
3	Develop application skills in calculating risk and return from investments in security market and to value the securities	A	PSO7,PSO8,PSO9
4	Analyze the movement of security market using technical analysis.	An	PSO5,PSO7,PSO9
5	Make the students capable to evaluate diversification strategy to construct investment portfolio with reference to modern portfolio theories.	E	PSO7,PSO8,PSO10
6	Design and create optimum investment portfolio taking into account the risk and return of securities and the overall market environment	C	PSO9,PSO12,PSO13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAF 502 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Hours	CO No.
Module I	Financial Markets and Investment: Concepts of investment – Characteristics – Objectives – Investment Alternatives – Approaches to Financial Investment Decisions; Financial Markets: Meaning - Functions – Classification – Securities Market – Primary Market – Secondary Market - Functions of Stock Exchanges – Trading and Settlement procedures.	12	1
Module II	Portfolio Management: Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and role. Risk and Return Analysis: Return Analysis: Concept of Return – Computation of Return; Risk analysis: Concept of Risk - Sources of Investment Risk - Measurement of Risk	15	1,3
Module III	Valuation of Securities: Valuation of Debt and Equity: Valuation of Debt: Fixed-Income Securities, Overview of fixed-income securities, Types of bonds, Bond risk, Bond pricing, Bond Yields -Valuation of Equity: Based on Balance sheet: Book value, Liquidation value, Replacement cost – Dividend Discount Model – Earnings Multiplier Approach – Valuation through P/E ratio	15	3
Module IV	Security Analysis: Fundamental Analysis: Objectives - Economic Analysis: Macro economic factors, Economic forecasting – Industry Analysis: business and Industry life cycle; Key factors in industry analysis – Company Analysis: Factors in company analysis - tools and techniques. Financial analysis Technical Analysis: Meaning and assumptions of technical analysis - Charting Techniques - Dow Theory – Elliot Wave Theory - Bar and Line Charts – Point and Figure Charts - Moving average analysis – Relative Strength Analysis – Japanese Candlesticks - Technical Indicators	15	2,4
Module V	Portfolio Theories and Portfolio Management: Formulation of Portfolio Strategy - Portfolio Construction: Markowitz Theory - Sharpe's Single Index Mode – Capital Asset Pricing Model – Arbitrage Pricing Theory - Efficient Market Theory; Portfolio Performance Evaluation: Treynor' Measure – Sharpe's Measure – Jensen Measure – Portfolio Revision. Recent Developments in Investment Management.	15	5,6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Donal E. Fisher, Ronald J. Jordan: Security Analysis and Portfolio Management (Sixth Edition), Prentice Hall of India Private Limited, New Delhi.
2. Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey, Fundamentals of Investments (Third Edition), Prentice Hall of India Private Limited, New Delhi.
3. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons.
4. David G. Luenberger: Investment Science, Oxford University Press, New Delhi.
5. Frank K. Reilly, Keith C. Brown: Investment Analysis and Portfolio Management (Indian Edition), Thomson – South Western.
6. Robert A. Haugen, Modern Investment Theory, Prentice Hall of India Private Limited, New Delhi.
7. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata McGraw- Hill, New Delhi.
8. Bhalla V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand and Company Ltd., New Delhi.
9. Punithavathy Pandian: Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.

Name of Course	FINANCIAL DERIVATIVES					
Type of Course	Elective – Finance					
Course Code	MBAF 503					
Course Summary & Justification	The objective of the course is to provide a rigorous understanding of theory and applications of derivatives instruments and develop working knowledge and skills on their uses in portfolio allocation and risk management in asset markets. It includes introduction to concepts of derivatives viz., forwards, futures, options and swaps and discusses derivative markets, mechanism, pricing of forwards and futures, option pricing models, various risks and perceptions on risk and risk management strategies.					
Semester	¾			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Explain the basic concepts and terms related to derivative instrument and their valuation procedures.	R	PSO7
2	Understand the uses of derivatives in different risk context and appreciate various risk management strategies comparing their relative merits and demerits.	U	PSO7,PSO8,PSO12
3	Develop application skills in risk management and price forecasting based on the understanding of the different contents delivered with examples and cases.	A	PSO5,PSO12
4	Explain various option pricing models.	U	PSO2
5	Examine the risk management processes and tools firms use.	E	PSO5, PSO12
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAF 503 FINANCIAL DERIVATIVES	Hours	CO No.
Module I	Introduction to derivatives - risk and uncertainty - Financial derivatives- concept and meaning - need and importance - classification of derivatives - derivative markets and instruments - functions-major participants- structure of derivative market and regulations in India.	13	1
Module II	Forwards and Futures - Forward contract- meaning, features and uses - futures contracts - meaning, characteristics and applications - hedging with futures- futures pricing -cost of carry and reverse cost of carry- Value at Risk (VaR) and Expected Shortfall (ES)- Margins and MTM - stock and stock index futures - currency futures – interest rate futures- commodity futures.	17	2
Module III	Options- meaning, need and importance - embedded options - option types- exotic vs vanilla options- real options - - short and long positions - hedging with options and Pairs trading - basic option trading strategies - straddle, strangle and spread - option trading in India. Swaps- concept, features and applications- types of swaps- generic and non-generic swaps- interest rate swaps - currency swaps - cross currency swaps - swaptions contracts - hedging with swaps. Credit derivatives - types of credit risks - credit default swaps - credit linked notes.	17	3
Module IV	Options pricing– intrinsic value and time value - pay offs - put-call parity- price bounds - factors affecting option pricing - Martingale measures-pricing models - Binomial model - Black Scholes model-Option Greeks- definition and properties.	13	4
Module V	Business Risk -Source and types of business risk, implications of business risk - Generic alternatives for managing financial risk, diversification, Reinsurance, Contingent contracts.	10	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. John C Hull, *Options Futures and Other Derivatives*, Pearson Education.
2. Kevin Dowd, *Measuring Market Risk*, John Wiley & Sons.
3. Robert W. Kolb&James A. Overdahl, *Financial Derivatives: Pricing and Risk Management*, John Wiley & Sons.
4. Sundaram Janakiraman, *Derivatives and Risk Management*, Pearson Education.
5. Jayanth Rama Varma, *Derivatives and Risk Management*, TMH.
6. Bishnupriya Mishraand Sathya Swaroop Debasish, *Financial Derivatives*, Excel Books.
7. S.L. Gupta, *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India.
8. S.S S Kumar, *Financial Derivatives*, Prentice Hall of India.

Course Name	INTERNATIONAL FINANCIAL MANAGEMENT					
Type of Course	Elective – Finance					
Course Code	MBAF 504					
Course Summary & Justification	The course aims to provide knowledge on the international monetary system, to analyze the nature and functioning of foreign exchange markets, determination of exchange rates and to manage foreign exchange risk.					
Semester	3/4		Credits		4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical/ Video/Case	Others	Total Learning Hours
	Collaborative learning	50	12	-	10	72
Pre-requisite	MBAC521 - Financial Management					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
	<i>Upon completion of this course, students will be able to;</i>		
1	Understand the fundamentals of foreign exchange.	U	PSO8
2	Examine various types of exchange markets and exchange rate mechanism.	An	PSO5
3	To Identify International Monetary System.	U	PSO2
4	To Analyze Foreign Exchange Risk and exposure Management.	An	PSO5
5	To Examine Foreign portfolio investment and various International financial market instruments.	E	PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAF 504 INTERNATIONAL FINANCIAL MANAGEMENT	Hours	CO No.
Module I	Global Economy - A Historical Perspective; Financial Globalization-The Missing Link Experiences from India; Openness of Indian Economy Indicators of Openness of Indian Economy; Fundamentals of foreign exchange – need for foreign exchange – definitions – international trade and foreign exchange – gains from international trade – international finance – gains from international capital flow – globalization of markets. Balance of payments – significance-preparation of BOP statement – India’s Balance of Payment Position – Capital and Current Account Convertibility.	15	1
Module II	Exchange rate mechanism – types of exchange rates – factors affecting exchange rates and forward rates – types of quotation – rules for quoting exchange rate regime in India – evolution, development and present status – theories of exchange rate determination – exchange rate forecasting Foreign Exchange Market: Meaning, Features, Major participants Spot Market: Meaning, Features, Currency arbitrage: Forward Market: Meaning, Features, Arbitrage in forward market; Market for Currency Futures: Meaning, Forward and Futures Contracts, Hedging in currency Futures Market; Market for Currency Options: Types of Option Market, Types of Options, Option pricing, Hedging with Currency Options. Financial Swaps: Meaning, Interest rate Swap and Hedging, Currency Swap, Management of Interest rate risk.	18	2
Module III	International Monetary System – Gold standard – Bretton Wood System and Subsequent International Monetary Developments – Floating Rate Regime – Role and Functions of International Monetary Fund and World Bank – European Monetary system — Fundamental Parity relations – purchasing power parity covered and uncovered – Interest Rate parity – International Fisher Effect.	15	3
Module IV	Foreign Exchange Risk Management – Definition and Measurement of Risk. Exposure – Types of Exposures – transaction exposure, operating exposure, translation exposure-management of foreign exchange risk and exposure- Techniques for hedging-transaction risk- forward hedge, currency option hedge.	12	4
Module V	International Investment - Significance, Factors affecting international investment, Cost- Benefits of Foreign Direct Investment, Strategies for FDI, Mode of Investment. Foreign Institutional Investment-International Portfolio Investment: Concept of optimal portfolio, Measurement of Returns, Measurement of risk. International Financial market Instruments: International Equities- ADR, GDR- International Bonds, Short term and medium term instruments.	12	5

Teaching and Learning Approach	<p>Classroom Procedure (Mode of transaction)</p> <p><i>Direct Instruction:</i> Brainstorming lecture, Explicit Teaching, E-learning, Video presentation, Case study, Analysing real data from firms.</p> <p><i>Interactive Instruction:</i> Seminar, Group Assignments, Library work and Group discussion, Presentation by individual student/Group.</p>
Assessment Types	<p>Mode of Assessment</p> <p>Continuous Assessment (CA)</p> <ul style="list-style-type: none"> • Tests: Extended answer type. • Individual assignments: Every student to write report on a topic. • Group assignments: Students discuss in groups and submit report. • Seminar Presentation: A theme is to be discussed and identified to prepare a paper and present in the seminar. • End Semester Examination.

SUGGESTED READINGS

- Sharan, Vyuptakesh, *International Financial Management*, Prentice Hall of India, 2010.
- Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Limited. 2009.
- Eitman, David K., Stonehill, Arthur, Moffet, Michael H., *Multinational Business Finance*, Pearson Education, 2007.
- Clarle, Ephrain, *International Financial Management*, Cengage learning, Australia, 2011.
- Madura, Jeff, *International Corporate Finance*, Cengage (Thomson) Learning, 2007.
- Madhu Vij, *International Financial management*, Excel Books, 2010.
- David K Eiteman; Arthur I. Stonehill; Michael H Moffett, *Multinational Business Finance*, 10 ed, Pearson education, 2009.

Name of Course	CORPORATE TAXATION					
Type of Course	Elective -Finance					
Course Code	MBAF 505					
Course Summary & Justification	The basic purpose of this course is to acquaint the students with the corporate taxation laws in the country, and gain enough knowledge to manage corporate taxes.					
Semester	¾			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
	<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>					

COURSE OUTCOMES

CO No.	Expected Course Outcome	Learning Domains	PSO No.
	<i>Upon completion of this course, students will be able to;</i>		
1	Understand the basics of Income Tax Laws existing in India.	U	PSO10
2	Acquire expertise on computation of income tax.	A,S	PSO5
3	Understand various basic concepts/ terminologies Related with corporate Taxation.	U	PSO7, PSO8
4	Acquire the skill required for filing and other related matters of income tax return.	U,A,S	PSO11, PSO12
5	Develop the skill on tax planning.	S,C	PSO8, PSO9
6	Acquire knowledge on GST, filing of return and tax planning for corporates.	U,A,S	PSO8, PSO9
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap).			

COURSE CONTENT

	MBAF 505 CORPORATE TAXATION	Hours	CO No.
Module I	Introduction: Tax System in India: Direct Tax- Indirect Tax- concepts of Income, Person, Assessment Year, Assesse, Previous Year, Gross Total Income and Total Income, Residential status, Tax deductions and exemptions, Income tax Rates.	10	1
Module II	Tax on business or profession: Computation of tax, Chargeable incomes; Allowable expenses, Disallowed expenses; General deductions; Maintenance of Accounts, Tax Audit, Computation of taxable income as profit and gain from business or profession.	15	1,2
Module III	Taxation of Companies: Domestic Company and Foreign Company–Deductions available from Gross Total Income, Assessment in special cases, (retail, transport, exploration of mineral oil)- Deductions and Exemption available for Companies and start-ups, Carry Forward and Set off of Losses-Tax on undistributed Profits of Domestic Companies-Problems on Computation of Taxable Income of Corporate Assesses. Payment of tax, Filing of Returns, Advance Tax, Tax Deduction and Tax Collection at Source, PAN and TAN requirements, tax assessment and Penalty -Avoidance of Double Taxation Agreements, Inter-company transfer and tax implications.	18	2,3,4
Module IV	Tax planning: Concepts relating to tax avoidance, tax evasion- MAT, Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Absorptions, Reconstructions and Acquisition. Capital Structure, Dividend Policy-Depreciation and Other Allowances- Tax benefits for new industrial undertakings, MSMEs and economic zones and special geographic regions.	15	5
Module V	Goods and Service Tax: Evolution - Concept of GST and VAT, Important Definitions, Incidence of tax under GST, Tax Administration under GST, Goods exempted, Registration, Rates of GST, Collection of tax, Remittance of tax to government, Filing of Returns, penalty and Prosecution.	14	6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) <i>Direct Instruction:</i> Brainstorming lecture, Explicit Teaching, E-learning, Video presentation, Case study, Analyzing real data from firms <i>Interactive Instruction:</i> Seminar, Group Assignments, Library work and Group discussion, Presentation by individual student/Group
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Assessment Types	Mode of Assessment
	Continuous Assessment (CA) <ul style="list-style-type: none"> • Tests: Extended answer type • Individual assignments: Every student to write report on a topic • Group assignments: Students discuss in groups and submit report • Seminar Presentation: A theme is to be discussed and identified to prepare a paper and present in the seminar • End Semester Examination

SUGGESTED READINGS

1. Vinod K. Singhanian, Direct Taxes: Law and Practice, Taxmann Publications, New Delhi.
2. Mehrotra, HC and Goyal, SP, *Corporate Tax Planning and Management*, Edition for the relevant .A .Y, Sahitya Bhawan Punlication, Agra.
3. Singhanian V.K., *Corporate Tax Planning*, Edition for the relevant A .Y, TMH.
4. Gupta and Gupta, *Corporate Taxation in India*, Edition for the relevant A .Y Himalya Publishing House, New Delhi.
5. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Relevant A.Y, Tata McGraw Hill, New Delhi.
6. Lakhotia, R. N., and S. Lakhotia, Corporate Tax Planning Hand Book, Vision Books, New Delhi.
7. Palkivala, N.A., and Palkivala B. A., Kanga and Palkivila's Law and Practice of Income Tax, N.M. Tripathi.
8. Bhagwati Prasad, Direct Taxes Law and Practice, Wishwa Prakash, New Delhi.

Course Name	INSURANCE AND RISK MANAGEMENT					
Type of Course	Elective – Finance					
Course Code	MBAF 506					
Course Summary & Justification	This course aims to impart to the students theoretical as well as practical knowledge of insurance with respect to different products, structure, pricing and various aspects of risk management and to give them a picture about the insurance market in India.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical/ Video/Case	Others	Total Learning Hours
	Collaborative learning	50	12		10	72
Pre-requisite	As per requirements of the course					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
1	Recall the basic concepts and terms related to risk management.	U	PSO1
2	Understand comprehensively the concepts of insurance delivered at the remembrance level to make them cognitively fit for application.	U	PSO5
3	Develop application skills in risk management by understanding insurance based on the understanding of the different contents delivered to apply them with illustrations and cases.	U,A	PSO 5
4	Analyze the history, developments and regulations in the area of insurance services.	An	PSO8
5	Evaluate the calculation methods of Insurance premium and bonus.	E	PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap).			

COURSE CONTENT

	MBAF 506 INSURANCE AND RISK MANAGEMENT	Hours	CO No.
Module I	Concept of risk and insurance: Definition, degree of risk, categories of risk, types of pure risk, types of personal risk, types of property risks; Risk management: Meaning, objectives of risk management – prior to a loss and after a loss, risk management process. Risk Assessment, Analysis, Evaluation, Risk Control and Treatment – Elimination and Retention of risk.	16	1
Module II	Insurance: Definition, basic characteristics of insurance, purpose and need of insurance, role of insurance in economic development; Basic principles of insurance: Principle of co-operation, principle of large numbers, principle of equality of risk; Fundamental principles of insurance contracts – Principle of <i>causa proxima</i> , indemnity, insurable interest, subrogation, utmost good faith, contribution, mitigation of loss; reinsurance and double insurance.	16	2
Module III	Types of insurance: Life Insurance – Principles of life insurance; difference between life insurance and other insurance contracts; life insurance products - term life insurance, endowment assurance policies, whole life insurance, unit linked insurance, annuity policies, group insurance, micro insurance, riders, life insurance underwriting, pricing, policy benefits payment. General insurance – types of losses covered, types of property insurance – fire insurance, engineering insurance, transit insurance, accident insurance, income insurance, liability insurance, personal insurance. Recent developments.	15	3
Module IV	Insurance market in India: Origin and growth of insurance companies in India – LIC, GIC, private sector and foreign insurance companies; Structure and mechanism of insurance sector. Bancassurance; Malhotra Committee on Insurance Sector Reforms – main recommendations; Insurance Regulatory Development Authority (IRDA) – objectives, powers and functions.	15	4
Module V	Pricing of insurance products: meaning of rate/ premium, objectives of rate making, Rate making in life insurance business- Basic methods – Premium concepts – Bonus – Calculation of premium and bonus. Rate making in general insurance business- principles – Basic methods of rate making.	10	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) <i>Direct Instruction:</i> Brainstorming lecture, Explicit Teaching, E-learning, Video presentation, Case study, Analysing real data from firms . <i>Interactive Instruction:</i> Seminar, Group Assignments, Library work and Group discussion, Presentation by individual student/Group.
Assessment Types	Mode of Assessment Continuous Assessment (CA) <ul style="list-style-type: none"> • Tests: Extended answer type • Individual assignments: Every student to write report on a topic • Group assignments: Students discuss in groups and submit report • Seminar Presentation: A theme is to be discussed and identified to prepare a paper and present in the seminar • End Semester Examination

SUGGESTED READINGS

1. Mishra K.C. & Thomas G.E. *General Insurance: Principles and Practice*. Cengage Learning.
2. Gupta, P.K, *Insurance and Risk Management*, Himalaya Publishing House.
3. Trieschmann.Hoyt.&Sommer. 2007. *Risk Management and Insurance*. South Western.
Hargovind Dayal, 2017, The Fundamentals of Insurance - Theories, Principles and Practices Notion Press.
4. George E Redga & Micheal Mcnemmara, 2017, PEARSON INDIA Principles Of Risk Management And Insurance 13th Edition.

Name of Course		FINANCIAL INSTITUTIONS AND MARKETS				
Type of Course		Elective - Finance				
Course Code		MBAF 507				
Course Summary & Justification:		This course aims at improving the students' knowledge on the financial markets, financial services and role of the regulatory bodies in controlling the financial markets and financial institutions.				
Semester	3/4	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Make wise decisions relating to raising of funds and their efficient utilization.	E, S	PSO5, PSO12
2	Understand corporate financial services, financial institutions changing technologies and regulations.	U	PSO7, PSO8
3	Analyze the options for financing a business using financial services products.	An, E	PSO12, PSO13
4	Demonstrate how financial services can be applied to business.	A, C, S	PSO8, PSO12, PSO13
5	Understand the role of RBI, SEBI, and IRDA in controlling financial markets and institutions.	U	PSO11
6	Understand and manage modern financial service technology	A	PSO8
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap) .</i>			

COURSE CONTENT

	MBAF 507 FINANCIAL INSTITUTIONS AND MARKETS	Hours	CO No.
Module I	Financial Systems: Financial system, structure, financial markets, financial institutions, financial instruments and financial services, Financial markets-an introduction, Role and functions of financial markets- Classification. Indian money and capital markets- Securities markets, Globalisation of financial markets.	15	2
Module II	Regulatory Framework and Financial Institutions Regulatory Frame Work for Financial Services- RBI, SEBI, IRDAI. Management of risk in financial services - Stock Exchange operations, Participants in money markets: central bank, commercial banks, indigenous financial agencies, discount houses, acceptance houses, Participants in capital markets: banking institutions, non-banking financial institutions.	10	2,5
Module III	Corporate Financial Services Corporate financial services, organizational frame work – functions- regulatory and supervisory guidelines and procedures, Merchant banking, Credit rating services, Venture capital services, Leasing and hire purchase, Factoring, forfaiting and securitization.	18	3,4
Module IV	Insurance Services & Mutual Funds Life insurance-Non-life insurance-Insurance broking services: introduction, insurance agent and insurance broker, types of brokers, functions of brokers. Mutual Funds-Meaning, Types and importance, Organization of the fund, Net Asset Value, Investors rights, selection of a fund, Mutual funds in India.	14	1,2,4
Module V	Financial Technology Services FinTech-FinTech Transformation, Evolution of FinTech: Role of NPCL, Mobile Money-Regulation of Mobile Money, SFMS, RTGS, NEFT, NDS Systems, Crypto currencies- Legal and Regulatory Implications of Crypto currencies-Blockchain -The Benefits from New Payment Stack. Electronic Banking- Core Banking, Delivery Channels, ATM, Phone Banking, Internet Banking, Mobile Banking- USSD, UPI, BHIM – Payment Gateways – Card technologies – MICR electronic clearing. Interbank Payment System, Electronic Money – E Cheques.	15	6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Agustin Rubini, Fintech in a Flash: Financial Technology Made Easy, Zaccheus.
2. Brean Andeston, Financial Services, Macmillan Press Ltd., London.
3. Gordon E. and Natarajan K., Financial Markets and Institutions, Himalaya Publishing House.
4. IIBF Principles & Practices of Banking. Macmilan Education.
5. Kimball Dietrich, Financial Services and Financial Institutions. Prentice -Hall, Inc. New Jersey.
6. Kohn Meir, Financial Institutions and Markets, Tata McGraw Hill Publishing Company Ltd., New Delhi.
7. Shekhar K.C., Banking Theory and Practice, Vikas Publishing House Private Ltd. New Delhi.
8. Susanne Chishti and Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, John Wiley.

Name of Course	STRATEGIC FINANCIAL MANAGEMENT					
Type of Course	Elective – Finance					
Course Code	MBAF 508					
Course Summary & Justification	This course introduces the students to the core theory of modern financial economics and financial management with an emphasis on strategic aspects of financial and managerial decisions. The objective of the course is to acquaint the students with the financial tools needed to make good business decisions. The emphasis is on linking corporate finance to other aspects of corporate strategy. The focus of the course is on the core functions of strategic financial management, namely, strategic investment decisions, strategic financing decisions and corporate valuation.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
	<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>					

COURSE OUTCOMES

CO No.	Expected Course Outcome	Learning Domains	PSO No.
	<i>Upon completion of this course, students will be able to;</i>		
1	Understand the role of strategic financial management in an organization.	U	PSO5, PSO8
2	Evaluate the role of financial management in achieving the strategic objectives of a firm.	E	PSO8, PSO9
3	Evaluate capital investment projects by estimating cost of capital and risk adjusted net cash flows using appropriate capital budgeting principles and tools.	A,An, E	PSO5, PSO9
4	Acquire sufficient knowledge on various techniques used for strategic financial management.	U,R	PSO5, PSO8
5	Analyse the reasons for corporate mergers and restructuring.	An	PSO8, PSO11
6	Understand the factors influencing mergers of companies.	U	PSO9, PSO12

7	Acquire and apply the knowledge on risk management in corporate.	U,A	PSO12, PSO13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap).			

COURSE CONTENT

	MBAF 508 STRATEGIC FINANCIAL MANAGEMENT	Hours	CO No.
Module I	Introduction to Strategic Financial Management: Overview of Strategic Financial Management; Corporate Strategy and Financial Policy; Strategic Investment decisions; Strategic Financing Decisions; Corporate valuation- Strategic Investment Decisions: Investment in Risky Projects; Risk in Capital Budgeting: Risk-Adjusted Discount Rate Method, Probability Distribution Method, Decision Tree Analysis, Real Options, and Sensitivity Analysis. Numerical Problems: Risk-Adjusted Discount Rate Method, Probability Distribution Method, Decision Tree Analysis, Sensitivity Analysis.	18	1,2,3
Module II	Strategic Financing Decisions: Capital Structure- Modigliani and Miller Theory on Capital Structure; Arbitrage Mechanism; Imperfections and Capital Structure; Cost of Financial Distress; Agency Costs; Signalling Theory. Numerical Problems: Modigliani and Miller Model.	18	4
Module III	Mergers and Acquisitions: Types of Mergers; Motives for Mergers; Mergers and Acquisition Process; Valuation for Mergers and Acquisitions; Reverse Mergers. Takeovers: Methods of Takeovers; Takeover Tactics for Hostile Takeover; Takeover Tactics for Friendly Takeover; Defensive Strategies for Hostile Takeover. Numerical Problems: Mergers and Acquisitions.	14	5,6
Module IV	Corporate Risk Management: Concept of ERM/CRM, Principal terms in Enterprise Risk Management (ERM)/ Corporate Risk Management (CRM) -Measurement of risk - Framework for risk management and control within a company, Risk frameworks in regulatory environments. Role of regulators in ERM, Role of credit agencies in the evaluation of risk management functions.	10	7

Module V	Corporate Restructuring: Reasons for Corporate Restructuring; Major Forms and Techniques of Corporate Restructuring; Expansion Techniques: Strategic Alliances; Joint Ventures; Foreign Franchises; Disinvestment Techniques: Sell-off; De-Merger (Spin-off); Divestiture; Equity- Carve-outs Management Buyout; Leveraged Buyout (LBO); Going Private.	12	5,6
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Teaching and Learning Approach	Classroom Procedure (Mode of transaction) <i>Direct Instruction:</i> Brainstorming lecture, Explicit Teaching, E-learning. <i>Interactive Instruction:</i> Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.
Assessment Types	Mode of Assessment <ul style="list-style-type: none"> • Continuous Assessment (CA). • Tests – One MCQ based and on extended answer type. • Seminar Presentation. • Mini Project/Assignment/Case analysis. • End Semester examination.

SUGGESTED READINGS

1. Prasanna Chandra. Strategic Financial Management. New Delhi: McGraw Education (India) Private Limited.
2. Prasanna Chandra. Corporate Valuation and Value Creation. New Delhi: Tata McGraw Hill Education Private Limited.
3. Aswath Damodaran. Investment Valuation: Tools and Techniques. New Delhi: Wiley India Pvt. Ltd.
4. Frank J. Fabozzi. Bond Markets, Analysis and Strategies (8thed.). New Delhi: Pearson Education India.

Course Name	FINANCIAL ANALYTICS					
Type of Course	Elective – Finance					
Course Code	MBAF 509					
Course Summary & Justification	This course aims to make the students capable of forecasting financial data using econometric techniques and measure their effectiveness.					
Semester	3/4		Credits		4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	0	10	72
Pre-requisite	As per the requirement of the course					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Describe the basic concepts in financial analytics, data Science and business.	R	PSO1
2	Understand the applications of financial analytics in multiple market domains and scenarios.	U	PSO5
3	Apply the standard asset pricing models and investigate market interdependence in real scenarios.	A	PSO13
4	Analyze data graphically by creating a variety of plots using the appropriate visualization tools.	An	PSO5
5	Use various tools and functions of programming in live analytical projects in multiple domains and scenarios.	A	PSO7

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill(S), Interest (I) and Appreciation (Ap).*

COURSE CONTENT

	MBAF 509 FINANCIAL ANALYTICS	Hours	CO No.
Module I	Different data types – cross section, time series and panel data and problems associated with them, Statistical Concepts for financial data- Normal distribution; chi-square, t- and F-distributions; estimation of parameters; properties of estimators; testing of hypotheses.	12	1
Module II	Estimation of model: method of ordinary least squares; properties of estimators; tests of hypotheses- goodness of fit; scaling and units of measurement; confidence intervals- Multiple Linear Regression Model: Estimation of parameters; - R ² and adjusted R ² ; partial regression coefficients; testing hypotheses – individual and joint, BLUE property.	15	2
Module III	Introduction to times series– Unit root tests - Deterministic and stochastic trend models- Augmented Dickey Fuller Testing Framework – Uni-variate Autoregressive Models - Univariate Moving Average Models - Autoregressive-Moving Average Models – Forecasting, Uni-variate financial Time Series Models- ARIMA Model-Box-Jenkins approach – Error terms, Forecast Evaluation Statistics .	15	3
Module IV	Causality – Granger causality test (1969) – VAR – concept – formulation and applications – Impulse response analysis and variance decomposition – Co-integration analysis – Single equation test and Johansen’s system cointegration test- Volatility – features of volatility in financial time series - Introduction to ARCH and GARCH models.	15	4
Module V	Static and Dynamic Panel Data Models - Introduction to panel data, pooled repeated cross- section model, within and between estimators, time fixed effects, Tests of hypothesis for pooled or fixed effects model, pooled and or random effects models (Breusch-Pagan Lagrange Multiplier Test) and fixed or random effects (Hausman test), Introduction to dynamic Panel data models, Arellano and Bond Estimator, The Arellano and Bover Estimator, The Blundell and Bond System GMM Estimator.	15	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive Instruction: Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.
Assessment Types	Mode of Assessment <ul style="list-style-type: none"> • Continuous Assessment (CA) • Tests – One MCQ based and on extended answer type • Seminar Presentation • Mini Project/Assignment/Case analysis • End Semester examination

SUGGESTED READINGS

1. D. N. Gujarati and D.C. Porter, Essentials of Econometrics, McGraw Hill, 4th edition, International Edition, 2009.
2. Christopher Dougherty, Introduction to Econometrics, Oxford University Press, 3rd edition, Indian Edition, 2007.
3. Jan Kmenta, Elements of Econometrics, Indian Reprint, Khosla Publishing House, 2nd edition, 2008.
4. Stan Hurn, Vance Martin, Peter Phillips and Jun Yu, Financial Econometric Modeling.
5. Hamilton, J. D., Time Series Analysis, Princeton University Press, 1994.

Course Name	FINANCIAL MODELLING					
Type of Course	Elective – Finance					
Course Code	MBAF 510					
Course Summary & Justification	The course aims to impart Spreadsheet skills to the students for building an abstract representation of a real world financial situation related to accounting, interpretation of financial documents, project evaluation, performance of a financial asset or portfolio, project, or any other investment and the students are expected to gain real experience to work on a modelling tool using real data.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12		10	72
Pre-requisite	As per the requirement of the course					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to:</i>	Learning Domains	PSO No.
1	Explain the basic and advanced features of excel in the context of financial modelling applications.	U,R	PSO1
2	Apply Advanced Excel functions to present behavior of sensitivities to the projected financial metrics of a firm.	A	PSO7
3	Evaluate project viability and forecast the financial statements by using excel.	E	PSO7
4	Inculcate skills through cases to build financial models for real world financial situations related to performance of a financial asset or portfolio or any other investment.	S	PSO5
5	Construct models in different areas in finance in Identifying the Revenue Drivers and Cost Drivers.	C	PSO7

**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill(S), Interest (I) and Appreciation (Ap)*

COURSE CONTENT

	MBAF 510 FINANCIAL MODELLING	Hours	CO No.
Module I	Introduction to Spreadsheet - Understanding the Basic Features of Spreadsheet , Understanding Advanced Features of Spreadsheet - VLOOKUP, HLOOKUP, Match Function, Index Function, Index plus Match Function, What if Analysis, Goal seek Analysis - Modelling Database Functions in Spreadsheet - Introduction to Financial Modelling, Approach to Financial Modelling, Guidelines for Creating Effective Financial Model- Creating Understanding Finance Functions - Using Forms and Control Toolbox – Charts - Creating Dynamic Models .	12	1
Module II	Sensitivity Analysis using Spreadsheet - Scenario Analysis - Common uses of Scenarios-Sources of Scenarios - Data Tables. Case studies on Scenario and Sensitivity Analysis of companies. Forecasting Financial Statements using Spreadsheet -Case studies. Simulation using Spreadsheet - Simulation Building Models in Finance using Simulation.	12	2
Module III	Preparing common size statements- Spreadsheet in Accounting directly from Trial Balance Forecasting Analysing Financial Statements -Financial Statements using Spreadsheet Model. Determining Project Viability- Spreadsheet in Project Appraisal-Project evaluation through Spreadsheet modelling-Discount Rate-cost of debt-cost of Equity- modelling CFATs-XNPV-XIRR-Simulation in Project Appraisal -Risk Analysis in Project Appraisal.	12	3
Module IV	Expected Return and Asset Pricing Modelling-Single factor model (CAPM), three-factor model (FFM), four factor model (Carhart), five factor model (FFM). Modelling portfolio return and risk-Jenson Alpha-portfolio optimization-MPT-Case studies. Determining Efficient Portfolio in Portfolio Theory - Income Portfolio Management using Spreadsheet, Spreadsheet and Derivatives - Real Options Valuation , Building a-Greeks in Excel -Scholes Model in Excel Mega Model.	12	4
Module V	Understanding Subroutines and Functions and building simple financial models using subroutines and functions Subroutines and-Recording and Editing Macros Functions Message Box- Decision Rules, and Input Box Debugging. Designing Advanced Financial Models using VBA Actual - Features - User Forms Model Building.	12	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Jordan Goldneior. Advanced Excel Essentials.
2. John walkenbach. Excel 2013 Bible.
3. Winston L. Wayne (2014), 'Microsoft Excel 2013: Data Analysis and Business Modelling', Microsoft Press, U.S.A.
4. Financial Analysis and Modelling Using Excel and VBA, Chandan Sengupta, Wiley.
5. Taxmann's Financial Management using Excel Spreadsheet, Ruzbeh J. Bodhanwala Gupta Vijay (2002), Statistical Analysis with Excel, VJ Books Inc., Canada.

Course Name	CORPORATE RESTRUCTURING					
Type of Course	Elective – Finance					
Course Code	MBAF 511					
Course Summary & Justification	The objective of this course is to provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring. This course also provides an understanding of the linkages between corporate restructuring and financial markets.					
Semester	3/4		Credits		4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Lecture Discussions	60	12	-	10	72
Pre-requisite	As per course requirements					
<i>Others- Library, field work, seminar and assignment preparations, test, journal, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcomes Upon completion of this course, learners will be able to:	Learning Domains	PSO No.
1	Recall the basic concepts and terms related to corporate restructuring.	R	PSO1
2	Make the students capable to evaluate the impact of M&A decisions.	E	PSO13
3	Develop skills to apply various firm valuation models in the firm restructuring context.	S	PSO5
4	Impart skills to analyze the implication of restructuring decisions on the firm valuations.	An	PSO5
5	Create a better understanding about the regulations related to corporate restructuring.	U	PSO2
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap).			

COURSE CONTENT

	MBAF 511 CORPORATE RESTRUCTURING	Hours	CO No.
Module I	Overview of corporate restructuring – meaning, need and scope. Forms of corporate restructuring – expansion, contraction, changes in corporate control, changes in ownership structures- Emerging Trends - global and national scenario. Reverse merger and demerger- Financial and operational restructuring.	11	1
Module II	Mergers and Acquisitions - Concept and implications; Motives and rewards, M&As process. Types of mergers; horizontal, vertical and conglomerate mergers; Mergers and value creation. Theories of M&A - evaluation of targets— merger negotiations— Legal and other formalities –tax aspects of mergers—Regulation of Mergers and Takeovers in India—Takeover code—Competition Act. Financing M&A- Deal Structuring in M&A- Risk Management in M&A - Regulatory Issues in M&A.	17	2
Module III	Valuation - basic principles , meaning , role and purpose , Income approach to valuation - discounted cash flow – FCFF, FCFE and adjusted present value method; Market approach – Comparable company approach, stock and debt approach; Asset approach; Synergy valuation. Corporate Valuation: Shareholder Vs. Stakeholder Theory Agency theory and problem of free cash flows Excess capacity - Balance Sheet Restructuring -Asset Restructuring - Modes of asset disposition.	17	3
Module IV	Methods of valuing the firm—value creation—Corporate expansions and diversifications - Sell offs and changes in ownership: Business downsizing-- Divestitures—Spin offs and Split ups—Going public—privatization— Leveraged Buy Outs (LBOs)—Buyback of shares— Joint Ventures and Strategic Alliances—Defense tactics against takeovers and their rationale .Business Failure and Re-organisation: Types and causes of business failure—Reorganization, reconstruction and liquidation.	17	4
Module V	Legal and Regulatory framework of M&A: Companies Act 2013, Taxation Aspects of Corporate Restructuring - Income Tax Act 1961. SEBI Act, SEBI takeover Code etc. Accounting Aspects of Corporate Restructuring, Case analysis.	10	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning interactive Instruction: Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentations
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AssessmentTypes	Mode of Assessment Continuous Assessment <ul style="list-style-type: none"> • Tests • Assignment • Presentation • End semester Examination
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SUGGESTED READINGS

1. De Pamphilis, D.M. (2008). Mergers, Acquisitions, and Other Restructuring Activities.(4th ed.). Academic Press, Elsevier Inc.
2. Reed, S.F. Alexander, L. & Nesvold, H.P. (2007). The Art of M&A: A Merger AcquisitionBuyout. (4thed.). McGraw-Hill.
3. Damodaran, A. (2012). Damodaran on Valuation: Security Analysis for Investment andCorporate Finance. (2nded.). John Wiley and Sons, Inc.
4. Brealey, Myers & Allen. (2018) Principles of Corporate Finance. (12th ed.). McGraw Hill.
5. Robert F Bruner, Applied Mergers and Acquisitions, John Wiley and Sons , 2004.
6. Gaughan, P.A. Mergers, Acquisitions and corporate Restructuring, John Wiley&Sons,2007.
7. Robert F Bruner, Applied Mergers and Acquisitions, John Wiley and Sons, 2004.
When to Ally When to Acquire, HBR, July-Aug 2004.

Name of Course	BEHAVIOURAL FINANCE AND ECONOMICS					
Type of Course	Elective – Finance					
Course Code	MBAF 512					
Course Summary & Justification	<p>Behavioural finance provide an overview of an exciting new and fast growing area in finance, which takes as its premise that investment decision-making and investor behaviour are not necessarily driven by 'rational' considerations but by aspects of personal and market psychology. It recognises that our abilities to make complex financial decisions are limited due to the biases and errors of judgment to which all of us are prone. This course discusses the impact of such biases on the financial decision-making, and explores the behaviour of individual investors and corporate managers.</p> <p>Behavioural economics considers the ways that people are more social, impulsive and more susceptible to psychological biases than the standard economic models assume. This course will help you understand why people make the decisions they make, improve your own decision making, and predict how others behave in situations in which they interact with you strategically.</p>					
Semester	4/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning, Collaborative learning, Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	To explain behavioural finance and economics concepts in individual decision making	U, R,A, I	PSO 1, PSO 10
2.	To understand and discuss the cognitive biases and errors of judgment that affect financial decisions	R, U, An, Ap	PSO 13, PSO 5
3.	To evaluate behavioural influences involving individuals in investment decisions	An, E, C, U	PSO 7, PSO 13
4.	To help students in identifying behavioral factors that influence investment behavior	A,An,S,E,C	PSO 7, PSO 13, PSO 10
5.	To use the base concepts of behavioral economics for solving business problems.	Ap, An, A, U, R	PSO 1, PSO 5, PSO 10, PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)			

Course content

	MBAF 512 BEHAVIOURAL FINANCE AND ECONOMICS	Hours	CO No.
Module I	Introduction to Behavioral Finance History of behavioral finance, EMH and prospect theory, behavioral finance micro versus behavioral finance macro, fundamental anomalies rational economic man versus behaviorally biased man.	8	1
Module II	Investor Behavior and Biases Risk tolerance of individual investor, identification of behavioral biases of individual investors, overconfidence and individual investors, factors affecting investors' overconfidence. methods to identify overconfidence bias, overconfidence and professional investors, emotions and investment decisions	18	2, 3,4
Module III	Practical Application of Behavioral Finance Gender, personality type, and investor behavior, investor personality types, social interaction, behavioral biases and corporate decision-making, wealth management and behavioral finance	16	2,3,4
Module IV	Behavioural Economics Nature of behaviour economics, behavioural economics and the standard model, history and evolution of behavioural economics, relationship with other disciplines, objectives, scope and structure.	10	1,5
Module V	Foundations Values, preferences, and choices, choice architecture, beliefs, heuristics, and bias, nudge theory, decision making under risk and uncertainty.	20	1,2,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
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Assessment Types	Mode of Assessment
	Continuous Evaluation Seminar Presentation Class participation (interaction) Mini Project/Assignment/ Internal Examinations End Semester Examination

Suggested Readings

1. Richard H Thaler and Cass R Sunstein, (2009), *Nudge: Improving Decisions About Health, Wealth and Happiness*, Penguin Books
2. Thaler, R. H., Sunstein, C. R., & Balz, J. P. (2013). Choice architecture. In E. Shafir (Ed.), *The behavioral foundations of public policy* (pp. 428–439). Princeton University Press
3. Thaler, R. H. and Sunstein, C. R., (2015), *Nudge: The Final Edition*, 2021.
4. Statman, M., (2019), *Behaviour Finance: The Second Generation*, CFA Institute Research Foundation, ISBN 978-1-944960-85-8
5. Wilkinson, N. and Klaes, M, (2012), *An Introduction to Behaviour Economics*, Palgrave Macmillain.
6. Forbes, W. (2009), *Behavioural Finance*, 1st edition, John Wiley, ISBN: 9780470028049
7. Ackert, L. and Deaves, R. (2010), *Behavioral Finance: Psychology, Decision-Making, and Markets*, 1st edition, South-Western, ISBN: 9780538752866
8. Baker, K. and Nofsinger, J. (2010), *Behavioral Finance: Investors, Corporations, and Markets*, John Wiley, ISBN: 9780470499115.
9. Montier, J. (2010), *Behavioural Finance*, John Wiley, ISBN: 9780470844876
10. *Behavioral Finance: investors, corporations, and markets* / H. Kent Baker and John R. Nofsinger, editors. John Wiley & Sons, Inc.
11. Wilson, Anastasia C. (2020) “Behavioral Economics In Context: Applications for Development, Inequality & Discrimination, Finance, and Environment.” An ECI Teaching Module on Social and Economic Issues, Economics in Context Initiative, Global Development Policy Center, Boston University, 2020
12. Laibson, David, and John A. List. 2015, “Principles of Behavioural Economics”, *American Economic Review*, 105 (5), May:385-390
13. Philip Corr and Anke P.,(2020), *Behavioral Economics: The Basics*, Routledge

HR ELECTIVES

Name of Course		COUNSELING SKILLS FOR MANAGERS				
Type of Course		Elective – HR				
Course Code		MBAH 501				
Course Summary & Justification:		This course allows the students to learn the basics of Counseling. Managers should have an in-depth knowledge of Counseling so that they can handle employee performance and developmental issues using basic skills of counseling. Based on several theories and practical exposures, students are able to analyze and apply the concepts in Counseling and behave accordingly.				
Semester	3/4	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	45 5	10	-	12	72
Pre-requisite		As per the requirement of the course				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understanding the conceptual basis of Counseling.	U,A	PSO5
2	Evaluating various approaches to counseling.	E	PSO1
3	Develop various Counseling Attitudes and Skills.	U,S	PSO3
4	Evaluate various counseling interventions and strategies.	E	PSO2
5	Appreciating the role of Counselor in bringing behavior changes.	Ap	PSO3
6	Evaluate the need/ process aspects of Counseling.	E	PSO1
7	Explain and evaluate various therapies and models of counseling.	U	PSO8
8	Understanding various counseling Intervention tools and Techniques.	E	PSO13
9	Explain the application of Counseling in Organizational settings.	A	PSO10
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 501 COUNSELING SKILLS FOR MANAGERS	Hours	CO No.
Module I	Introduction to Counseling: Evolution of Counseling – Counseling and Related Fields- Role of a Counselor-Nature of Counseling - Counseling and Psychotherapy - Counseling and Guidance - Goals of Counseling – Approaches to Counseling – Types of Counseling. Types – Directed Non-Directed.	16	1,2
Module II	Counseling process- Counseling Process - Developing the Relationship - Defining the Problems - Determining Goals - Deciding the Plan of Action - Doing the Follow-up-Stages of Counseling-Assessing Client’s Problems; Approaches to Counseling -Psychoanalytic Approach - Behavioristic Approach -Person-centered Approach- Selecting Counseling Strategies and Interventions -Guidelines for effective Counseling.	18	4,6
Module III	Counseling Attitude and Skills: Counsellors Skills; social, learning, communication, Understanding Client’s Behaviour, Assessing Clients problems. Selecting Counselling Strategies and Interventions Counseling procedure - The Counseling Environment - Intake procedures - Initial Interview - Referral Procedures.	18	3,6
Module IV	Changing Behaviors through Counseling and Application: Principles - Techniques - Rewards - Providing Model - Role Playing - Desensitization - Rational Emotive Behaviour Therapy - Organizational Applications of Counseling - Manager as a ‘Barefoot’ Counselor - Change Management - Conflict Resolution - The Learning Organization - Career Counseling - Performance Counseling..	10	5,7,8
Module V	Application in organizational settings-Counseling for Employee – Need and significance of transactional analysis, directive and non- directive approaches, reality therapy, rational emotive therapy, gestalt counseling and electric counseling. Intervention Techniques Counseling Techniques, Grid Management, Transactional Analysis, Sensitivity Training, Process Consultancy, Skill development techniques. Interpersonal communication, - Johari Window.	10	7,8,9

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
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Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination
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SUGGESTED READINGS

1. Fuster J M, Personal Counseling ,Better Yourself Publications,,2005.
2. Kavita Singh, *Counseling skill for managers*, Pears Education, 2007.
3. Robert S Feldman, *Understanding psychology*. McGrew Hill, 2007.
4. Narayan Rao S., *Counseling & Guidance*, Tata McGrew Hill, 1997.
5. Jeffrey Kotter A., *Counseling theories and practices*, Cengage Learning, 2011.
6. Robert Carson C.*Abnormal psychology*, Tata McGrew Hill, 2007.

Name of Course	TRAINING AND DEVELOPMENT					
Type of Course	Elective – HR					
Course Code	MBAH 502					
Course Summary & Justification	This course will attempt to orient students to meet the specific needs of the organization in training and development activities. In Management career professionals should have an in depth knowledge of Training and Development Principle and how Employees perceive training and development in organizations.					
Semester	¾			Credits	4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Remembering Fundamental Concepts relating to Training and Development.	U,R	PSO1
2	Conceptualize the Identification of Training and Development Needs.	U,R	PSO5
3	Examine the different types of Training and Development in organisations.	E, Ap	PSO3
4	Categories various models associated with Training and Development.	R, An, A	PSO5
5	Build Application Skills in different training and development strategies to build a future ready, competent and diverse work force.	S,E, A	PSO12
6	Create Inventive ways to develop and share innovative training and development strategies.	A,C,S	PSO7
7	Discuss the need for Evaluating Training Effectiveness.	E,A	PSO9
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

	MBAH 502 TRAINING AND DEVELOPMENT	Hours	CO No.
Module I	Introduction to training and development : Systematic Approach to Training & Development -Difference between Training and Development-Training and applied psychology-Career Opportunities in Training -- ADDIE training process model-Training practices in India - Practices in PSU - Practices in Private organizations.	16	1,2
Module II	Training Need Analysis - Relevance of TNA - The TNA Model, Identifying Organizational performance gaps - Framework for conducting TNA - Organizational analysis, Task Analysis, Person Analysis - Approaches to TNA – Proactive and reactive TNA – Training in various sectors including Government sector- Banking, BPO, IT, Agriculture.	10	2,3
Module III	Training Design - Organizational Constraints – Developing Training Objectives- Training Design, Training and Organizational Intervention, Training Methods - On the Job and Off the Job Training methods – Simulation, Technology based training methods - E Learning and delivery systems. Trainer as change agent-Training Aids - Audio visual aids - Budget Estimation on Training.	18	5,6
Module IV	Training Evaluation and Measurement- Introduction to evaluation process- Introduction to criteria development-Choosing criteria measures -Experimental Designs - Quasi Experimental Design,. Other methods of evaluation - External Training Validity- Models of Evaluation- ROI on Training- Kirkpatrick Model of Evaluation-CIRO Model Technology in Training – CBT, Multimedia Training, E-Learning / Online Learning, Distance Learning.	18	7
Module V	Human Resource Development – HRD Concept- Origin and Need- HRD as a Total System – Approaches to HRD – Employee development activities – Approaches to employee development – leadership development – Action learning- Assessment and Development centers- Human Capital Management – Emerging trends in Training and Development.	10	6,7

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
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Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination
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SUGGESTED READINGS

1. S.K.Bhatia, *Training and Development*, Deep & Deep, 2009.
2. Pareek Udai & Rao T.V, *Designing and Managing Human Resource Systems*, Oxford & IBH .
3. P.Nick Blanchard and James W. Thacker, *Effective Training*, Pearson Education.
4. V.V.Ramani, *Training and Development: Concepts & Cases*, ICFAI University Press.
5. Martyn Sloman, *Training Strategy for Implementing Training*, Infinity Books.
6. Rao T.V, *Human Resource Development*, Himalaya Publishing, 2013 .
7. *Human Resource Management*, Aswathappa, Himalaya,2013.

Name of Course	STRATEGIC HUMAN RESOURCE MANAGEMENT					
Type of Course	Elective – HR					
Course Code	MBAH 503					
Course Summary & Justification	This course enables students to develop and appreciate the perspective that human resource has a strategic significance in an organisation, and the initiatives needed to achieve the ‘fit’ with the concerns of the business on a continued basis.					
Semester	3/ 4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	40 10	12	-	10	72
Pre-requisite	As per the requirement of the course					
	<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Evaluate and explain the necessity for alignment between an organization’s corporate strategy and its human resource strategy.	U,E	PSO13
2	Design human resource strategies that may be related to the current and expected requirements of organizations confronting a range of contingencies.	A,C	PSO11
3	To help the students in developing the skill to assess the impact of relevant Strategic Human Resource Management interventions that facilitate futuristic business strategies.	S, An	PSO10
4	Facilitate the student in remembering fundamental concepts related to Strategic Human Resource Management such as organizational wealth, framework of HR strategy, strategic change and balanced scorecard.	R,U	PSO12
5	Build application skills in Strategic Human Resource Management to build a future ready, competent and diverse workforce.	S,E, A	PSO8
6	Create inventive ways to develop and share innovative Strategic Human Resource Management practices for future business enhancement.	A,C	PSO6
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 503 STRATEGIC HUMAN RESOURCE MANAGEMENT	Hours	CO No.
Module I	Conceptual frame work and Context of Strategic HRM-Impact of Globalisation on HRM-Changed Role of HR in Organizations-Nature of SHRM-HRM for Competitive Advantage-Challenges in Strategic HRM-Strategic Fit-Resource based view of Strategic HRM-Best Fit Approach Vs Best Practice Approach-Bundling of HR Practices.	12	1,2
Module II	Organizational Wealth from HR perspective: Intellectual Capital, Human Capital, Social Capital and Organisational Capital. Models of SHRM – General Models, the performance, commitment and involvement management models. Business model, role of HR in business model innovation. The strategic role of HR- strategic business partner model, strategic role of HR practitioners.	17	3,4
Module III	HR Strategies –Recruitment and Retention Strategies-Human Capital Management-Creating High Performance Work System-Components of HPWS-Knowledge Management-Strategic Knowledge Management Issues-Talent Management-Talent Management Process-Performance Management-Strategic Human Resource Development-Elements of HRD-Effective Reward Strategies.	16	5
Module IV	Human Aspects of Strategy Implementation-Human Side of Mergers and Acquisition- Role of Strategic HR Leader, Managing Workforce Diversity-Cross Cultural Training-Work Life Balance-Learning Organizations.	12	5,6
Module V	Implementing Strategic Change: Employee engagement, factors affecting and enhancing employee engagement, Corporate social responsibility, rationale for CSR, strategic role of HR in CSR. HR practices that improve business performance, Psychological Contract, The Balanced Scorecard.-Strategic HRM in India-Emerging Concepts and Trends.	15	6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment - Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis - Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Mello, Jeffrey (2007) Strategic Human Resource Management, 2nd edn. Thomson Learning, India.
2. Armstrong, Michael (2011) Armstrong's Handbook of Strategic Human Resource Management, 5th edn. Kogan page, New Delhi.
3. Das, Pulak (2011) Strategic Human Resource Management- A Resource Driven Perspective, Cengage Learning, India Pvt. Ltd., New Delhi.
4. Sharma, Anuradha and Khandekar, Aradhana (2006) Strategic Human Resource Management- An Indian Perspective, Response Books, New Delhi.
5. Charles R Geer : Strategic Human Resource Management – A General Managerial Perspective, Pearson Education India.
6. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management, Excel Books.
7. Gary Rees & Paul E Smith : Strategic Human Resource Management, Sage Publication.
8. Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press.

Name of Course	COMPENSATION MANAGEMENT					
Type of Course	Elective – HR					
Course Code	MBAH 504					
Course Summary & Justification	This course will enable the students to understand the various components of compensation and rewards, to understand the micro and macro factors influencing compensation management, and to design and implement various compensation strategies.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Facilitate the student in remembering fundamental concepts related to compensation management such as wage, salary, job evaluation, performance based compensation, ESOP etc.	U, R	PSO2
2	Help the students in developing the skill to assess the impact of relevant compensation management practices that facilitates futuristic human resource strategies.	S, An	PSO5
3	Build application skills in compensation management practices and techniques to build a future ready, competent and diverse workforce.	A	PSO7
4	Provide the skills to analyze and identify various compensation management related issues affecting day to day human resource management practices in the organization and solve them.	A, An ,E	PSO1
5	Create inventive ways to develop and share innovative compensation management practices for future business enhancement.	A,C	PSO8
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 504 COMPENSATION MANAGEMENT	Hours	CO No.
Module I	Compensation –Concept and Importance-Wages and Salary-Theories of Wage Determination-Wage Determination Process-Factors Influencing compensation-Types of Wages-wage Differentials- Minimum, Fair and Living Wage-Macro and Micro Economics of Labour Market-Legal aspects of Compensation Management – Statutory pay structure.	18	1,2
Module II	Incentives and Fringe Benefits-Incentives –Definitions, Types of Incentives, Individual incentives , Organization Wide incentives-Scanlon Plan, Kaiser Plan, Profit Sharing, Non-financial incentives, Fringe Benefits-, Types of Fringe benefits, Individual Group Variable Compensation: Pay for performance, Pay by seniority, Group piece rate, Production sharing plan,.	18	3
Module III	Job based Compensation-Job Analysis-Job Design-Job Evaluation-Performance linked Compensation-Compensation of Sales People-Executive Compensation-Incentives and Retirement Plan-Salary Surveys and Bench Marking.	14	4,5
Module IV	Planning for Improved Competitiveness- Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra- industry Compensation Differentials, Internal and External Equity in Compensation Systems..	10	3
Module V	Current and Future trends in Compensation Management-ESOP-Gain Sharing-Social Security Laws- Employee’s State Insurance, Provident Fund, Gratuity and Maternity Relief-Basic Pay-Provision for Dearness Allowance- Wages and Bonus Laws –The Law of Minimum Wages, Payment of Wages, Payment of Bonus-Wage Boards- Statutory requirements of Worker’s Compensation - Compensation practices in different sectors.	12	5

Teaching and Learning Approach	<p>Classroom Procedure (Mode of transaction)</p> <p><i>Direct Instruction:</i> Brainstorming lecture, Explicit Teaching, E-learning, <i>interactive Instruction:</i> Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.</p>
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Assessment Types	<p>Mode of Assessment</p> <ul style="list-style-type: none"> • Continuous Assessment (CA) • Tests – One MCQ based and on extended answer type • Seminar Presentation • Mini Project/Assignment/Case analysis • End Semester examination
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SUGGESTED READINGS

1. Milkovich, G. & Newman, J. (2004). Compensation (8th Ed.). McGraw-Hill/Irwin.
2. Richard I. Henderson (2009). Compensation Management in a Knowledge-Based World (10th Edition) Pearson Education.
3. Bhattacharya, D.K, Compensation Management. Oxford University Press .
4. K. Ashwathapa, Human Resource Management -Text and Cases, Tata McGraw Hill.

Name of Course	HUMAN RESOURCE PLANNING					
Type of Course	Elective – HR					
Course Code	MBAH 505					
Course Summary & Justification	This paper is to enable the students to have a clear view of the process of human resource planning like assessing the current human resources, estimating the supplies and demand for labor and matching demand with current supplies of labor.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Demonstrate how knowledge of human resource planning can be applied in an organization.	U	PSO5
2	Identify and explain the factors which form the basis for employee hiring.	E	PSO9
3	Facilitate the student in remembering fundamental concepts related to human resource planning and development such as manpower demand and supply forecasting, job analysis, strategic planning and HR audit.	R,U	PSO12
4	Empower the students to understand complex ideas in training and development to make them ready for application in real life business scenarios.	A,U	PSO13
5	Create inventive ways to develop and share innovative human resource planning and development strategies for future business enhancement.	A,C	PSO8
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 505 HUMAN RESOURCE PLANNING	Hours	CO No.
Module I	Human Resource Planning-Concept and Objectives-Human Resource Planning Process-HR Demand Forecasting and Supply Forecasting Techniques-Skill Inventory-Labour Wastage-Absenteeism-Cause and Effects-Labour turnover-Attrition-Employee Retention-Employee Commitment.	10	1
Module II	Job Analysis: Job Analysis Process, sources of job analysis data, Methods of data collection, Uses of job analysis, Job Descriptions, Job Specification -Human Resource Inventory - Career Management; Career Planning, Career Paths, Career Anchors, Career Development.-Job Design and Job Redesign-Job Ownership.	15	1,2
Module III	Recruitment and Selection-Sources of Recruitment-e-Recruitment-Selection-Process of Selection-Application Blank-Weighted Application Blank-Resume and Curriculum Vitae-Resume Scanning- Different Types of Tests – physical tests, Medical Check-ups- skill test - Psychological Tests – definition, Purpose, Characteristics and Developing Psychological Tests-Background Check-Acqui-hiring.	18	2,3
Module IV	Interview : Purpose; Types of Interviews; Interview Techniques; Interviewing skills ;Advantages and Limitations of Interviews; Do's and don'ts of selection Interview, Reference and back ground check, Choice of selection methods, Assessment Centers, Reliability and validity of selection tools.	15	4
Module V	Employment offers: Service conditions, contract of employment, Psychological contract - Induction: Importance, Socializing the new employee, Different types of Socialization - Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, HR outsourcing-Human Resource Audit-Human Resource Accounting –Impact of Technology on HRP-HRIS.	14	5

Teaching and Learning Approach	<p>Classroom Procedure (Mode of transaction)</p> <p><i>Direct Instruction:</i> Brainstorming lecture, Explicit Teaching, E-learning, <i>interactive Instruction:</i> Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.</p>
Assessment Types	<p>Mode of Assessment</p> <ul style="list-style-type: none"> • Continuous Assessment (CA) • Tests – One MCQ based and on extended answer type • Seminar Presentation • Mini Project/Assignment/Case analysis • End Semester examination

SUGGESTED READINGS

1. Bhattacharya, Human Resource Planning, Excel Books, New Delhi.
2. Paul Turner(2002), HR Forecasting and Planning, CIPD Publishing.
3. Gary Dessler, Biju Varkkey, *Fundamentals of Human Resource Management*, Pearson Education, 2010.
4. K. Ashwathappa, *Human Resource Management - Text & Cases*, Tata McGraw Hill.
5. John Bramham, *Human Resource Planning*, Universities Press.

Name of Course	GLOBAL HRM					
Type of Course	Elective - HR					
Course Code	MBAH 506					
Course Summary & Justification	This course prepares the student to frame strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective. This paper helps the students to learn how environmental and institutional constrains, including culture, impact human resource planning and other human resource functions of international firms.					
Semester	3/4			Credits	4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	45 5	12	-	10	72
Pre-requisite	As per the requirement of the course.					
	<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Equip the student in remembering basic concepts related to global human resource management in the context of international mergers and acquisitions, technological advancements, employee discipline and cultural convergence.	U, R	PSO1
2	Evaluate HRM issues in international contexts and to become aware about the international culture and diversity and to take decisions regarding recruiting methods, selection procedures and staffing decisions for expatriate employees.	E, A	PSO8
3	Develop application skills in various global human resource management strategies to build a future ready, competent and diverse workforce.	Ap, S	PSO9
4	To help the students in building the skill to evaluate the impact of relevant global human resource management interventions that support futuristic business strategies.	Ap, E	PSO1
5	Create unique ways to develop and share creative global human resource management strategies for future business enhancement.	Ap, C	PSO13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 506 GLOBAL HRM	Hours	CO No.
Module I	International Context of HRM-Key perspectives in Global HRM-Factors Influencing the need for Global HRM-Globalisation and HRM-Framework of HRM in an International firm-Cross national differences in personnel and Organisations-Cultural factor in Human resource policies-International HRM Department and Functions-models of International HRM.	10	1
Module II	International Human Resource Management Process-International recruitment, Selection and Compensation-Global Work force Training and Development-Performance Management in International Organizations-International Reward systems Expatriation and Repatriation.	16	2
Module III	International mergers and Acquisitions-Competitive HR Strategies of MNC's TNCs -Technological Advancements and Global HRM-Impacts of demographic changes and Migration-Offshore Sourcing-Cross Cultural Differences and Managerial Implications.	16	3,4
Module IV	Cultural Convergence and Cultural Divergence in Global HRM-Hofstede's Cultural dimensions-Importance of Cultural Sensitivity-Cross Cultural Management models-Cross national cooperation and Conflict.	16	2
Module V	Developing Global mindset-Global Leadership-Global employment Relations and Employment Law-Issues and Challenges in IHRM-Multinational as a Global Citizen-International Accord and Corporate Code of Conduct-Case studies on International Human Resource Management.	14	5

Teaching and Learning Approach	<p>Classroom Procedure (Mode of transaction)</p> <p><i>Direct Instruction:</i> Brainstorming lecture, Explicit Teaching, E-learning, <i>interactive Instruction:</i> Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.</p>
Assessment Types	<p>Mode of Assessment</p> <ul style="list-style-type: none"> • Continuous Assessment (CA) • Tests – One MCQ based and on extended answer type • Seminar Presentation • Mini Project/Assignment/Case analysis • End Semester examination

SUGGESTED READINGS

1. Charles M. Vance and Yongsun Paik (2009), *Managing a Global Workforce*, PHI, New Delhi.
2. Biswajeet Pattanayak (2004), *Human Resource Management*, PHI, New Delhi.
3. Hodgetts and Luthan, Fred, *International Human Resource Management*, McGraw Hill Companies Inc., New York.
4. Torrington, D, *International HRM: Think Globally and Act Locally*, Hemel Hempstead, Prentice Hall.
5. Evans, P. et al., (ed.), *HRM in International Firms: Change, Globalization and Innovation*; Macmillan, London.
6. Storey, John, *Managing Human Resources: Preparing for the 21st Century*, Beacon Booms, and New Delhi.
7. S.C.Gupta, *Text Book of International Human Resource Management*, New Delhi.

Name of Course	HR ANALYTICS					
Type of Course	Elective – HR					
Course Code	MBAH 507					
Course Summary & Justification	This introductory course introduces students to HRM metrics and Analytics. This course intends to increase students' awareness of the usefulness of HRM metrics and analytics and equip in using them at the workplace. This course is expected to familiarize students with the application of statistics in HR decision making, enable the students to integrate knowledge of metrics and analytical models and their implications for HRM.					
Semester	¾			Credits	4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Ability to recall the basic concepts and terms related to HR metrics, analytics, balanced scorecard, dashboard creation, and predictive analytics.	U, R	PSO1
2	Enable the incumbents to understand comprehensively the concepts delivered at the remembrance level to make them cognitively fit for application.	U, Ap	PSO8
3	Impart skills to analyse the real HR data to explore and establish relationships in the areas of HR decisions.	An	PSO5
4	Make the students capable to evaluate the impact of analytics on HR decisions, and appraise HR decisions and strategies using descriptive and predictive techniques.	Ap, E	PSO10
5	Generate new ideas and create HR predictive models and proposals for business expansion and developments.	Ap, C	PSO6
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 507 HR ANALYTICS	Hours	CO No.
Module I	Introduction to Human Resource Analytics-Evolution of HR Analytics-Understanding HR Indicators-HR Metrics and HR Analytics -Analytical Pyramid-Descriptive and Predictive Models-Intuition versus Analytical Thinking- Framework for HR Analytics-LAMP Framework, HCM 21 Framework.	12	1,3
Module II	Descriptive Analytics-HR Reporting-Recruitment Metrics-Performance and Compensation Metrics-Human Resources Balanced Score card-HR Dashboard creation.	15	2
Module III	HR Effectiveness Measures-HR Efficiency Measures-Key HR Metrics-Linking HR Measures to business results.	14	4
Module IV	Predictive Analytics-Introduction to Predictive Analytics Tools-Choosing Predictive Analytic Models for Quantitative Data-Working with Qualitative Data-Interpreting Predictive Analytics Results-Descriptive and Indicative models for Employee Retention and Turn over, Work force productivity and Performance-Scenario Planning.	15	5
Module V	Strategic Analytics-Optimizing Selection and Promotion Decisions. Monitoring Impact of Interventions-- Evaluating Stress Levels and Value-Change - Evaluation Mediation Process, Moderation and Interaction Analysis-Workforce Segmentation and search for critical job roles-Statistical Driver Analysis-Association and Causation-HR Data Quality-Validity and Consistency- Formulating Evidence Based Practices and Responsible Investment.	16	4

Teaching and Learning Approach	<p>Classroom Procedure (Mode of transaction)</p> <p>Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive Instruction: Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.</p>
Assessment Types	<p>Mode of Assessment</p> <ul style="list-style-type: none"> • Continuous Assessment (CA) • Tests – One MCQ based and on extended answer type • Seminar Presentation • Mini Project/Assignment/Case analysis • End Semester examination

SUGGESTED READINGS

1. Becker, B E, Huafelid, M.A. & Ulrich, D (2001). The HR Scorecard: Linking people, Strategy, and performance. Harvard Business Review Press.
2. Bhattacharyya, D.K. (2017). Understanding Theories and Applications of HR Analytics, Sage Publications.
3. Sullivan, J (2010). HR metrics, Kennedy Information.
4. Gregory, I E (2013). HR Metrics: Practical Measurement Tools for People Management. Knowledge Resources. (ISBN: 9781869221690).
5. Bucknall, H., Wei Z (2007). Magic Numbers for Human resource Management. Wiley India.
6. Valerie, P., & Andreasson R. HR metrics: Bench marking human resources.
7. Christman, W (2012) HR Metrics That Matter. HR smart.

Name of Course	PERFORMANCE MANAGEMENT					
Type of Course	Elective – HR					
Course Code	MBAH 508					
Course Summary & Justification	This course prepares the student to frame strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Facilitate the student in remembering fundamental concepts related to performance management in the context of measurement of performance, job evaluation and organizational structure.	U, R	PSO1
2	Demonstrate how knowledge of performance management can be applied in an organization.	E, Ap	PSO5
3	Identify and explain Performance Management and Development Issues.	An	PSO9
4	Empower the students to understand complex ideas in performance management to make them ready for application in organizational contexts.	Ap, U	PSO11
5	Identify the concepts underlying planning and implementation of performance management.	An	PSO8
6	Build application skills in performance management strategies and principles to ensure efficient management of performance for domestic and international workforce.	Ap, S	PSO3
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 508 PERFORMANCE MANAGEMENT	Hours	CO No.
Module I	Concept and Philosophy underlying Performance Management- Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management- Performance Management versus Performance Appraisal- Performance Management and Strategic Planning Performance Management Process- Conceptual Model, Overview of Strategies for Performance Management, Performance Management Cycle, Performance Potential Matrix.	14	1
Module II	Measurement of Performance- Performance Planning – Approaches to Measuring Performance - Performance Standards-Performance metrics – Key Performance Indicators -Key Result Areas- Developing Job Description Competencies and Skills-Potential Management.	15	2
Module III	Performance Appraisal and Monitoring-Characteristics of Effective Appraisal-Performance Appraisal methods- 360 degree appraisal – e-appraisal - Designing Appraisal forms- Implementing Performance Appraisal forms- Performance Review Discussions - Performance Management Documentation- Annual Stock Taking - Performance Management Audit.	14	3,4
Module IV	Job Evaluation-Pay structure-Different types of pay- Performance Related pay-Skill based pay-Team related pay-Incentive Schemes-Rewards-Gain Sharing and Profit Sharing. Tools – Competency Mapping – Core Competencies, Competency framework- People Capability Maturity Model (PCMM), Talent Management, HRD Scorecard , Six Sigma and Balance Score Card .	15	5
Module V	Performance Management and Development Issues- Coaching, Counselling and Mentoring- Potential Appraisal-Virtual PM-Culture based PM-Performance Management across various sectors- Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.	14	6

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive Instruction: Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.
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Assessment Types	<p>Mode of Assessment</p> <ul style="list-style-type: none"> • Continuous Assessment (CA) • Tests – One MCQ based and on extended answer type • Seminar Presentation • Mini Project/Assignment/Case analysis • End Semester examination
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SUGGESTED READINGS

1. Suri G. K. C., Venkataraman S., Gupta N. K., *Performance measurement and management*, Excel Books Pvt Ltd, 2009.
2. Sahu R .K, *Performance Management System*, Excel Books Pvt Ltd, 2007.
3. Udai Perekh and Rao T. V., *Designing and managing Human Resource Systems*, Oxford Publications, 2007.
4. Rao T. V., *HRD Score card*, Sage Publications, 2008.
5. HermanAguinis, *Performance measurement*, Pearson education, 2008.
6. SeemaSanghvi, *Competency Mapping*, Response books, 2010.

Name of Course	TALENT MANAGEMENT					
Type of Course	Elective – HR					
Course Code	MBAH 509					
Course Summary & Justification	The purpose of the course is to provide an understanding of how to build a talent pipeline to meet an organization's human capital needs and understand the critical issues facing organizations in creating a diverse talent pool.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	40 10	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
1	Demonstrate how knowledge of talent management can be applied in an organization.	U, Ap	PSO1
2	Identify and explain concepts underlying talent management.	A	PSO3
3	Identify and explain the concept of talent planning.	U, E, S	PSO6
4	Demonstrate the use of talent acquisition and retention.	S,C	PSO13
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .</i>			

COURSE CONTENT

	MBAH 509 TALENT MANAGEMENT	Hours	CO No.
Module I	Talent Management – Overview, History -Scope of Talent Management, Need of Talent Management- Key Processes of Talent Management, Talent Vs knowledge -People-Source of Talent Management, Tools for Managing Talent Types of talent, Knowledge, Values, Beliefs and Skill Implication for Talent Management- Modeling Excellence-Employee Retention.	12	1,2
Module II	Guidelines and challenges of Talent management Understanding Talent Management: Key phases for implementing a talent management program- Guidelines for managing talent, The importance of talent management, Benefits of talent management, Replacement planning Challenges in managing talent, Key elements in talent strategy.	16	3

Module III	Talent Planning: Talent Planning, Objectives of Talent Planning- Steps in Strategic Talent Planning, Succession Planning Programme- Innovative talent planning, Industry Practices for Strategic Talent Planning- Leadership.	15	2,3
Module IV	Talent Acquisition: Recruiting Process, Strategic Trends in Talent Acquisition- Develop High Potential Employee-High Performing Workforce-Concept of Talent Engagement, Retention- Best Practices for Talent Engagement, Talent Management and Corporate Restructuring.	15	4
Module V	Talent Retention-SMR Model (Satisfy, Motivate and Reward)Employee Retention Programs, Career Planning and Development-Return On Investment on Talent Management-Employee Engagement-Best Practices in Employee Retention -Contemporary Talent Management Issues, Challenges – Talent Management in the Digital era.	14	4

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive Instruction: Active co-operative learning, Seminar, Group Assignments Authentic learning, Library work and Group discussion, Presentation by individual student/ Group representative.
Assessment Types	Mode of Assessment <ul style="list-style-type: none"> • Continuous Assessment (CA) • Tests – One MCQ based and on extended answer type • Seminar Presentation • Mini Project/Assignment/Case analysis • End Semester examination

SUGGESTED READINGS

1. Lance A. Berger and Dorothy Berger, The Talent Management Handbook, McGraw Hill Professional.
2. Marc Efron, Miriam Ort, One Page Talent Management: Eliminating Complexity, Adding Value, Harvard Business Review Press.
3. Masood Hasan, Anil Kumar Singh, Somesh Dhamija, Talent Management in India: Challenges and Opportunities, Atlantic; Edition.
4. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications.

Name of Course	INDUSTRIAL RELATIONS					
Type of Course	Elective - HR					
Course code	MBAH 510					
Course Summary & Justification	The purpose of this course is to sensitize the students to the tasks of Industrial relations and to familiarize them with the current IR practices.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
1	Demonstrate how knowledge of Industrial relations can be applied in an organization.	A	PSO 1, PSO 2
2	Identify and explain the role of trade unions in maintain industrial relations.	U	PSO 4, PSO 5, PSO 6
3	Identify the dynamics of employee discipline.	U	PSO 8
4	Demonstrate the methods for resolving industrial disputes.	A	PSO 4
5	Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.	An,E, A	PSO 10, PSO 11, PSO 12
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 510 INDUSTRIAL RELATIONS	Hours	CO No.
Module I	Introduction to Industrial Relations: Meaning and definition of industrial relation, parties involved in industrial relation, Approaches to industrial relations, Factors influencing Industrial Relations, Essentials of Effective Industrial Relations, Causes of Poor Industrial Relations, Prevention of industrial disputes, emerging trends in industrial relations, Standing Orders, salient features of Industrial Employment (Standing Orders) Act, 1946, International Labour Organisation- conventions.	18	1,2
Module II	Trade Union and employees- Meaning and definition , Role of trade union, functions of trade union, types of trade union, theories of trade unionism, models of national trade union movements, problems and issues of trade unions in India, Essentials of Trade Unions Act 1926.	18	3,4
Module III	Collective bargaining: Features and objectives of collective bargaining, advantages, types and process of collective bargaining, theories of bargaining- Walton and McKersie Theory, Bargaining Range Theory, Chamberlain Model, Hicks Bargaining Model.	15	4,5
Module IV	Method of direct action and Discipline: Strikes – Meaning, definition, classification of various forms of strikes, Discipline – nature and concept, approaches to discipline, statutory and non-statutory measures for discipline, Service Rules, Code of discipline, Grievance - concept, significance, methods of redressal, Employee counseling.	15	5
Module V	Indian Labour Policy: Evolution, Key concerns, Recommendations of 2 National Commission on Labour. IR and technological changes-Emerging concepts and trends in IR-Critical challenges in IR.	6	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS:

1. Mamoria C.B. and S. Mamoria : Dynamics of Industrial Relations in India.
2. Pramod Varma : Management of Industrial Relations, Vora Publications, Ahmedabad.
3. Tripathi P.C.: Personnel Management and Industrial Relations, Sultan Chand & Sons Publications, New Delhi.
4. Ramaswamy E.A. : The Strategic Management of Industrial Relations, Oxford University Press, New Delhi.
5. Niland R. et. al: The Future of Industrial Relations, Sage, New Delhi.
6. C.S. Vekata Ratnam : Globalisation and Labour-Management Relations, Response Books, New Delhi.

MARKETING ELECTIVES

Name of Course		MARKETING RESEARCH				
Type of Course		Elective – Marketing				
Course Code		MBAM 501				
Course Summary & Justification:		This course enables the students to develop the capability to understand the fundamentals of Marketing Research and to inculcate an attitude for identifying and undertaking research work both in industry as well as in academic environment.				
Semester	¾	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course.				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the basic concepts related to marketing research and explain relationship and differences between marketing research and marketing information systems. Able to interpret development of marketing research.	U,R	PSO 8, PSO 11
2	Analyse Marketing Management problem identification and formulate Research Objectives and Hypotheses from a given research problem.	U,R,An	PSO 1
3	Determine the research budget suitable for an appropriate Research Design for achieving the research objectives.	A,S	PSO 13
4	Organize the data collection process, analyze data and draw inferences and recommend solutions to the research problem through the application of various tests.	R,U,A	PSO 1

5	Evaluate the strength and direction of the relationship between variables, enabling comparison between different groups.	U, A, E	PSO 2
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**Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap) .*

COURSE CONTENT

	MBAM 501 MARKETING RESEARCH	Hours	CO No.
Module I	Introduction, Definition, Importance and Scope of Marketing Research, Market research Vs Marketing research, Types of Market Research, Marketing Research process, Marketing Intelligence, Marketing Research Agencies, Market research online communities (MROC), Problems encountered by marketing research in India.	12	1,2,4
Module II	Problem Identification in marketing research, Translation of Marketing Problem to Statement of research problem, Review of Literature, Identification of Research Gap, Formulating Research Objectives, Identification of Variables and Hypothesis Formulation.	14	3
Module III	Measurement Scales- Specific type of measurement instruments in MR - Attitude scales, Measures of emotion, Perceptual scales. Quantitative research methods, Qualitative research methods- FGDs, In-depth interviews, Lifestyle immersion, Online focus groups, Online forums, Verbal protocol analysis, Ethnographic research, Projective techniques, Observation, Physiological measures and Biological analysis, Qualitative Market research testing- Direct exploration, Monadic testing, Sequential Monadic Testing, Discrete choice testing, Application of Analytics in MR.	20	5
Module IV	Data Preparation process- Questionnaire Checking, Editing, Coding, Classification, Tabulation, Graphical representation, Data cleaning, Data adjusting, Application of parametric and non-parametric tests in marketing research (Theory Only), Advanced methods of analysis in MR- Cluster analysis, Factor analysis, Multi-dimensional scaling, Conjoint analysis, Multiple Discriminant analysis (Theory Only), Use of statistical software's in data analysis	16	5
Module V	Preparing marketing research reports and presentation- Steps in report writing, Format of the report, Common problems in preparing reports, Ethical issues in marketing research.	10	1

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming, lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS

1. G.C.Beri, Market Research, Pearson Education, New Delhi.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, Pearson Education.
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India.
4. Tull & Hawkins, Marketing Research: Measurement and Method, PHI.
5. Luck & Rubin: Marketing Research, Prentice Hall India.
6. Dawn Iacobucci, Gilbert A. Churchill, Marketing Research: Methodological Foundations, Cengage.
7. Dawn Iacobucci, Gilbert A. Churchill, Multivariate statistics and Marketing Analytics Cengage.

Name of Course	GLOBAL MARKETING					
Type of Course	Elective - Marketing					
Course Code	MBAM 502					
Course Summary & Justification	This course exposes students to the global marketing theory and its concepts. It provides an understanding of the Global Marketing Environment and its application in an in-depth industry specific analysis for evaluating and selecting markets in other parts of the globe.					
Semester	¾			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning Discussions	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the basics of global marketing and related theories.	U	PSO 8
2	Analyze the global marketing environment and marketing players.	U,An	PSO 10, PSO 12
3	Understand global marketing strategies and its influence on pricing, promotion and distribution strategies.	U,R	PSO 3, PSO 9
4	Learn how to analyze customers, competitors, and product markets in different countries and how to apply this analysis to developing international and global marketing strategies.	U,R	PSO 5
5	Evaluate the export practices and global marketing strategies and analyse role of Indian business in global market.	An,E	PSO 2, PSO 6
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 502 GLOBAL MARKETING	Hours	CO No.
Module I	Introduction to Global business; why corporations expand to markets in other countries? Special problems/features of global marketing vis-a-vis domestic marketing; Basis of international trade, Theories of international trade, Protectionism, different methods and mechanisms used to protect interests of native business, managing protectionist threats.	15	1,2
Module II	Global Marketing Environment: economic, Political, Legal, Socio-cultural and Demographic environment. Trade Groups, international regulations, Global trade bodies & organisations like IMF, World Bank & Conferences e.g. GATT, UNCTAD, their impact on global trade Euro-dollar & Petro Dollar Market. Exchange rate fluctuations.	16	3,4
Module III	Global marketing research; market profiling analysis and selection; International market segmentation and market coverage strategies -differentiated marketing; undifferentiated marketing; concentrated marketing; niche marketing. Product strategies; international marketing and PLC; pricing strategies; promotion strategies; distribution strategies.	16	4,5
Module IV	Global market entry and operating strategies ; exporting; licensing; franchising, Co-branding contract manufacturing; foreign assembly, foreign production; joint ventures; production in free areas; third country location; counter trade; strategic alliance. Dumping and its legal implications.	15	3,5
Module V	Export Planning: export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Export Documentation. Trends, problems and prospects of globalisation of Indian business.	10	4,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming, lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS

1. Keegan, Warren : Global Marketing, Pearson Education.
2. Onkvisit, Sak and Shaw International Marketing-Analysis and strategy , ,TMH.
3. Philip Cateora and John Graham and Mary Gilly: International Marketing, TMH.
4. Albaum, Duer&Strandskov International Marketing and Export Management , Pearson.
5. Johansson, J. K. Global Marketing: Foreign Entry, Local Marketing, and Global Management, McGraw-Hill, 5th Edition, 2008.
6. Rakesh Mohan Joshi, International Marketing, Oxford University Press.

Name of Course	LOGISTICS AND SUPPLY CHAIN MANAGEMENT					
Type of Course	Elective – Marketing					
Course Code	MBAH 503					
Course Summary & Justification	This course includes introduction to concepts of supply chain and logistics viz., network decisions, strategies, coordination, drivers including inventory, transportation, facilities, information, warehousing, materials handling, packaging and utilizing.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the concepts and practices of logistics management for a firm.	U	PSO 2
2	Develop skills and competence to examine logistics facilities design.	U,A	PSO 5
3	Determine the various drivers of supply chain performance and its importance in a business.	U,R,E	PSO 8
4	Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology.	U,An	PSO 7
5	Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations.	U	PSO 1, PSO 9
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAH 503 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	Hours	CO No.
Module I	Definition of logistics and the concepts of logistics. Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement, cost effective distribution strategies, Value of information in logistics, E-logistics, risk pooling effect, International and global issues in logistics, Integrated functional activities in logistics.	10	1
Module II	Logistics in different industries, Third party, and fourth party logistics, Airline Schedule Planning, Railway Networks, Postal services, the maritime industries, health care industry and other service industries, Role of government in international logistics and Principal characteristics of logistics in various countries and regions.	15	1,2
Module III	Dynamics of SCM Supply Chain Process Cycles, Supply Chain Integration, Bullwhip effect in Supply Chain, Information Systems and Processing in Supply Chain, Collaborative Planning Forecasting and Replenishment (CPFR), Inventory Planning and control Information and Communication Technology used in Supply Chain Need and Role of an Information System in SCM, Enterprise Resource Planning (ERP), Concept of SAP in Supply chain, Current Trends- IT in SCM, Use of IT enabled services in Logistical system, Use of Robots and Drone in supply chain delivery.	18	2,3,4
Module IV	Supply Chain Management Practices - RFI and QR, Vendor Managed Inventory, Hub and Spoke concept, Dynamic pricing, Procurement and Outsourcing Strategies Make / In sourcing or Buy / Outsourcing Decisions, Green Purchasing, Strategic Outsourcing, Strategic partnership with the suppliers, Supplier Selection process, Supplier Rating and Control, Strategic Sourcing Decisions, Continuous Improvement of Suppliers, Quality Assurance Programme of suppliers, Optimization in supply chain.	15	5
Module V	Customer Relationship Management in Supply Chain, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, IT infrastructure for CRM, Strategic Issues in Supply Chains: Strategic Partnerships, Alliances, and Collaborative advantage, Retailing and supply chain Interface: retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy.	14	4,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS

1. Logistics - David J. Bloomberg, Stephen LeMay and Joe B. Hanna.
2. Supply Chain Management Theories and Practices – Mohanty R P and Deshmukh S G .
3. Fundamentals of Logistics Management – Douglas M. Lambert, James R. Stock and Lisa M. Ellram.
4. Supply Chain Logistics Management – Donald J. Bowersox, David J. Closs and M. Bixby Cooper.
5. Business Logistics/ Supply Chain Management - Ronald H. Ballou.
6. Logistics and Supply Chain Management – Martin Christopher.
7. Supply Chain Management Strategy, Planning and Operation - Sunil Chopra, Peter Meindl and D. V. Kalra.
8. Supply Chain Management Concepts and Cases – Rahul V. Altekar.
9. Principles of Supply Chain Management A balanced Approach - Joel D.Wisner, G. Keong Leong and Keah-Choon Tan .
10. International Logistics: The Management of International Trade Operations – Pierra A David.
11. The Management of Business Logistics – A Supply Chain Perspective – Edward J Bardi, C John Langley and John Joseph Coyle.
12. Global Supply Chain Management and International Logistics – Alan E. Branch.
13. Global Logistics and Supply Chain Management – John Mangan, Chandra Lalwani and Tim Butcher.

Name of Course	MARKETING ANALYTICS					
Type of Course	Elective – Marketing					
Course Code	MBAM 504					
Course Summary & Justification	This course develops a systematic and analytical approach to marketing decision making, focusing on how to measure customer preferences and how to use those preferences to make the marketing of products and services more efficient and effective.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
	<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Define, explain and apply the key terms, concepts and theories in marketing and business analysis.	U	PSO 8
2	Critically evaluate analytical tools and frameworks used in marketing and business analysis.	U,E	PSO 13
3	Collect, analyse and synthesise a range of information sources to inform discussion on topical issues in marketing and business analysis.	An	PSO 9
4	Explore the international and ethical dimensions of marketing analytics.	U,R	PSO 11
5	Demonstrate knowledge and critical understanding of the role and value of information, performance measurement and customer / competitor insights in marketing.	U	PSO 1
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 504 MARKETING ANALYTICS	Hours	CO No.
Module I	Marketing Analytics- Meaning, Characteristics, Importance, Advantages and disadvantages, Sources of market data, Use of data in marketing analysis, Data preparation process- Questionnaire checking, editing, coding, classification, tabulation, graphical representation, data cleaning, data adjusting, Market sizing- Top Down and Bottom Up approach, Marketing analytics- Software's and packages.	12	1
Module II	Product Design- Ratings based on Conjoint models, Classification of conjoint analysis, Design specifications, Trade-off, Sensory research, Concept/product testing- consumer product rating, product design- Biometrics, New product development- Ideation, Concept development, Pre-launch testing and Post- launch evaluation, Data Science- Artificial Intelligence- Meaning, Application of AI in MR, Machine Learning- Meaning, Classification of ML, Significance of ML in marketing research, Deep learning, Reinforcement learning, Basics of Python.	18	1,2
Module III	Sales forecasting- Techniques- Time series analysis and Trend analysis (Theory Only), Application of statistical tests in marketing analytics- Analysis of Variance- One Way ANOVA, Two Way ANOVA, ANOCOVA, T-test, Chi-Square test, Correlation, Regression, Factor analysis, Discriminant analysis, Cluster analysis, Multidimensional scaling, Multivariate ANOVA, Conjoint Analysis (Theory Only)	16	2,3,4
Module IV	Big data Analytics- - Meaning, Types of big data, Characteristics, Advantages of big data processing, challenges of Big data in marketing, Big data for marketers- Customer data, Financial data and operational data. Data mining- Types- Relational data base, Data warehouses, Data repositories, Transactional database, Advantages of data mining, Application of data mining- Healthcare, Fraud detection, CRM, Manufacturing engineering, Education, Financial banking, market basket analysis, Data Visualization- Tableau and PowerBI.	16	5
Module V	Digital marketing- Website design and blog creation, Search Engine optimization, Search Engine marketing, Google Analytics, Facebook Advertising, Affiliate Advertising, Mobile marketing- Mobile apps and app marketing, Content marketing, You-tube marketing, E-mail marketing, Social Media Marketing, Web analytics, Pay Per Click (PPP).	10	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS

1. Field, Andy (AF) (2012), Discovering Statistics Using R, 1st ed., London et al.: Sage.
2. Hair, Joseph F. Jr.; Black, William C.; Babin, Barry J. & Anderson, Rolph E. (HBBA) (2010), Multivariate Data Analysis. A Global Perspective, 7th ed., Upper Saddle River et al.: Pearson.
3. Stock, James H, Watson, Mark W (2007), Introduction to Econometrics, 2nd ed., Boston: Pearson.
4. Marketing Database Analytics: Transforming Data for Competitive Advantage Banasiewicz, Andrew D., 2013, Routledge, New York, NY and London, UK.
5. Dawn Iacobucci, Marketing Models: Multivariate Statistics and Marketing Analytics.
6. Mike Grigsby, Marketing Analytics: A Practical Guide to Real Marketing Science, Kogan page.
7. Rajkumar Venkatesan, Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Pearson Education.

Name of Course	RETAIL MANAGEMENT					
Type of Course	Elective - Marketing					
Course Code	MBAM 505					
Course Summary & Justification	The course enables the students understand the importance of retail marketing and its strategic dimensions. It also aims at building the capability to design strategies for strengthening marketing in the retail sector.					
Semester	3/4			Credits	4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
1	Design and develop marketing solutions for current retail environments by employing appropriate marketing strategies.	A,C,E	PSO 3, PSO 5
2	To provide the student with an understanding of the concepts and theories of retailing.	U,R,C	PSO 1, PSO 2
3	To make the student aware of the moral and ethical dilemmas that face the retailing industry in today's changing business environment.	An,E	PSO 11,PSO 12, PSO 13
4	To guide the student through the development and understanding of implementing a retail strategy.	R,An,A	PSO 10
5	To assist the student in understanding the evolving role of the internet in retailing.	An, E, S	PSO 3, PSO 7, PSO 8
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap)</i>			

COURSE CONTENT

	MBAM 505 RETAIL MANAGEMENT	Hours	CO No.
Module I	Introduction to retailing Retailing: Meaning and features, Functions and activities of retailing, Difference between retailer and wholesaler, Retail sector- Global and India, Theories of retail development- Environmental, Cyclical and Conflict, Retail marketing mix, recent trends in retailing.	12	1,2
Module II	Retail consumers and formats Types of retailing - Ownership-based, store based, and non-store based, Retail customer- factors influencing consumer decision making, stages of the consumer-decision making process, Retail strategy- Retail strategy- strategies for effective market segmentation, strategies for market penetration and growth strategies.	22	2,3
Module III	Retail operations and location analysis Operational dimensions of retail – Operations blueprint, Credit management, Inventory management, Store maintenance, safety and security, preventing shoplifting, outsourcing store functions, Budgeting- meaning, advantage and types Store layout – meaning, types- Grid, Racetrack(loop), free-form layout and stored layout, Retail location- levels of location decision and its determining factors, types of retail locations, trading area analysis and site selection analysis, location assessment procedure.	16	4
Module IV	Retail merchandising and pricing Merchandising and process of merchandising, merchandise planning, merchandise buying merchandise performance, category management, brand – Meaning and types, private labels, labeling and packaging, Merchandise pricing- methods of retail pricing, retail control and audit.	12	5,6
Module V	Retail promotion and atmospherics Retail promotion- promotion mix strategy- Advertising- significance of advertising in retail sector, types of advertising, media selection, popular media vehicle used in the Indian retail sector, sales promotion- objectives, benefits and techniques, personal selling- objectives and types, publicity- meaning and types, Atmospherics and retail space management- key components of retail atmospherics, Visual merchandising in retail.	10	6,7

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Barry Berman and Joel. R Evans: Retail management – A strategic approach:—Pearson Education.
2. Pradhan: Retail Management, Tat McGraw Hill, New Delhi.
3. Berman, Barry and Joel Evans: Retail Management, Prentice Hall, New Jersey.
4. Levy, Michael and Barton A Weitz: Retail Management, Tata McGraw Hill, New Delhi 2003.
5. Cooper, J: Strategy Planning in Logistics and Transportation, Hogan page, London.
6. Cox, Roger and Paul Britain: Retail Management, Prentice Hall, Harlow.
7. Guptha, Ramesh Mittal & Ruchi Nayya, Retailing and E-tailing, International Book House, 2011.

Name of Course	SERVICE MARKETING					
Type of Course	Elective – Marketing					
Course Code	MBAM 506					
Course Summary & Justification	The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
	<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
1	Understand the Concept of Services and intangible products.	U	PSO 1
2	Discuss the relevance of the services Industry to Industry.	E	PSO 2, PSO 4
3	Examine the characteristics of the services industry and the modus operandi.	A, An,E	PSO 5, PSO 10
4	Analyse the role and relevance of Quality in Services.	U,R, An	PSO 4, PSO 8
5	Prepare, communicate and justify marketing mixes and information systems for service-based organisations.	An, U	PSO 6, PSO 7
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 506 SERVICE MARKETING	Hours	CO No.
Module I	Meaning and definition of services, Nature and characteristics of services, 7 P's of Services Marketing Differences between goods and service marketing, Classification of Services, Contribution of the services sector to the Economy, Applications of service marketing- Hospitality services, Airlines, Tourism, Health care , banking and financial services, Challenges and issues in Services Marketing	18	1,2,3
Module II	Consumer decision making roles, factors influencing consumer behaviour, stages in consumer decision making process, customer expectations, perceptions and satisfaction. Defining and measuring service quality and customer satisfaction, Service quality dimensions, models of measuring service quality –Gap Model and SERVQUAL .	18	4
Module III	Service life cycle, New service- categories of service, new service development stage, Service blue printing- building a service blue print, Components of service blue printing, Preparation of service blue print, Advantages, communication mix, Service positioning, physical evidence and service scape.	14	5,6
Module IV	Service pricing strategies, service distribution strategy- intensive, Selective and exclusive, forms of channels for distribution, importance of people in service marketing, Customer feedback and Service Encounter, Service failure and service recovery strategies- reasons of service failures, consumer reaction to service failures, service recovery paradox.	10	6
Module V	Trends in service marketing- Niche Marketing, Product Marketing techniques in Services marketing, Use of Technology in Service delivery, New era of E-services, Branding of Services, Package sale Services, Dedicated Service sellers, On- call services, E-education, E-Banking, Co-Ownership of Services..	12	5,6
Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.		

Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations - End Semester Examination
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SUGGESTED READINGS

- 1 ChristropherH.Lovelock and JochenWirtz, Services Marketing, Pearson Education, New Delhi.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
3. Newton M P Payne, A The Essence of Services Marketing New Delhi, Prentice Hall of India.
4. Zeithaml, V A and Bitner, M J. Services Marketing New York, McGraw Hill.
5. Gronroos, Service Management and Marketing –Wiley India.
6. K. Rama MohanaRao, “Service Marketing”, Pearson Education.
7. Ravi Shanker, Services Marketing: The Indian Perspective, Excel Books, New Delhi, 2008.
- 8 RajendraNargundkar, Services Marketing: Text & Cases, Tata McGraw-Hill, New Delhi, 2008.

Name of Course	PRODUCT AND BRAND MANAGEMENT					
Type of Course	Elective-Marketing					
Course Code	MBAM 507					
Course Summary & Justification	The course aims to develop the necessary knowledge and skills needed to attain and maintain strong brand equity in a competitive marketplace. The course build the capability to work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organisation.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Define branding and terminology related to branding and differentiate between terms such as brand equity, brand Loyalty.	U,An	PSO 1
2	Evaluate a brand and differentiate a great brand from other brands.	U, E	PSO 3, PSO 5
3	Apply the brand positioning framework to develop a brand, develop long term, sustainable brand strategies and position a product.	U, A	PSO 7, PSO 9
4	Apply the brand positioning framework to reposition or revitalize a brand, develop a brand portfolio.	U,A, S	PSO 3, PSO 7, PSO 10
5	Develop and integrate marketing campaigns to build and maintain the Equity of a Brand.	U, C, S	PSO 5, PSO 9
<i>*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .</i>			

COURSE CONTENT

	MBAM 507 PRODUCT AND BRAND MANAGEMENT	Hours	CO No.
Module I	Product- Meaning, definition, Types, levels of Product hierarchy, Product Mix and Line Decisions, product positioning- meaning and strategies, product pruning.	10	1
Module II	Product Life cycle, Strategies adopted at each stage of PLC, New Product Development – Process and Challenges, New Product Launches and re-launches; New Product Failure and Revitalization of New Products, Consumer Adoption Process.	15	1,2
Module III	Brand- Meaning, role and importance of branding, brand functions, objective of branding, Brand elements- brand elements choice criteria, Types of brands, Brand Equity, Brand Equity models- Brand asset valuator, Aaker model, BrandZ, Brand resonance, Keller’s brand equity model, - Measuring brand equity- Brand audits, Brand valuation and Brand Tracking, managing brand equity- Brand reinforcement, brand revitalization and brand crises.	18	2,3,4
Module IV	Brand Identity- Brand identity prism, Aaker brand identity perspectives, Brand Loyalty- Brand loyalty tree, types of brand loyalty, Brand Awareness- Types of brand awareness, levels of brand awareness, Brand personality- Aaker framework for brand personality, Brand Associations- meaning and types, Brand Image, Brand portfolio and Brand transfer.	15	5
Module V	Strategic brand management- Strategic issues in brand management, Brand Extension and Strategies, Role of brand ambassadors, Role and challenges of Product and Brand Manager, Co-branding and multi branding.	14	5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS

1. Aaker, David A: Managing Brand Equity, Free Press, New York.
2. Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi 2004.
3. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
4. Kapferer, J.N.: Strategic Brand Management, Kogan Page, New Delhi, 2012.
5. Kuller, K.L.: Strategic Brand Management, Prentice Hall, New Delhi.
6. Moorthy, Y.L.R.: Brand Management, Vikas Publication House, New Delhi. 2012.
7. Aaker, David A: Building Strong Brands, Free Press, New York 1996.
8. Michel Chevalier, Gerald Mazzalovo, and Luxury Brand Management: A World of Privilege.
9. Troy J. Strader Digital Product Management, Technology and Practice: Interdisciplinary Perspectives.

Name of Course		AGRI-BUSINESS MARKETING				
Type of Course		Elective – Marketing				
Course Code		MBAM 508				
Course Summary & Justification:		To equip students with the request knowledge, skills, attitudes for managerial decision making and implementation in the unique context of Agri business which is different from regular business environment.				
Semester	3/4	Credits			4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	10	-	12	72
Pre-requisite		As per the requirement of the course .				
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	To benchmark with the best-in-class Agricultural practices in the sector to meet the dynamic and challenging expectations of the industry.	U,R	PSO 1, PSO 2
2	To equip students with the request knowledge, skills, attitudes for managerial decision making and implementation in the unique context of Agri business which is different from regular business environment.	U,R,An	PSO 7, PSO 8, PSO 9
3	To encourage entrepreneurial capabilities in participants to make them efficient changes against in Agri business marketing and develop capabilities to become leaders in Agri business market.	A,S,C,I	PSO 10, PSO 11, PSO 12
4	The program builds sensitivity to domestic and international market needs and span the entire Agricultural value chain.	R,U,A	PSO 11
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 508 AGRI-BUSINESS MARKETING	Hours	CO No.
Module I	Agricultural marketing- Meaning, nature, scope - Agricultural marketing and economic development - Agricultural Market structure - Meaning and components and dynamics of market structure, marketing strategy - meaning significance, foundation of marketing strategy, Agri business marketing environment, design of marketing mix, market segmentation and targeting, determinants of Agriculture consumer behaviours.	14	1,2,4
Module II	Agri business product development-product management process and decision, new product development- significance and classification of Agri products - pricing policies and strategies for Agri business - determinants of price, promotional management - Advertising planning and execution, Grading and standardisation, promotion and common strategies for Agricultural products in India - Agricultural Market research.	16	3
Module III	Agri business supply chain management - changing business environment, SCM; present need - conceptual model of SCM - Modern Agri supply chain management approach, Elements in SCM - procurement management in Agri supply chain purchasing cycle - contract/corporate farming -MRP-JIT-VMI-operation management in supply chain management - Distribution management of Agri products - supply chain risk, Analysis and mitigation techniques- fleet management and TPL/3PL in Agri business, TMS and WMS in Agri marketing.	16	4
Module IV	Agricultural and food policy- marketing of Agriculture inputs-issues and challenges in India- management for Agri business projects- food and Agri business international strategies and organisation- value chain management for Agricultural inputs and application- Agricultural marketing intern system- Agri business entrepreneurship and leadership - market research and information system for Agricultural inputs.	14	3, 4
Module V	Introduction to international food market - Retail Agri business management, food retailing - Value chain in Retail Markets - Brand management of Agri products, managing retail operations - Merchandise buying and pricing - Legal and Essential Issues in retail Agricultural sector- Management of Agri business cooperatives- Management agencies- Market agencies- Role and functions- channel management.	12	4

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Brassington 1997, Marketing Management, Pitman Publ.House.
2. Kotler P.2002.Marketing Management – Analysis, Planning, Implementation and Control, Pearson Edu.
3. McCarthy 2003, Marketing Management, Tata McGraw-Hill.
4. Saxena R.2002, Marketing Management, McGraw-Hill.
5. Stanton WJ, Etzel MJ & Walker BJ, 1996, Fundamentals of Marketing, McGraw-Hill.

Name of Course	Fisheries Marketing and Co-operatives					
Type of Course	Elective - Marketing					
Course Code	MBAM 509					
Course Summary & Justification	The objective of this course is to develop an understanding on the field of fisheries marketing. The focus will be on imparting knowledge of the basic concepts, tools & functions of fisheries marketing and to present the overall diagram of fisheries marketing to students.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning Discussions	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the basics fisheries marketing and related theories.	U	PSO 1
2	Analyse the global fisheries marketing environment and key marketing players.	U,An	PSO 5
3	Develop an understanding on the field of fisheries marketing.	An,E	PSO 1, PSO 2
4	Imparting knowledge of the basic concepts, tools& functions of fisheries marketing and to present the overall diagram of fisheries marketing to students.	U,An,I	PSO 5,PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 509 Fisheries Marketing and Co-operatives	Hours	CO No.
Module I	Fisheries Marketing: A Global Overview Overview to India fisheries marketing sector- Categories in fish marketing - Fisheries marketing channels-Channel management - Market structure of fisheries sector- Components and dynamics- Fisheries marketing environment- Design of market mix in fisheries sector- Marketing philosophies- global marketing of fisheries products in India- International marketing- Marketing agents of fish products- challenges of FM.	10	1,2
Module II	Pricing strategies of fish products-Analysis of CB between traditional and modern retail outlets-Promotion Mix- Application of promotion mix in FM- Consumer behaviour of fish products: New trends and determinants, Business market v/s consumer market of fish products- Marketing Research in fisheries sector.	15	3,4
Module III	Fisheries Co-operatives Co-operative movement of fisheries in India, structure, functions, states & Problem of fisheries co-operative management in relation to production and marketing- role of credit for fisheries development, source& type of credit, credit finance, Micro credit facilities to fishermen- Structure of institutional finance in fisheries; Returns and Recovery in fisheries sector- Role of NABARD in Fisheries Development-Role of finance facilities in fisheries sector in India.	15	4
Module IV	Fisheries Supply Chain Management Fisheries SCM - Supply chain channels and intermediaries - Price formation- Marine and Inland fish markets- cold storage and other market infrastructure in India-Port market for fish products- Distribution management- Online channels, Channel conflicts- export risk for fish products- Planning of territorial coverage- Total quality control for fish & fish-related products.	18	2,4
Module V	Fisheries Regulatory Bodies MPEDA - Major Export Markets- Thrust Areas- ICAR - CIBA -Department of Fisheries of Kerala - Ministry of Fisheries-PM MSY - FIDF -Fish Kiosks - FFPO – MatsyaSevaKendras - SAF -Fisheries Regulations Act - Fisheries Act 2020 - national Fisheries policy 2020 - Regional Fisheries management Organization - CIFT - CIFE - CMFRI – MFIS.	14	4

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations - End Semester Examination

SUGGESTED READINGS

- 1) Heady EO & Jensen H,1960, Farm Management Economics, Prentice Hal.
- 2) Kahlon As & Singh K, 1992, Economics of Farm Business Management, Kalyani Publ Panda SC, 2007, Farm Management &Agricultural Marketing, Kalyani Publ.
- 3) Altekar RV,2006, Supply Change Management of Fish Products in India: Concept and Cases. Prentice-Hall of India.
- 4) Monczka R, Trent & Handfield R.2002, Purchasing and Supply Chain Management, Thomas Asi.

Name of Course	INTEGRATED MARKETING COMMUNICATION					
Type of Course	Elective - Marketing					
Course Code	MBAM 510					
Course Summary & Justification	The course will equip the students with knowledge about the nature, purpose and direction in the planning and execution of an effective IMC program. It will also familiarize the student with the various tools of marketing communication and create awareness about the importance of integrating them.					
Semester	3/4			Credits	4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning Discussions	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the meaning and significance of communication in business.	U	PSO 1
2	Enable students to identify various elements of IMC.	U,An	PSO 1, PSO 2
3	Explain Strategic IMC and steps in developing effective marketing communication.	An,E	PSO 5, PSO 8
4	Assess the role of budgeting in integrated marketing communication.	U,An,I	PSO 10
5	Describe the role of ethics and significance of in IMC Campaigns.	U, An	PSO 12, PSO 13
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 510 INTEGRATED MARKETING COMMUNICATION	Hours	CO No.
Module I	IMC- Meaning, components of Integrated Marketing Communication, Evolution of IMC, Reasons for growing relevance of IMC, The IMC Planning Process- review of the marketing plan, promotional program situational analysis, analysis of the communication process, budget determination, developing the integrated marketing communications program, monitoring, evaluation and control.	10	1,2
Module II	The tools for IMC- Advertising –Classification of advertising, advertising effectiveness- classification of testing methods, social and ethical criticisms of advertising, interactive/internet marketing, sales promotion- consumer-oriented sales promotion and trade-oriented sales promotion, personal selling, Direct marketing, direct response advertising, public relations and publicity- Direct marketing - Interactive marketing, Digital and social media marketing, Role of IT in IMC.	15	3,4
Module III	Nature of communication, A basic model of communication, determining integrated marketing communication objectives- marketing versus communications objectives, integrated marketing communications objectives, sales versus communication objectives, problem with sales objectives, problem with communication objectives, DAGMAR- An approach to setting objectives.	15	4
Module IV	Establishing and allocating the promotional budget, budgeting approaches- Top-down budgeting and Bottom-up budgeting. Media Planning, basic terms and concepts, media plan, media planning and selection- Digital and print media, Developing and implementing media strategies.	18	2,4
Module V	Ethics and social responsibility in IMC Campaigns - Impact of technology on MARCOM - Introduction to International marketing communications, Relevance and challenges.	14	4,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.
2. Mitchell, W. M. (2016). Advertising and IMC principles and practices. Pearson. Shah, D. (2009). Advertising and Promotions - An IMC approach. Tata Mcgraw Hill. Shimp, A. (n.d.). Advertising, Promotion and other aspects of IMC (9 ed.). Cengage.
3. Shrimp. (n.d.). Advertising and promotions - An IMC approach. Cengage Learning.
4. Sirgy, R. (2001). Integrated Marketing Communications - A Strategic Approach . Cengage.
5. Yeshin, T. (1998). Integrated Marketing Communications - The holistic approach. BH.
6. Kotler, A. A. (n.d.). Principles of Marketing - A South Asian Perspective (13 ed.). Pearson.

Name of Course	DIGITAL MARKETING					
Type of Course	Elective - Marketing					
Course Code	MBAM 511					
Course Summary & Justification	The objective of the course is to provide the student with the basics of digital marketing and develop the capability to form digital marketing strategy and be able to use new media such as search engine and social networking.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning Discussions	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
	<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the basic concepts relating to digital marketing.	U	PSO 1, PSO 2
2	To know more about website analytics and digital visibility.	U,An	PSO 7
3	Explain about search engine optimization.	An,E	PSO 7, PSO 8
4	Enable students to know about different social media platforms.	U,An,I	PSO 13
5	Explain about e-commerce and market place marketing.	U, An	PSO 4, PSO 5
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 511 DIGITAL MARKETING	Hours	CO No.
Module I	Fundamentals of digital marketing- Meaning, definition, importance and application of digital marketing, Traditional vs Digital marketing, current Digital marketing opportunities, Digital marketing channels and media types, Digital Consumer Behaviour.	10	1,2
Module II	Digital Visibility and Online Lead Strategy- Digital presence, website development strategy and web applications (Apps), social media strategy and local visibility strategy, Lead funnel and need for online advertisement, type of online ads, media buying principles.	15	3,4
Module III	Social Media Optimisations for Business and advertising Social media marketing fundamentals, importance of social media for business, steps to create and manage social media for business, Social media channels, Display Advertising- Google display ads, Video Advertising- Video ad campaigns and YouTube ads, Facebook advertising, Email Marketing.	15	4
Module IV	Search Engine Optimisation and web analytics Search Engine Optimisation Introduction to SEO, Latest SEO updates, finding business keywords, SEO content writing, and Google analytics fundamentals.	18	2,4
Module V	E Commerce & Marketplace Marketing E- Commerce website essentials, selling on E- commerce market place, Personal Branding and Influencer Marketing, Affiliate Marketing and Google AdSense.	14	4,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis -Internal Examinations - End Semester Examination

SUGGESTED READINGS

1. Ted Schadler, Josh Bernoff, and Julie Ask, *The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment* (ISBN 978-0991361007).
2. Jeff Hasen, *The Art of Mobile Persuasion: How the World's Most Influential Brands are transforming the Customer Relationship through Courageous Mobile Marketing* (ISBN 978-0986148330).
3. *The Big Data-Driven Business: How to Use Big Data to Win Customers, Beat Competitors, and Boost Profits* - Russell Glass, Sean Callahan, John Wiley and sons Inc.
4. Deepak Bansal , *A Complete Guide To Search Engine Optimization* , B.R Publishing Corporation, Ist Edition, 2009.
5. Grienstein and Feinman- *E-commerce –Security, Risk Management and Control* (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009.
6. Strauss.J and Frost. R , “E- Marketing”, Pearson Education, 5th Edition, 2009.
7. Ramsey , *Seven Guidelines for Achieving ROI from Social Media*, eMarketer , 2010.
8. Godfrey Parkin , *Digital Marketing: Strategies for Online Success* ,New Holland Publishers Ltd, 2009 .

Name of Course	CONSUMER BEHAVIOUR					
Type of Course	Elective - Marketing					
Course code	MBAM 512					
Course Summary & Justification	Enabling students to understand the conceptual foundations of consumer buying behaviour, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.					
Semester	3/4			Credits		4
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course.					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains	PSO No.
1	Understand the conceptual foundations of consumer buying behaviour.	A	PSO 1, PSO 2
2	Explain the process and determinants of consumer buying behavior.	U	PSO 4, PSO 5, PSO 6
3	Describe the global overview of consumer behavior.	U	PSO 8
4	Understand the concept of online buying.	A	PSO 4
5	Analyze the consumer buying habits and perceptions of emerging choices.	An,E, A	PSO 10, PSO 11, PSO 12
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 512 CONSUMER BEHAVIOUR	Hours	CO No.
Module I	Consumer Behaviour and Marketing Action - An overview: Scope and Relevance of Consumer Behaviour Studies; Basic Model of Consumer Behaviour: Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behaviour and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour.	14	1,2
Module II	Individual Determinants of Consumer Behaviour: Motivation; theories of Motivation and their applications; Process theories and content theories, Motivational Research. Attention, Perception and Consumer Imagery; Thresholds of perception, subliminal perception, Perceptual process dynamics; Learning and Memory; Learning theories and their applications. Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.	14	3,4
Module III	Environmental influences on Consumer Behaviour - Cultural influences - Social class - Consumer Socialization. Semiotics. Subcultures and Cross Cultural issues in marketing. Reference groups: Endorsements and reference group influence- family influences: family life cycle and decision-making - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences..	16	4,5
Module IV	Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities..	12	5
Module V	The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.	16	3,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Mini Project/Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS

1. Mamoria C.B. and S. Mamoria : Dynamics of Industrial Relations in India.
2. Pramod Varma : Management of Industrial Relations, Vora Publications, Ahmedabad.
3. Tripathi P.C.: Personnel Management and Industrial Relations, Sultan Chand & Sons Publications, New Delhi.
4. Ramaswamy E.A. : The Strategic Management of Industrial Relations, Oxford University Press, New Delhi.
5. Niland R. et. al: The Future of Industrial Relations, Sage, New Delhi.
6. C.S. Vekata Ratnam : Globalisation and Labour-Management Relations, Response Books, New Delhi.

Name of Course	SALES AND DISTRIBUTION MANAGEMENT					
Type of Course	Elective- Marketing					
Course code	MBAM 513					
Course Summary & Justification	Enabling a student in understanding the sales process, the relationship between sales and marketing Sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople.					
Semester	¾			Credits	4	
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	Total Learning Hours
	Authentic learning Collaborative learning Case based learning	50	12	-	10	72
Pre-requisite	As per the requirement of the course					
<i>Others- Library, Computer lab, seminar and assignment preparations, test, discussion etc.</i>						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome <i>Upon completion of this course, students will be able to;</i>	Learning Domains	PSO No.
1	Understand the role of sales management.	A	PSO 1, PSO 2
2	Develop and formulate sales strategies.	U	PSO 4, PSO 5, PSO 6
3	Analyse nature, scope and application of sales management.	U	PSO 8
4	Discuss the analysis of sales manager's duties and responsibilities in modern system.	A	PSO 4
5	Explain selling process and sales force.	An,E, A	PSO 10, PSO 11, PSO 12
*Remember (R), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S),Interest (I) and Appreciation (Ap) .			

COURSE CONTENT

	MBAM 513 SALES AND DISTRIBUTION MANAGEMENT	Hours	CO No.
Module I	Sales management strategy- Nature and importance of sales management, managing the sales force- steps in designing and managing a sales force, sales Manager's duties and responsibilities, Sales management- Formulation of sales strategy, types of sales strategy, selling process, methods of selling, sales forecasting- meaning, definition, types and techniques, SAP modules in sales management.	12	1,2
Module II	Personal selling and Sales promotion- Meaning and definition, objectives of personal selling, functions, steps in personal selling, theories of personal selling- AIDAS theory, Right set of circumstances theory, Buying formula theory, SELL model and SLAID model Sales promotion- Meaning and definition, objectives, factors influencing sales promotion, sales promotion strategies, sales promotion budget and evaluation- Sales promotion techniques- Consumer, Dealer, sales force, Difference between sales promotion and Advertising.	16	3,4
Module III	Distribution- Meaning, definition, functions, functions of physical distribution(Logistics), factors affecting physical distribution system,, distribution channel- Consumer goods and Industrial goods, participants in the distribution channel, Distribution strategies- Intensive, exclusive and Selective, Franchised distribution, VMS, Online distribution channels- Social networks, social media, blogs, apps.	16	4,5
Module IV	Channels of distribution- Meaning and definition, classification of middlemen, function of middlemen, merchant middlemen(Wholesalers and Retailers)- functions, types, choice of channel of distribution, motivation tools and control areas, distribution costs, distribution control-tools for control.	12	5
Module V	Functional areas of logistics- IT, Transportation, Inventory and storage, warehousing, materials handling, packaging and re-packaging, network design Distribution of services: Channels, distribution facilities, managing channels, Major intermediaries for service delivery,	16	3,5

Teaching and Learning Approach	Classroom Procedure (Mode of transaction) Direct Instruction: Brainstorming lecture, Explicit Teaching, E-learning, interactive teaching: Active co-operative learning, Seminar, Library work and Group discussion, Presentation by individual student.
Assessment Types	Mode of Assessment -Continuous Evaluation - Seminar Presentation - Class participation (interaction) - Assignment/Case analysis -Internal Examinations -End Semester Examination

SUGGESTED READINGS

1. Mamoria C.B. and S. Mamoria : Dynamics of Industrial Relations in India.
2. Pramod Varma : Management of Industrial Relations, Vora Publications, Ahmedabad.
3. Tripathi P.C.: Personnel Management and Industrial Relations, Sultan Chand & Sons Publications, New Delhi.
4. Ramaswamy E.A. : The Strategic Management of Industrial Relations, Oxford University Press, New Delhi.
5. Niland R. et. al: The Future of Industrial Relations, Sage, New Delhi.
6. C.S. Vekata Ratnam : Globalisation and Labour-Management Relations, Response Books, New Delhi.

CURRICULUM MAP

CORE COURSES

Se m	Course	Core (C) or Electi ve (E)	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10	PS O 11	PS O 12	PS O 13
1	PRINCIPLES AND PRACTICE OF MANAGEMENT	C	√		√	√	√	√		√	√		√		√
1	ACCOUNTING FOR MANAGERS	C		√			√			√	√			√	√
1	MANAGERIAL ECONOMICS	C	√	√			√		√	√	√	√		√	√
1	BUSINESS LAW	C	√				√				√	√		√	√
1	QUANTITATIVE METHODS	C	√		√		√			√			√		√
1	ENVIRONMENT MANAGEMENT	C	√				√			√		√			√
1	BUSINESS COMMUNICATION AND SOFT SKILLS	C	√	√			√	√		√	√				√
2	FINANCIAL MANAGEMENT	C					√		√	√	√	√		√	√
2	OPERATIONS MANAGEMENT	C	√	√	√			√	√	√	√	√			
2	BUSINESS ENVIRONMENT AND CORPORATE ETHICS	C	√	√	√	√	√		√	√	√	√	√	√	√
2	ORGANIZATIONAL BEHAVIOUR	C	√		√	√	√	√		√		√	√	√	√
2	HUMAN RESOURCE MANAGEMENT	C	√				√			√		√		√	√
2	MARKETING MANAGEMENT	C	√	√	√		√	√	√			√	√	√	√

2	MANAGEMENT SCIENCE	C	√		√		√			√		√		√	√
3	RESEARCH METHODOLOGY	C	√	√			√		√						√
3	ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT	C	√				√			√	√	√		√	√
3	ENTERPRISE RESOURCE PLANNING AND BUSINESS ANALYTICS	C	√				√		√	√					√
4	STRATEGIC MANAGEMENT	C	√	√	√		√			√		√	√		
4	INTERNATIONAL BUSINESS	C		√			√		√	√	√	√	√		√

ELECTIVE

1. FINANCE

Se m	Course	Core (C) or Electi ve (E)	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10	PS O 11	PS O 12	PS O 13
3/4	MANAGEMENT ACCOUNTING	E					√			√	√	√	√	√	√
3/4	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	E					√		√	√	√	√		√	√
3/4	FINANCIAL DERIVATIVES	E		√			√		√	√				√	

3/4	INTERNATIONAL FINANCIAL MANAGEMENT	E		√				√			√					√
3/4	CORPORATE TAXATION	E						√		√	√	√	√	√	√	
3/4	INSURANCE AND RISK MANAGEMENT	E	√					√			√					√
3/4	FINANCIAL INSTITUTIONS AND MARKETS	E						√		√	√			√	√	√
3/4	STRATEGIC FINANCIAL MANAGEMENT	E						√			√	√		√	√	√
3/4	FINANCIAL ANALYTICS	E	√					√		√						√
3/4	FINANCIAL MODELLING	E	√					√		√						
3/4	CORPORATE RESTRUCTURING	E	√	√				√								√
4	BEHAVIOURAL FINANCE AND ECONOMICS	E	√					√		√			√			√

2. HUMAN RESOURCE

Se m	Course	Core (C) or Elective (E)	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10	PS O 11	PS O 12	PS O 13
3/4	COUNSELLING SKILLS FOR MANAGERS	E	√	√	√		√			√		√			√

3/4	TRAINING AND DEVELOPMENT	E	√		√		√		√		√			√	
3/4	STRATEGIC HUMAN RESOURCE MANAGEMENT	E						√		√		√	√	√	√
3/4	COMPENSATION MANAGEMENT	E	√	√			√		√	√					
3/4	HUMAN RESOURCE PLANNING	E					√			√	√			√	√
3/4	GLOBAL HRM	E	√							√	√				√
3/4	HR ANALYTICS	E	√				√	√		√		√			
3/4	PERFORMANCE MANAGEMENT	E	√		√		√			√	√		√		
3/4	TALENT MANAGEMENT	E	√		√			√							√
3/4	INDUSTRIAL RELATIONS	E	√	√		√	√	√		√		√	√	√	

3. MARKETING

Se m	Course	Core (C) or Elective (E)	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10	PS O 11	PS O 12	PS O 13
3/4	MARKETING RESEARCH	E	√	√						√			√		√
3/4	GLOBAL MARKETING	E		√	√		√	√		√	√	√		√	

3/4	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	E	√	√			√		√	√	√				
3/4	MARKETING ANALYTICS	E	√							√	√		√		√
3/4	RETAIL MANAGEMENT	E	√	√	√		√		√	√		√	√	√	√
3/4	SERVICE MARKETING	E	√	√		√	√	√	√	√		√			
3/4	PRODUCT AND BRAND MANAGEMENT	E	√		√		√		√		√	√			
3/4	AGRI-BUSINESS MARKETING	E	√	√					√	√	√	√	√	√	
3/4	FISHARES MARKETING AND CO-OPERATIVES	E	√	√			√								√
3/4	INTEGRATED MARKETING COMMUNICATION	E	√	√			√			√		√		√	√
3/4	DIGITAL MARKETING	E	√	√		√	√		√	√					√
3/4	CONSUMER BEHAVIOUR	E	√	√		√	√	√		√		√	√	√	
3/4	SALES AND DISTRIBUTION MANAGEMENT	E	√	√		√	√	√		√		√	√	√	

PSO	Total no. of mapping	No. of core courses mapped
PSO 1	41	16
PSO 2	26	9
PSO 3	15	8
PSO 4	8	3
PSO 5	47	18
PSO 6	13	5
PSO 7	23	8
PSO 8	43	16
PSO 9	23	10
PSO 10	29	13
PSO 11	20	7
PSO 12	26	10
PSO 13	37	17

Approval Date	
Version	
Approval by	
Implementation Date	