



**CURRICULUM**

**MASTER OF BUSINESS ADMINISTRATION**

**(DURATION: 2 YEARS)**

**GD GOENKA UNIVERSITY**  
**SOHNA ROAD, GURUGRAM-122103**

### Programme structure of MBA

| <b>MBA SEM I</b>    |   |                       |                      |
|---------------------|---|-----------------------|----------------------|
| <b>Code</b>         | <b>Paper Title</b>                                    | <b>L T P per Week</b> | <b>Total Credits</b> |
| GMT 7703            | Principles of Management and Organisational Behaviour | 3 0 0                 | 3                    |
| ECO 7748            | Managerial Economics                                  | 3 0 0                 | 3                    |
| FIN 7701            | Accounting and Financial Analysis                     | 3 0 0                 | 3                    |
| MKT 7701            | Marketing Management                                  | 3 0 0                 | 3                    |
| DSC 7701            | Statistical and Quantitative Methods                  | 3 0 0                 | 3                    |
| ITM 7701            | Management Information System                         | 3 0 0                 | 3                    |
| IBS 7702            | Business in Globalized Markets                        | 3 0 0                 | 3                    |
| GMT 7001            | Managerial Communication                              | 2 0 2                 | 3                    |
| <b>Total Credit</b> |   |                       | <b>24</b>            |

| <b>MBA SEM II</b>   |  |                       |                      |
|---------------------|--|-----------------------|----------------------|
| <b>Code</b>         | <b>Paper Title</b>                     | <b>L T P per Week</b> | <b>Total Credits</b> |
| HRM 7701            | Human Resource Management              | 3 0 0                 | 3                    |
| SMT 7701            | Business Policy and Corporate Strategy | 3 0 0                 | 3                    |
| DSC 7002            | Research Methodology                   | 2 0 2                 | 3                    |
| FIN 7702            | Financial Management and Planning      | 3 0 0                 | 3                    |
| OPM 7701            | Operations Management                  | 3 0 0                 | 3                    |
| ECO 7749            | Macroeconomics: Theory and Policy      | 3 0 0                 | 3                    |
| GMT 8503            | Campus to Corporate                    | 0 0 2                 | 1                    |
| ENP 7701            | Introduction to Entrepreneurship       | 3 0 0                 | 3                    |
| GMT 7503            | Community Service                      | 0 0 4                 | 2                    |
| ENV 8701            | Environment and Disaster Management    | 2 0 0                 | 2                    |
| <b>Total Credit</b> |  |                       | <b>26</b>            |

| <b>MBA SEM III</b>                               |   |                       |                      |
|--|---|-----------------------|----------------------|
| <b>Code</b>                                      | <b>Paper Title</b>                              | <b>L T P per Week</b> | <b>Total Credits</b> |
| DSC 8003   | Introduction to Business Analytics              | 2 0 2                 | 3                    |
| GMT 8704   | Mangerial Ethics                                | 3 0 0                 | 3                    |
| GMT 8501   | Summer Internship                               | 0 0 12                | 6                    |
| <b>Core Credits</b>                              |   |                       | <b>12</b>            |
| <b>Specialization Electives</b>                  |   |                       |                      |
| <b>Marketing</b>                                 |   |                       |                      |
| MKT 8704   | Consumer Behavior                               | 3 0 0                 | 3                    |
| MKT 8708   | Customer Relationship Management                | 3 0 0                 | 3                    |
| MKT 8714   | Business to Business Marketing                  | 3 0 0                 | 3                    |
| MKT 8717   | Sales and Distribution Management               | 3 0 0                 | 3                    |
| <b>Finance</b>                                   |   |                       |                      |
| FIN 8720   | Investment Analysis and Portfolio Management    | 3 0 0                 | 3                    |
| FIN 8702   | Corporate Analysis and Valuation                | 3 0 0                 | 3                    |
| FIN 8704   | Financial Markets & Services                    | 3 0 0                 | 3                    |
| FIN 8715   | International Finance                           | 3 0 0                 | 3                    |
| <b>Operation, IT and Supply Chain Management</b> |   |                       |                      |
| OPM 8002   | Decision Models and Optimization                | 2 0 2                 | 3                    |
| OPM 8720   | Supply Chain management                         | 3 0 0                 | 3                    |
| OPM 8702   | Logistics Management                            | 3 0 0                 | 3                    |
| OPM 8703   | Managing Quality for Excellence                 | 3 0 0                 | 3                    |
| <b>Human Resource Management</b>                 |   |                       |                      |
| HRM 8001   | Psychometric Testing and Measurement            | 2 0 2                 | 3                    |
| HRM 8701   | Human Resource Planning and Development         | 3 0 0                 | 3                    |
| HRM 8702   | Industrial Relations and Labor laws             | 3 0 0                 | 3                    |
| HRM 8707   | Compensation Management                         | 3 0 0                 | 3                    |
| <b>Economics and International Business</b>      |   |                       |                      |
| ECO 8751   | Applied Econometrics Analysis I                 | 3 0 0                 | 3                    |
| IBS 8705   | International Trade Theory and Policy           | 3 0 0                 | 3                    |
| ECO7753  | Industrial Economics                            | 3 0 0                 | 3                    |
| IBS 8709   | Globalisation and Sectoral Strategies for India | 3 0 0                 | 3                    |
| <b>Entrepreneurship (only as Minor)</b>          |   |                       |                      |
| ENP 8705   | Family Business Management                      | 3 0 0                 | 3                    |
| ENP 8706   | Business Models in New Ventures                 | 3 0 0                 | 3                    |
| <b>Agri Business Specialisations</b>             |   |                       |                      |
| ABM 8702   | Cooperative Management                          | 3 0 0                 | 3                    |
| MKT 8717   | Sales and Distribution Management               | 3 0 0                 | 3                    |
| OPM 8710   | Managing Agri Supply Chains                     | 3 0 0                 | 3                    |
| OPM 8702   | Logistics Management                            | 3 0 0                 | 3                    |
| <b>Core Credits</b>                              |   |                       | <b>12</b>            |

|  |           |
|--|-----------|
| <b>Specialization Credits* (2 Major Specialisation Subjects &amp; 2 Minor Specialisation Subjects)</b> | <b>18</b> |
| <b>Semester Credit</b>   | <b>30</b> |

| <b>MBA SEM IV</b>  |  |                       |                      |
|--|--|-----------------------|----------------------|
| <b>Code</b>  | <b>Paper Title</b>                         | <b>L T P per Week</b> | <b>Total Credits</b> |
| LAW 7791   | Business Law                               | 3 0 0                 | 3                    |
| OPM 8721   | Project Management                         | 3 0 0                 | 3                    |
| GMT 8502   | Dissertation                               | 0 0 12                | 6                    |
| <b>Core Credits</b>  |  |                       | <b>12</b>            |
| <b>Specialization Credits* (2 Major Specialisation Subject &amp; 1 Minor Specialisation Subject)</b>   |  |                       | <b>9</b>             |
| <b>Semester Credits</b>  |  |                       | <b>21</b>            |
| <b>Marketing</b>   |  |                       |                      |
| MKT 8702   | International Marketing                    | 3 0 0                 | 3                    |
| MKT 8710   | Brand Development and Management           | 3 0 0                 | 3                    |
| <b>Finance</b>   |  |                       |                      |
| FIN 8707   | Derivatives and Risk Management            | 3 0 0                 | 3                    |
| FIN 8722   | Wealth Management                          | 3 0 0                 | 3                    |
| <b>Operation, IT and Supply Chain Management</b>   |  |                       |                      |
| OPM 8704   | Enterprise Resource Planning               | 3 0 0                 | 3                    |
| OPM 8716   | Sourcing Management                        | 3 0 0                 | 3                    |
| <b>Human Resource Management</b>   |  |                       |                      |
| HRM 8709   | HR Analytics                               | 3 0 0                 | 3                    |
| HRM 8711   | Training and Development                   | 3 0 0                 | 3                    |
| <b>Economics and International Business</b>  |  |                       |                      |
| IBS 8704   | Export Import Management and Documentation | 3 0 0                 | 3                    |
| <b>Entrepreneurship (only as Minor)</b>  |  |                       |                      |
| ENP 8703   | Social Entrepreneurship                    | 3 0 0                 | 3                    |
| <b>Agri Business Specialisations</b>   |  |                       |                      |
| MKT 8719   | Marketing of Agricultural Inputs           | 3 0 0                 | 3                    |
| <b>Core Credits</b>  |  |                       | <b>12</b>            |
| <b>Specialization Credits* (2 Major Specialisation Subjects &amp; 2 Minor Specialisation Subjects)</b> |  |                       | <b>18</b>            |
| <b>Semester Credit</b>   |  |                       | <b>30</b>            |

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>GMT7703</b>                 | <b>Principles of Management and Organizational Behaviour</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA Semester I   | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Management theories at undergraduate level       |          |          |          |          |
| <b>Co-requisites</b>           |  |          |          |          |          |

### **Course Objectives:**

All organizations comprise of individual and groups who interact with and influence one another. While an organization affects its employees through its policies and practices, the employees also impact the organization with their individual as well as group effectiveness and efficiency. With an abundance of opportunities in the modern day business environment due to increasing globalization and emerging markets, there are new challenges to work with. The trends also require special attention by the future managers. This module introduces the students to the key functions, skills and competencies required to perform core management functions such as Planning, Organizing, and Decision Making Processes etc. It also provides an exposure to Individual Behavior, Group Dynamics, Conflict resolution, Motivating people in Organizations, Leadership styles and how these affect an organization and its performance.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Demonstrate an understanding of management Processes

**CO2.** Developing skills and applying the management function to solve problems to new situations and in organizational functioning both as individual and group to enhance their effectiveness as managers

**CO3.** Adapt and choose to work together in teams for addressing the challenges at workplace management

### **Course Contents:**

#### **Unit I Introduction**

**9 Hrs.**

Introduction to Management, Management functions, Roles of a Manager, Levels of Management, Managerial skills, Management as an Art, Science and Profession, Evolution of management thought: Early Classical Approaches, Neo-Classical Approaches, Modern Approaches, Values & Trust in relationships, Social Responsibilities of Business towards different Groups

#### **Unit II Functions of Management**

**11 Hrs**

Planning – Nature, Importance, Forms of Planning, Types of Plan, Steps in planning; Decision making: Meaning, types, steps and difficulties in decision making; Organization: Meaning, Process of organizing, Span of Management, Departmentalization, Organization structure, Delegation and Decentralization of Authority, Coordination Needs and types, Staffing, Recruitment, Induction, Training and Development, Performance Appraisal, Communication: Importance, Purpose and Barriers; Leadership: Difference between leader and manager, Leadership styles, Motivation, Managerial Control: Steps, Needs and Types

**Unit III Organizational Behavior-I****12 Hrs**

Definition, Disciplines that contribute to OB Field, Managing Workforce Diversity, Working in Networked Organization, Components of attitudes, Causes of Job Satisfaction, Sources of Emotions and mood, Personality, The Myers–Briggs Type Indicator (MBTI), Person-Job Fit, Person-Organization Fit, Factors that influence Perception, Classifying Groups, Stages of Group Development, Differences between Groups and Teams; Implications for Managers

**Unit IV Organizational Behavior-II****13 Hrs**

Power: Contrasting Leadership and Power, Bases of power, formal power and personal power; Politics: Factors contributing to Political behavior, Conflict: Types of conflict, Process of Conflict, Organizational Culture Strong Versus weak culture, Functions of Culture; Organizational change and Stress Management: Forces for change, resistance to change, Lewin’s Three-Step Model, Creating a Learning organization, Stress Management

**Pedagogy:**

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They may also be required to work on field projects. Students are expected to read management news and articles also to improve their understanding of the said areas.

**Examination Scheme:**

| <b>Component of Evaluation</b>         | <b>Internal (40)</b> |  | <b>End Term</b> |
|--|----------------------|--|-----------------|
|  | <b>MSE*</b>          | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)**</b> | <b>Theory</b>   |
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b>            | <b>20</b>  | <b>60</b>       |
| <b>CO 1</b>                            | <b>X</b>             |  | <b>X</b>        |
| <b>CO 2</b>                            | <b>X</b>             | <b>X</b>   | <b>X</b>        |
| <b>CO 3</b>                            | <b>X</b>             | <b>X</b>   | <b>X</b>        |

**\*One MSE (Mid Semester Exam) to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text and Reference:**

### Core Texts

- Tripathi, P. C., Reddy, P. N., & Tata McGraw-Hill Publishing Company. (2012). *Principles of management*. New Delhi: Tata McGraw Hill Education Private Limited.
- Robbins, S.P and Judge, T.A. (2013) *Organizational Behavior*, Prentice Hall, New York.
- Koontz, H., & Weihrich, H. (2015). *Essentials of management: An international, innovation, and leadership perspective*. New Delhi : McGraw-Hill Education (India) Private Limited.

### Reference Books

- Kreitner, R., Kinicki, A. and Buelens, M. (2002) *Organizational Behavior*, (2<sup>th</sup> European edition), McGraw Hill, London.
- Mullins, L J, (2002) *Management and Organizational behavior*, (6<sup>th</sup>ed), Financial times, Harlow,
- *Organizational Behavior and Human Decision Processes*
- Robbins, S.P. and Decenzo, D.A, Bhattacharya, S. Agarwal, M.N.; *Fundamentals of Management* (6<sup>th</sup> Ed.), Pearson Education Asia, New Delhi.

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Demonstrate an understanding of management Processes   | <b>PO1,PO4,PO8</b>               |
| <b>CO2</b>                         | Developing skills and applying the management function to solve problems to new situations and in organizational functioning both as individual and group to enhance their effectiveness as managers | <b>PO1,PO2,PO8</b>               |
| <b>CO3</b>                         | Adapt and choose to work together in teams for addressing the challenges at workplace management   | <b>PO1,PO4,PO7,PO5<br/>PO8</b>   |

| Course Code | Course Title  | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|---|--|--|--|--|--|---|---|-------------------------------------|
| GMT 7703    | Principles of Management and Organizational Behaviour | 3  | 1  |  | 1  | 2  |   | 2   | 3                                   |
|             |   | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1=weakly mapped

2= moderately mapped

3=strongly mapped



| <b>ECO 7748</b>                | <b>Managerial Economics</b>                              | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|--|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | <b>MBA Semester 1</b>                                    | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Basic Economic Theory at Undergraduate Level |          |          |          |          |
| <b>Co-requisites</b>           | Mathematics: Basic Calculus                              |          |          |          |          |

### **Course Objectives:**

The intention in this module is to introduce to students' a wide variety of problems faced by managers in functional areas of business at a micro level. Faced with these problems, they will be given the opportunity to develop strategies and tools for solving the problems, used by managers every day, though thinking as an economist. By the end of this module students' should be familiar with the basic tools of managerial economics and be able to apply them to questions like how much to produce? How to allocate the resources in an optimal manner? What price to charge in order to maximise profits? Etc. It also provides guidance to increase value creation within an organisation. A primary purpose of the course is to develop constructs useful for other modules and make use of content taught in other modules<sup>1</sup>: This will also be recognised by the students that economics is a key foundation for much of what is taught in finance, marketing, business strategy and virtually every other course in the MBA program.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1** Analyse and interpret economic data to predict the future and solve business problems.

**CO2** Develop in-depth knowledge of the types of problems faced by business managers and provide alternative solutions to them using microeconomic theory.

**CO3** Use mathematical models to propose solutions to the problems above and appreciate the linkage with other courses.

### **Course Contents:**

#### **Unit I: Firm's Environment and Economic Theory**

**5Hrs**

Managerial decision making and principles in today's business world

Role of Managerial Economics in problem solving

The themes of Microeconomics: Trade-offs; Prices and Markets; Equilibrium

The Demand side of the market; the supply side of the market; the equilibrium price and quantity

Mathematical Supplement

#### **Unit II: Consumer Demand and Revenue of the Firm**

**10Hrs**

Demand and Revenue: concepts and linkage

Total Revenue, Average Revenue, and Marginal Revenue

Factors effecting demand: Changes in demand and quantity demanded

Firms demand versus industry demand

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<sup>1</sup> *A note on Mathematics:* Economics is a social science. The language of science (and all analytical thinking) is mathematics. Math helps us measure and solve problems and without doubt improves decision-making. We really can't learn how to solve business (economic) problems logically and systematically and avoid mathematics at the same time. This isn't a math course. The task here would be to solve business problems mathematically and interpret the results in economic sense, making use of mathematical construct.

The elasticity of demand and relation with revenue of the firm  
Mathematical Supplement

**Unit III: Production and Cost of a Firm**

**10Hrs**

Production in short run: Production functions with one variable input.  
Production in the long run: Production function with two variable input.  
Optimal combination of inputs  
Measuring cost: Which cost matters?  
Choices for Inputs: Cost minimisation for a given Output.  
Output maximisation with a given Cost  
From cost to supply decisions of a firm  
Mathematical Supplement

**Unit IV: Profit Maximisation**

**5Hrs**

Profit maximisation principle: shut down point  
Break even analysis  
Profit maximisation versus break even analysis  
Profit maximisation with input constraints

**Unit V: Market Conditions and Firm's Profit**

**5Hrs**

From Firm's Supply to Industry Supply  
Profit Maximisation in a Perfectly Competitive Market  
Firm's Supply decisions with Market Power: Profit Maximisation in Monopoly  
Pricing Strategies with Market Power  
Monopolistic Competition: Some forms and characteristics

**Pedagogy:**

The goals of this course are robust and dynamic in nature; however, it is to be kept in mind that it is a term I module. Therefore, a good theoretical construct is equally relevant for developing a sound foundation. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative manner. Secondly, an instructive strategy is required to understand implications emphasising learning by doing. The former requires more interactive pedagogical approaches whereas the latter will need more one way interaction and self reading. Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Problem Solving and Simulation Exercises: More interactive learning, including students on a specific problem set and solutions to it.

**Examination Scheme:**

| <b>Component of Evaluation</b> | <b>Internal (40)</b>     |   | <b>End Term</b> |
|--------------------------------|--------------------------|---|-----------------|
|                                | <b>Class Test (MSE)*</b> | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling</b> |                 |

|  |           | tc) / Reviews (Article, Book, Policy etc.)** |           |
|--|-----------|--|-----------|
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b> | <b>20</b>                                    | <b>60</b> |
| <b>CO 1</b>                            | <b>X</b>  |  | <b>X</b>  |
| <b>CO 2</b>                            | <b>X</b>  | <b>X</b>                                     | <b>X</b>  |
| <b>CO 3</b>                            |           | <b>X</b>                                     | <b>X</b>  |

**\*One Mid Semester Exam (MSE) to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text and Reference:**

***Core Text:***

Truett L.J and Truett B Dale, 2008. “*Managerial Economics: Analysis, problems, cases*”, eight edition. Wiley India.

***Reference Readings:***

Salvatore. D Adapted by Ravikesh Srivastava, 2008. “*Managerial Economics: Principles and worldwide Application*”, Sixth edition, Oxford University Press

Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, 2008, “*Microeconomics*”, Sixth edition, Pearson Education.

Edward T. Dowling, 2001. “*Introduction to Mathematical Economics*”, third edition, Schaum’s outline series, Tata McGraw Hill.

| Mapping between COs and POs |   |                         |
|-----------------------------|---|-------------------------|
|                             | Course Outcomes (COs)   | Mapped Program Outcomes |
| CO1                         | Analyse and interpret economic data to predict the future and solve business problems.  | PO3 & 6                 |
| CO2                         | Develop in-depth knowledge of the types of problems faced by business managers and provide alternative solutions to them using microeconomic theory | PO1 , 3 & 4             |
| CO3                         | Use mathematical models to propose solutions to the problems above and appreciate the linkage with other courses                                    | PO5                     |

|             |                      |  |  |   |  |  |   |   |   |
|-------------|----------------------|--|--|---|--|--|---|---|---|
|             |                      | <ul style="list-style-type: none"> <li>Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource</li> </ul> | <ul style="list-style-type: none"> <li>Develop the analytical skill for solving business problems</li> </ul> | <ul style="list-style-type: none"> <li>Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for</li> </ul> | <ul style="list-style-type: none"> <li>Develop an ability to effectively communicate with customers and other stakeholders of the society</li> </ul> | <ul style="list-style-type: none"> <li>Develop the capability of working independently and in a team with multidisciplinary environment</li> </ul> | <ul style="list-style-type: none"> <li>Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society</li> </ul> | <ul style="list-style-type: none"> <li>Maintain integrity and ethics in the business environment</li> </ul> | <ul style="list-style-type: none"> <li>Develop effective leadership skills</li> </ul> |
| Course Code | Course Title         | PO1  | PO2  | PO3   | PO4  | PO5  | PO6   | PO7   | PO8   |
| ECO 7748    | Managerial Economics | 2  |  | 3   | 2  | 3  | 2   |   |   |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>FIN 7701</b>                | <b>Accounting and Financial Analysis</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA Semester I                           | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | No pre-requisite                         |          |          |          |          |
| <b>Co-requisites</b>           | None                                     |          |          |          |          |

### Course Objectives

Decision making is based on assessment of the situation, generation of options and choice of objectives. These tasks need careful analysis of data and information. Accounting and Financial analysis course is designed to prepare the students to interpret and analyze financial statements for taking decisions that rely on financial data. Interpretation of financial and management accounting analysis is an integral part of broader framework of business analysis.

### Course Outcomes

On successful completion of this course, the students should be able to:

**CO1.** Develop financial statements for a limited company.

**CO2.** Analyze performance of companies using various tools

**CO3.** Be conversant with management accounting tools and techniques

### Course Content

#### Unit 1: Introduction to Financial Accounting

##### Part I

**10 Hrs**

Accounting as an Information System - Importance, Scope and Limitations

Significant Accounting Policies, Accounting Standards

Introducing Book Keeping and Record Maintenance

Concept of double entry and fundamental principles

Preparation of Journal, Ledger Accounts & Trial Balance

Preparation of Final Accounts - Trading Account, Profit & Loss Account and Balance Sheet

Study of Annual Report of a company

##### Part II

**11 Hrs**

Analysis of Inventory

Long Lived and Intangible Assets

Shareholders' Equity

Cash Flow Analysis

Annual Reports

Convergence of Global Accounting Standards

#### Unit II: Analyzing and Interpreting Financial Statements

**7 Hrs**

##### **Ratios Analysis**

Meaning and Importance of Ratios

Liquidity Ratios

Solvency Ratios  
 Profitability Ratios  
 Turnover Ratios  
 Interpretation of Ratios from perspective of various stakeholders like Owners, Lenders, Creditors.  
 Comparative balance sheet  
 Common size statement analysis  
 Trend analysis  
 Inter-firm comparisons and industrial averages

**Unit III: Introduction to Management Accounting** **7 Hrs**

Meaning & Scope of Management Accounting  
 Difference between Financial and Management Accounting  
 Classification of costs  
**Cost-Volume-Profit Analysis**  
 Contribution, PV Ratio  
 Margin of Safety  
 Break-Even Point

**Unit IV: Budgeting** **5 Hrs**

Meaning  
 Process of budgeting  
 Types of Budgets: Cash, Fixed and Flexible

**Pedagogy**

- Student Lecture: To support the development of concepts and methods.
- Problem Solving Exercises: More interactive learning, including students on a specific problem and solutions to it.
- Data analysis using case studies and Microsoft excel: To expose students to variety of situation and understand them in comprehensive manner

**Examination Scheme**

|                                |                      |                 |
|--------------------------------|----------------------|-----------------|
| <b>Component of Evaluation</b> | <b>Internal (40)</b> | <b>End Term</b> |
|--------------------------------|----------------------|-----------------|

|                      | <b>Class Test (MSE)*</b> | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)</b> |           |
|----------------------|--------------------------|--|-----------|
| <b>Weightage (%)</b> | <b>20</b>                | <b>20</b>  | <b>60</b> |
| <b>CO 1</b>          | <b>X</b>                 | <b>X</b>   | <b>X</b>  |
| <b>CO 2</b>          | <b>X</b>                 | <b>X</b>   | <b>X</b>  |
| <b>CO 3</b>          |                          |  | <b>X</b>  |

**\*One Mid Semester Exam(MSE) is to be conducted**

### **Text & References:**

#### **Core Text:**

- Narayanaswamy, R., Financial Accounting, 4e, PHI Learning
- Garrison et al “Managerial Accounting”, 13th ed. Mc-Graw Hill

#### **Reference Texts:**

- Shukla M.C., Grewal T.S. and Gupta S.C.; Advanced Accounts, S. Chand and Company, New Delhi.
- Horngren, T, Sundem, L. G., Elliot A. J., & Philbrick, R.D, “Financial Accounting” Pearson Publication, 9<sup>th</sup> Ed.
- Gupta R.L. and Radha Swami M., *Financial Accounting*, Sultan Chand and Sons, New Delhi.

|            |                               |  |  |  |  |  |   |   |                                     |
|------------|-------------------------------|--|--|--|--|--|---|---|-------------------------------------|
|            |                               |  |  |  |  |  |   |   |                                     |
|            |                               |  |  |  |  |  |   |   |                                     |
| <b>CO1</b> | Develop financial             | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| <b>CO2</b> | Analyze the perfo             |  |  |  |  |  |   |   |                                     |
| <b>CO3</b> | Be conversant with techniques |  |  |  |  |  |   |   |                                     |

| Course Code | Course Title                    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|---------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| FIN 7701    | Accounting & Financial Analysis | 1   | 3   |     |     | 2   |     | 2   |     |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                        |                             |          |          |          |          |
|------------------------|-----------------------------|----------|----------|----------|----------|
| <b>MKT 7701</b>        | <b>Marketing Management</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-2023</b> | MBA Semester I              | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |



|                                |    |
|--------------------------------|----|
| <b>Pre-requisites/Exposure</b> | NA |
| <b>Co-requisites</b>           |    |

### **Course Objectives:**

The objective of this course is to discover the fascinating world of modern marketing in an innovative and practical way. This course helps to develop an innovative customer value and customer relationship framework that captures the essence of modern marketing. Customer-centric marketing strategies are vital to capturing competitive advantage and sustaining business success. This module explores the core concepts and tools of contemporary marketing management—from market segmentation and product positioning to consumer needs and buying behavior to understand Promotion and distribution.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to

**CO1:** Apply and analyze concepts of Marketing.

**CO2:** Evaluate the factors affecting marketing mix.

**CO3:** Understand and evaluate the dynamics of various mixes in any marketing strategy.

**CO4:** Apply knowledge of various marketing concepts in product / brand management simulation.

**CO5:** Appraise the factors impacting Marketing Strategies being adopted by the organisations

### **Course Contents:**

#### **Unit I: Understanding Marketing Management and Scanning the Environment**

The need and the historical perspective of Marketing

Understanding Customer Value, Satisfaction and Relationships

Difference between marketing and selling

Scanning the marketing environment- SWOT, Five forces, BCG and PESTAL

#### **Unit II: Understanding Consumer Behaviour and STP**

What is Consumer Behaviour (CB)

The factors influencing consumer behavior

Define Buying Process

The stages in the buying process

Buying decision making process

Segmentation

Targeting  
Positioning

### **Unit III: Product and Brand Management**

Classification of products  
New Product development  
Product life cycles  
Stages in Product lifecycle and factors affecting each stage  
Managing product life cycles  
Product mix decisions and line management  
Brand management.

### **Unit IV: Capturing and Communicating Value – Pricing and Promotion**

Importance of price in marketing  
Pricing strategies  
Meaning and Importance of Marketing Communication  
Promotion as a Constituent of Marketing Communication

### **Unit V: Designing & managing value networks & marketing channels**

Define Channel, functions and flows  
Channel design decisions  
Channel management decisions  
Channel dynamics, Conflict, cooperation and competition.  
Vertical horizontal and multi-channel marketing systems

### **Pedagogy:**

Following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality
- Role plays and class activities: More interactive learning
- Simulation Games: To have an application based understanding of the concepts

### **Examination Scheme:**

| Component of Evaluation         | Internal (40)     |            |  | End Term |
|---------------------------------|-------------------|------------|--|----------|
|                                 | Class Test (MSE)* | Attendance | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)** |          |
| Weightage (%) / Course Outcomes | 20                | NA         | 20   | 60       |
| CO 1                            | X                 |            |  | X        |
| CO 2                            | X                 |            | X  | X        |
| CO 3                            |                   |            | X  | X        |
| CO 4                            |                   |            | X  |          |
| CO 5                            |                   |            | X  |          |

### Text & References

#### Core Text:

- Philip Kotler 13<sup>th</sup> Ed, Principles of Marketing, PHI publications

#### References:

- Ramaswamy & Namakumari 5<sup>th</sup> Edition, Marketing management Mc GrawHill Education
- Noel Capon & Siddharth Shekhar Singh, WILEY
- The Art Of The Pitch **by** Peter Coughter.
- Influence **by** Robert Cialdini.
- The Little Red Book Of Selling **by** Jeffrey Gitomer.
- The New Rules Of Marketing And PR **by** David Meerman Scott.
- Positioning **by** Al Ries **and** Jack Trout

| Mapping between COs and Pos |   |                           |
|-----------------------------|---|---------------------------|
|                             | Course Outcomes (COs)   | Mapped Programme Outcomes |
| CO1                         | Apply and analyze concepts of Marketing   | PO2                       |
| CO2                         | Evaluate the factors affecting marketing mix.                                   | PO4                       |
| CO3                         | Understand and evaluate the dynamics of various mixes in any marketing strategy | PO4, PO6, PO7             |

|            |   |                    |
|------------|---|--------------------|
| <b>CO4</b> | Apply knowledge of various marketing concepts in product / brand management simulation. | PO5                |
| <b>CO5</b> | Appraise the factors impacting Marketing Strategies being adopted by the organizations  | PO5, PO6, PO7, PO8 |

|                 |                             |  |  |   |  |  |   |   |                                     |
|-----------------|-----------------------------|--|--|---|--|--|---|---|-------------------------------------|
|                 |                             | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| Course Code     | Course Title                | PO1  | PO2  | PO3   | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| <b>MKT 7704</b> | <b>Marketing Management</b> |  | 2  |   | 3  | 3  | 2   | 2   | 1                                   |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |   |          |          |          |          |
|--------------------------------|---|----------|----------|----------|----------|
| <b>DSC 7701</b>                | <b>Statistical and Quantitative Methods</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA Semester I</b>                       | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> |   |          |          |          |          |
| <b>Co-requisites</b>           | N.A   |          |          |          |          |

**Course Objectives:**

This course helps students to understand and develop analytical skills to interpret and analyse data relevant for decisions making in functional areas of management. The objective of the course is to provide an understanding of the theoretical foundation for a meaningful problem-solving and decision-making process, and to apply appropriate analytic tools and techniques in an intelligent and perceptive manner.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

- CO1:** Understand the theoretical/basic concepts of statistics and their relevance in business decision making.
- CO2:** Critically evaluate and analyse business and economic problems and provide solutions using a wide variety of quantitative techniques.
- CO3:** Use Excel to solve a range of quantitative problems.
- CO4:** Take managerial decision efficiently and effectively

**Course Contents:**

**Unit 1: Introduction to Statistics and Data Presentation**

History, Scope & Characteristics of Statistics

Data Tabulation and Frequency Distribution

Data Presentation-Bar charts, Pie Charts, Histograms, Ogive

## **Unit 2: Descriptive Statistics and Index Numbers**

Measures of Central Tendency – Arithmetic Mean, Median, Mode, Weighted Mean

Measures of Dispersion – Range, Percentiles, Quartiles, Variance, Coefficient of Variation

Skewness – Understanding of the concept

## **Unit 3: Theory of Probability**

Concept of Event

Sample space

Types of Events,

Laws of Probability

Probability Distributions – Binomial, Poisson and Normal

## **Unit 4: Inferential Statistics**

Sampling Fundamental

Various types of Sampling and Applications

Point Estimation

Confidence Interval – for the mean

Testing of hypothesis

Z test

## **Unit 5: Forecasting**

Correlation analysis

Regression analysis

## **Pedagogy:**

The goals of this module are robust and dynamic in nature; however, it is to be kept in mind that it is a Semester-I module. Therefore, a good theoretical construct is equally relevant for developing a sound foundation. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative manner. Secondly, an instructive strategy is required to understand implications emphasising learning by doing. The former requires more interactive pedagogical approaches whereas the latter will need more one way interaction and self-reading. Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Problem Solving Exercises: More interactive learning, including students on a specific problem set and solutions to it.

## Examination Scheme

| Component of Evaluation         | Internal (20) |   | End Term |
|---------------------------------|---------------|---|----------|
|                                 | MSE*          | Case Analysis / Quiz/ Simulations/ Modelling etc) / Computer Based Exercise/Reviews of Research Article.)** | Theory   |
| Weightage (%) / Course Outcomes | 20            | 20  | 60       |
| CO 1                            | X             | X   | X        |
| CO 2                            | X             | X   | X        |
| CO 3                            |               | X   | X        |
| CO4                             | X             | X   | X        |

\* One MSE (Mid Semester Exam) to be conducted

\*\*Minimum 2 assessment methods to be adopted

### Text and References

#### *Core Text:*

Anderson, Sweeney, Williams (2001), Statistics for Business and Economics, 11/e, Cengage Learning

#### *References:*

1. Black Ken, (2004), Business Statistics, 4/e, Wiley-India Edition
2. Malhotra K. Naresh and Dash Satyabhushan (2009) Marketing Research. Pearson Education. 5<sup>th</sup> edition
3. Cooper, D and Schindler, P (2006), Business Research Methods, 9/e, Tata McGraw-Hill, New Delhi
4. Saunders, M., Lewis, P. and Thornhill, A. (2003), Research methods for Business Students, 3/e, Pearson Education. New Delhi.

| Mapping between COs and POs |   |                           |
|-----------------------------|---|---------------------------|
|                             | Course Outcomes (COs)   | Mapped Programme Outcomes |
| CO1                         | Understand the theoretical/basic concepts of statistics and their relevance in business decision making.  | PO1                       |
| CO2                         | Critically evaluating and analysing the business and economic problems and providing their solution using a wide variety of quantitative techniques | PO2, 3, 4 & 5             |
| CO3                         | Use Excel to solve a range of quantitative problems.  | PO3 & 4                   |
| CO4                         | Take managerial decision efficiently and effectively  | PO2 & 5                   |

| Course Code | Course Title                         | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|--------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| DSC 7701    | Statistical and Quantitative Methods | 2   | 3   | 3   | 3   | 3   | 3   | 2   | 2   |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped



|                                |                                      |          |          |          |          |
|--------------------------------|--------------------------------------|----------|----------|----------|----------|
| <b>ITM 7701</b>                | <b>Management Information System</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA Semester 1</b>                | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | <b>NA</b>                            |          |          |          |          |
| <b>Co-requisites</b>           | <b>NA</b>                            |          |          |          |          |

### **Course Objectives:**

The primary objective of this course is to familiarize the student with basic concepts of Information Technology and Information Systems. The course covers the basic components of the IT framework including infrastructure comprising of hardware and software, data and its management, networking, and recent trends in Information Technology. Students explore how companies determine IT needs. They examine how companies design systems to support business models and use IT infrastructure to automate and enhance business processes. The students are exposed to the managerial issues relating to Information Systems (IS) and help them identify and evaluate various options in this regard. They develop an awareness of the nature and use of information systems in an organizational context and identify the basic steps to implement IS. They analyze typical information systems and identify how they meet the needs of the firm to deliver efficiency and competitive advantage. Practical hands-on sessions will enable the students to develop skills to use softwares for storing, managing, presenting and analyzing data in different functional areas such as statistics and quantitative techniques, operations, finance and market research.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1:** Understand the purpose, role, and capabilities of information technology in the business world.

**CO2:** Recommend the computer systems and peripherals for business of their choice and explain the reason for the same

**CO3:** Develop an awareness of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

**CO4:** Identify the various cross functional enterprise systems and their significance to a company

**CO5:** Propose several ways in which IT and IS can provide business a competitive advantage

### **Course Contents:**

## **Unit I Introduction to Information Technology**

**6 hours**

Computer Architecture: Components of Computer Systems, Computer Hardware, Computer Hierarchy, Input Technologies, Output Technologies. Computer Software, Types of Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Computer Memory: Primary Memory and Secondary memory. Operating Systems- Functions of Operating Systems, Types of Operating Systems.

## **Unit II Business Data Processing, Data Communications and Networking**

**6 hours**

Database Management Systems Concepts, Main Components of a DBMS, Creating and Using a Database, Data Communication and Networks: Concepts of Data Communication, The Internet, Intranet and Extranets, World Wide Web, Browser, Internet Protocol Address, Search Engine, Modems, Router, Client Server Computing. Cyber Security: Cryptography, Digital Signatures and Firewall, HTTP, Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet. Emerging Trends in Information Technology.

## **UNIT III Introduction to Information Systems**

**10 hours**

Need, Purpose and Objectives, Information Systems and Functional Area Applications, Support Systems for Management Decisions, Information system resources and activities. Integration of different Information Systems, Transaction Processing Systems –Office Automation Systems – Knowledge Management Systems – Decision Support Systems –Expert systems, Management Information Systems (MIS).

## **Unit IV Business Applications of Information System**

**8 hours**

Enterprise Business System (CRM, ERP, SCM), Functional Business System (Marketing Systems, Human Resource Systems, Accounting Systems), Electronic Commerce Systems. Integrating Information Systems with Business Strategy. Security, Ethical and Societal challenges of IT, Security Management of Information Technology.

## **Unit V Lab Sessions**

**10 hours**

Hands on Sessions on MS Excel, Application of DBMS using MS-Access/Libre Office Base, Tables, Forms, Queries and Reports.

### **Pedagogy:**

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as hands-on exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They will also be required to work in lab on various modules which make them develop their IT skills.

In this course following pedagogical approaches are adopted:

- Class Presentation: To support the development of theoretical construct
- Case Studies: To understand the concepts of IT and their application in business

- Practical Assignments (Individual /Group): To develop hands-on skill of IT softwares.

**Examination Scheme:**

| Component of Evaluation | Internal (40)     |   | End Term |
|-------------------------|-------------------|---|----------|
|                         | Class Test (MSE)* | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)* | Theory   |
| Weightage (%)           | 20                | 20  | 60       |
| CO1                     | √                 |   | √        |
| CO2                     | √                 | √   | √        |
| CO3                     | √                 | √   | √        |
| CO4                     |                   | √   | √        |
| CO5                     |                   | √   | √        |

**\*One Mid Semester Exam (MSE) to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text and Reference:**

**Core Text:**

- James A O'Brien, George M Marakas and Ramesh Behl . Management Information Systems, Seventh Edition, Tata McGraw Hill Education, New Delhi.
- Peter Norton , Introduction to Computers, Seventh Edition, Mc Graw Hill.

**Reference Readings:**

- Rajaraman, Introduction to Information Technology, PHI Publications
- Ken Laudon and Jane Laudon and Rajanish Dass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi.
- D.P.Goyal, Management Information Systems- Managerial Perspectives, Fourth .Edition, Vikas Publishing.
- Turban, Rainer and Potter (2008). Introduction to Information Technology, 2nd Edition, John Wiley and Sons.
- Turban Efraim, Ephraim McLean, James Wetherbe (2006). Information Technology for Management - Transforming organizations in the digital economy, 4th Edition, Wiley India.

| Mapping between COs and POs |                       |                           |
|-----------------------------|-----------------------|---------------------------|
|                             | Course Outcomes (COs) | Mapped Programme Outcomes |
|                             |                       |                           |

|             |   |                     |
|-------------|---|---------------------|
| <b>CO 1</b> | Understand the purpose, role, and capabilities of information technology in the business world.   | <b>PO 1,2,3</b>     |
| <b>CO 2</b> | Recommend the computer systems and peripherals for business of their choice and explain the reason for the same   | <b>PO 1,2,3</b>     |
| <b>CO 3</b> | Develop an awareness of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making. | <b>PO 1,2,3</b>     |
| <b>CO 4</b> | Identify the various cross functional enterprise systems and their significance to a company  | <b>PO 1,2,3</b>     |
| <b>CO 5</b> | Propose several ways in which IT and IS can provide business a competitive advantage  | <b>PO 1,2,3,6,7</b> |

|             |              |  |  |   |   |  |   |   |  |
|-------------|--------------|--|--|---|---|--|---|---|--|
|             |              | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Communication: Develop an ability to effectively communicate with customers and other stakeholders of the society | Teamwork: Develop the capability of working independently and in a team with multidisciplinary environment | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |
| Course Code | Course Title | PO1  | PO2  | PO3   | PO4   | PO5  | PO6   | PO7   | PO8  |

|             |                                     |   |   |   |  |  |   |   |  |
|-------------|-------------------------------------|---|---|---|--|--|---|---|--|
| ITM<br>7701 | Management<br>Information<br>System | 3 | 3 | 3 |  |  | 1 | 1 |  |
|-------------|-------------------------------------|---|---|---|--|--|---|---|--|

1=weakly mapped

2= moderately mapped

3=strong

| <b>IBS 7702</b>                | <b>Business in Globalized Markets</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|---------------------------------------|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA Semester I                        | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | NA                                    |          |          |          |          |
| <b>Co-requisites</b>           | NA                                    |          |          |          |          |

### **Course Objective**

The course defines the objectives and strategies of international business. The course emphasizes economic analysis of international business strategy formulation. Students will explore the internal process of global business expansion, and apply strategic paradigms to analyse, develop, and propose a comprehensive course of action. This course examines the operations of International Business from a strategic point of view. The students will get knowledge of the various challenges of operating in a global environment, including cultural, economic, operational, and legal aspects. It also reviews the concepts of global expansion, political complications, legal compliance, and ethical behaviour.

### **Course Outcomes**

On completion of the course it is expected that students will be able to:

- CO 1** Scrutinize cultural challenges and strategies within a global business environment.
- CO 2** Analyse the differences in operating a firm globally versus domestically
- CO 3** Examine the economic challenges, including currency exchange, devaluation, and global financial fluctuations.
- CO 4** Apply critical thinking skills to analyse global business expansion.

### **Course Content**

#### **UNIT I: Globalization Debate and Country Differences**

Country Differences: Cultural Differences, Political Systems, Economic Systems, Legal Systems, and State in Transition; Building a Market Economy in India.

Perspectives on Globalization

Forces Pushing Globalisation in current paradigm

Eastward shift in balance of economic power

Country Risk Analysis

Entry modes in Global Settings

#### **UNIT II: Global Trading: Rationale and Government Interventions**

Rationale behind Free Trade: Overview of the world trading environment; gravity model and its logic; gains from trade; Mercantilism

Differences in Technology/Labour Productivity as source of Comparative Advantage: Implications on domestic and foreign trading firms

Differences in Factor Endowments as source of Comparative Advantage: Implications on domestic and foreign trading firms

Other dimensions beyond Comparative advantage: Intra Industry Trade, Monopolistic Competition and Michael Porter's Diamond and Double Diamond Framework

The idea and need of protectionism

The tariff barriers and impact on free trade; the non-tariff barriers and impact on free trade.

### **UNIT III: Financial Aspects of Globalisation**

Balance of Payments and Balance of Trade

International Monetary System: Gold Standard, Bretton wood System, Floating Rates, Current Regimes

Foreign Exchange Market Mechanism

International Currency and Currency Crisis

ECGC & EXIM Bank

Foreign Direct Investments: Vertical and Horizontal; Rationale for FDI; Micro and Macro Implications

### **UNIT IV: Regional Economic Integration, Organisation and Global Strategy**

Regionalism vs. multilateralism

Regional Integrations and Trade blocks: NAFTA, SAFTA, ASEAN, SAARC (GATT and GATS) and World Trade Organization

International Institutions: UNCTAD, OECD, IMF, BIS, World Bank

International commodity trading and agreements

Strategies for Global Competitive Advantage: Cost of Trade - The 4T's

Global Competitive Strategies – “G5” Strategies

Globalisation and Major Indian Business Practices

#### **Pedagogy**

The pedagogy for this course is based upon two principles. First, this module will be interaction-oriented where a continuous interaction among students and tutor will be required thereby making the sessions more active and participative. Second, this module will also involve an instructive and case discussions based strategy, where the emphasis will be on understanding different business situations by case study analysis and discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies
- Newspaper and magazine article surveys: More interactive learning and implications.

#### **Examination Scheme**

| <b>Component of Evaluation</b> | <b>Internal (40)</b> |  | <b>End Term</b> |
|--------------------------------|----------------------|--|-----------------|
|                                | <b>Class Test*</b>   | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modeling etc) / Reviews (Article, Book, Policy etc.)</b> |                 |

|  |           |           |           |
|--|-----------|-----------|-----------|
| <b>Weightage (%) /<br/>Course Outcomes</b> | <b>20</b> | <b>20</b> | <b>60</b> |
| <b>CO 1</b>                                | <b>X</b>  |           | <b>X</b>  |
| <b>CO 2</b>                                | <b>X</b>  | <b>X</b>  | <b>X</b>  |
| <b>CO 3</b>                                |           | <b>X</b>  | <b>X</b>  |

**\*One Class test (Mid Semester Exam) to be conducted.**

### **Text & References**

#### ***Core Text***

Hill, Charles W.L., & Jain, Arun K. (2014). International Business: Competing in the Global Marketplace (10e). Tata McGraw- Hill, New Delhi

#### ***Reference Readings:***

Krugman, P & Obsfield, Maurice, 2006. International Economics: Theory and Policy, Pearson.

Morrison, Janet. The international Business Environment: Global and local market places in changing world, Palgrave.

| <b>Mapping between COs and POs</b> |  |                                |
|------------------------------------|--|--------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Program Outcomes</b> |
| <b>CO1</b>                         | Scrutinize cultural challenges and strategies within a global business environment.                          | <b>PO 3</b>                    |
| <b>CO2</b>                         | Analyse the differences in operating a firm globally versus domestically                                     | <b>PO 4</b>                    |
| <b>CO3</b>                         | Examine the economic challenges, including currency exchange, devaluation, and global financial fluctuations | <b>PO 1 , 5 and 6</b>          |
| <b>CO4</b>                         | Apply critical thinking skills to analyse global business expansion.   | <b>PO 1 , 5 and 6</b>          |



| Course Code | Course Title                   | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|--------------------------------|--|--|--|--|--|---|---|-------------------------------------|
| IBS 7702    | Business in Globalized Markets | 2  |  | 3  | 2  | 3  | 2   |   |                                     |
|             |                                | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1=weakly mapped

2= moderately mapped

3=strongly mapped

| <b>GMT7001</b>                 | <b>Managerial Communication</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|---------------------------------|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA Semester I                  | <b>2</b> | <b>0</b> | <b>2</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | NA                              |          |          |          |          |
| <b>Co-requisites</b>           | NA                              |          |          |          |          |

### **Course Objectives:**

The Course Managerial Communication is designed to help the learners communicate effectively in business settings, with a focus on employment communication. This course will provide a comprehensive view of Business Communication, its relevance, scope and importance. It will develop an awareness of the importance of succinct verbal expression in Business Communication and understanding of the significance of non- verbal communication with accuracy and effectiveness. This course will facilitate the students with language proficiency to excel in their respective fields and give them an overview of the four broad categories of effective Communication i.e. Reading, Writing, Listening and Speaking so as to enhance the learners' communicative competence hence equipping them with efficient interpersonal communication.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

- CO1.** Analyse the relevance of effective managerial Communication in the Business world.
- CO2.** Acquire the skills necessary to draft effective business communication in various forms e.g. Letters, Brochures, Tenders, Auction notices and Memorandums
- CO3.** Understand the significance and function of non-verbal communication in fully interpreting the underlying message of words.
- CO4.** Able to appreciate and make presentations, apply the chief principles of delivering effective presentation , learn how to design a presentation by selecting proper audio-visual aids, handle questions and answers posed by the audience and be an effective communicator.
- CO5.** Develop effective communication in variety of forms in different spheres of work place.

### **Course Contents:**

#### **Unit-I: Fundamentals of Managerial Communication**

**12 Sessions**

Relevance of managerial Communication  
 Mehrabian's Pie-chart  
 Barriers to Effective Business Communication  
 Communication through electronic channels  
 Effective Listening Skills  
 Non Verbal Communication

#### **Unit-II: Inter-Office & Intra-Office Communication**

**12 Sessions**

Business Letters  
 Brochures  
 Tenders  
 Auction Notices  
 Memorandums

**Unit-III: Work Place Success****8 Sessions**

Business Etiquette  
 Participation in Meetings  
 Time Management

**Unit-IV: Presentation Skills****8 Sessions**

Planning a Presentation  
 Design and Layout of Presentation  
 Audience Analysis  
 Audio-Visual Aids  
 Presentation Delivery

**Pedagogy:** Following pedagogical approaches are adopted:

- Interactive Sessions, Presentation Making, Drafting effective business correspondence, Team activities, Role Plays, News Reading, Article review

**Examination Scheme:**

Continuous evaluation will be conducted for 100 marks (50 marks- Internal Evaluation, 50 marks- External Evaluation). It is continuous and spread throughout the course. The details of the evaluation components are given below:

| <b>Component of Evaluation</b> | <b>Internal Evaluation</b> | <b>External Evaluation</b>                    |
|--------------------------------|----------------------------|---|
| <b>Weightage (%)</b>           | <b>40</b>                  | <b>60</b><br><b>(15 Practical, 45 Theory)</b> |

**INTERNAL EVALUATION**

| <b>Component of Evaluation</b>        | <b>Presentation Skills (PS)</b> | <b>Mid Semester Exam (MSE)</b> |
|---------------------------------------|---------------------------------|--------------------------------|
| <b>Weightage (%) / Course Outcome</b> | <b>20</b>                       | <b>20</b>                      |
| <b>1</b>                              | √                               | √                              |
| <b>2</b>                              | √                               | √                              |
| <b>3</b>                              | √                               |                                |
| <b>4</b>                              | √                               | √                              |
| <b>5</b>                              | √                               | √                              |

**EXTERNAL EVALUATION**

| Component of Evaluation        | Practical Exam (Presentation Skills) | Final Written Exam |
|--------------------------------|--------------------------------------|--------------------|
| Weightage (%) / Course Outcome | 15                                   | 45                 |
| 1                              | √                                    | √                  |
| 2                              |                                      | √                  |
| 3                              | √                                    | √                  |
| 4                              | √                                    | √                  |
| 5                              | √                                    | √                  |

### Text & References:

#### Core Text:

- Bovee, Courtland L., Thill, John V. and Chatterjee, Abha (2014). *Business Communication Today*. India: Pearson

#### References:

- Bhardwaj, Kumkum (2019). *Fundamentals of Business Communication*. India: I. K. International Publishing House Pvt. Ltd.
- Chaturvedi, P.D. & Chaturvedi, M. (2013). *Business Communication - Concepts, Cases and Applications*. India: Dorling Kindersley Pvt Ltd.
- Lesikar, Raymond V. and et al. (2015) *Business Communication: Connecting in a Digital World*. New Delhi: McGraw Hill Education (India) Pvt. Ltd.
- Mitra, Barun K. (2013) *Personality Development and Soft Skills*. India: Oxford University Press
- Penrose, John M., Rasberry, Robert W., and Myers, Robert J. (2013) *Business Communication for Managers: An Advanced Approach*. India: Cengage Learning
- Sinha, K. K. (2012) *Business Communication*. India: Taxmann Publications Pvt. Ltd.
- Thill, J.V. & Bovee, G.L. (2010). *Excellence in Business Communication*. New York: McGraw Hill.
- Verma, Shalini (2014). *Business Communication: Essential Strategies for Twenty-first Century Managers*. India: Vikas Publishing House Pvt. Ltd.

| Mapping between COs and POs |   |                           |
|-----------------------------|---|---------------------------|
|                             | Course Outcomes (COs)   | Mapped Programme Outcomes |
| CO1                         | Analyse the relevance of effective managerial Communication in the Business world.  | PO2, 4 & 5                |
| CO2                         | Acquire the skills necessary to draft effective business communication in various forms e.g. Letters, Proposals, Tenders, Auction notices and Memorandums | PO4 & 5                   |

|            |   |                       |
|------------|---|-----------------------|
| <b>CO3</b> | Understand the significance and function of non-verbal communication in fully interpreting the underlying message of words.   | <b>PO4</b>            |
| <b>CO4</b> | Able to appreciate and make presentations, apply the chief principles of delivering effective presentation , learn how to design a presentation by selecting proper audio-visual aids, handle questions and answers posed by the audience and be an effective communicator. | <b>PO2, 4 &amp; 6</b> |
| <b>CO5</b> | Develop effective communication in variety of forms in different spheres of work place.   | <b>PO4, 7 &amp; 8</b> |

|             |                          |  |  |  |  |  |   |   |                                     |
|-------------|--------------------------|--|--|--|--|--|---|---|-------------------------------------|
|             |                          | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| Course Code | Course Title             | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| GMT7001     | Managerial Communication |  | 3  |  | 3  | 2  | 2   | 1   | 1                                   |

1=weakly mapped    2= moderately mapped    3=strongly mapped

| <b>HRM7701</b>                 | <b>Human Resource Management</b>       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|--|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA II SEM                             | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Fundamentals in Management |          |          |          |          |
| <b>Co-requisites</b>           |  |          |          |          |          |

### **Course Objectives:**

The Human Resource Management concerns the personnel policies and managerial practices and systems that influence the workforce. Regardless of the size or type of a formal organization, the activities involved in HRM are pervasive throughout the organization. The effectiveness with which line managers perform HRM functions with the tools, data and processes provided by the HRM specialists is key to competitive advantage through HRM. Research shows that progressive HRM practices can have a significant effect on corporate performance.

The course Human Resource Management which is essentially a practice based course and aims to deliver knowledge and skills in areas such as basic concepts of HRM functions, role of HR practitioners, Job analysis, Selection and Recruitment, compensation, performance appraisal, Industrial Relations etc. It will also orient students towards new methods and emerging concepts in Human Resource Management.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Acquire conceptual understanding of the various HR functions, applied tools and the required skills

**CO2.** To understand and apply best practice in a range of core HR activities

**CO3.** Demonstrate skills of effective decision making after evaluating theory and concepts that are taught in class

### **Course Contents:**

#### **Unit I: Concepts & Perspectives of HRM**

**6 Hrs.**

HRM in changing environment, Introduction to Competency Mapping  
HRM functions, Role of HR Practitioners;  
Corporate objectives, HR Policies and Human Resource Planning

#### **Unit II: Manpower Selection and Deployment**

**7 Hrs**

Job Analysis, Role Analysis,  
Methods of Manpower Search, Attracting and selecting HR;  
Induction and socialisation,  
Manpower training & development;  
Career and succession Planning, Managing Organisational Renewal.

**Unit III: Compensation & Appraisals -Aims & components****8 Hrs**

Compensation &amp; Appraisals -Aims &amp; components,

Factors determining pay rates; Establishing pay rates, Job Evaluation; Pay for performance;

Employee benefits &amp; services; Performance appraisal, 360 degree feedback, Potential appraisal.

**Unit-IV Industrial Relations; Employee Empowerment and Organisation Renewal 9 Hrs.**

Employee Relations

Organizational development

Employee grievances and Collective Bargaining

Industrial disputes, Trade Unions and dispute resolution;

Participation and Employee empowerment

Virtual and Learning Organization

**Pedagogy:**

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They may also be required to work on field projects. Students are expected to read management news and articles also to improve their understanding of the said areas.

**Examination Scheme:**

| Component of Evaluation         | Internal (40)            |  | End Term |
|---------------------------------|--------------------------|--|----------|
|                                 | Mid Semester Exam (MSE)* | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)** |          |
| Weightage (%) / Course Outcomes | 20                       | 20   | 60       |
| CO 1                            | X                        | X  | X        |
| CO 2                            | X                        | X  | X        |
| CO 3                            | X                        | X  | X        |

**\*One MSE to be conducted****\*\*Minimum 2 assessments methods to be adopted****Text and Reference:****Core Texts**

- Bernardin, H. J. (2002). *Human resource management: An experiential approach*. Irwin Professional Pub.
- Dessler, G., & Tan, C. H. (2006). *Human resource management: An Asian perspective*. Pearson Prentice Hall.

## Reference Books

- Fisher, C. D., Schoenfeldt, L. F., & Shaw, J. B. (1999). *Human resource management*. Boston: Houghton Mifflin Co.
- Gilmore, S., & Williams, S. (2009). *Human resource management*. Oxford: Oxford University Press.
- Milkovich, G. T., Boudreau, J. W., Milkovich, C., & Milkovich, G. T. (1991). *Human resource management*. Homewood, IL: Irwin.
- Mondy, R. W., Noe, R. M., & Premeaux, S. R. (2002). *Human resource management*. Upper Saddle River, N.J: Prentice Hall.
- Ramaswamy, E. A. (2000). *Managing human resources: A contemporary text*. Oxford University Press.
- Rao, V. S. P. (2007). *Human resources management: text and cases*. Excel Books.
- Torrington, D., Hall, L., & Torrington, D. (1998). *Human resource management*. London: Prentice Hall Europe.
- Sanghi, Seema. (2004). *The Handbook of Competency Mapping: Understanding, Designing, and Implementing Competency Models in Organization*. New Delhi: Response Books.

| <b>Mapping between COs and POs</b> |   |                                    |
|------------------------------------|---|------------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b>   |
| <b>CO1</b>                         | Acquire conceptual understanding of the various HR functions, applied tools and the required skills           | <b>P01,P02,P04,P05,P06,P07,P08</b> |
| <b>CO2</b>                         | To understand and apply best practice in a range of core HR activities  | <b>P01,P02,P06,P08</b>             |
| <b>CO3</b>                         | Demonstrate skills of effective decision making after evaluating theory and concepts that are taught in class | <b>P02, P07, P08</b>               |



| Course Code | Course Title              | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|---------------------------|--|--|--|--|--|---|---|-------------------------------------|
| HRM7701     | Human Resource Management | 2  | 3  |  | 1  | 2  | 2   | 3   | 3                                   |
|             |                           | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |   |          |          |          |          |
|--------------------------------|---|----------|----------|----------|----------|
| <b>SMT 7701</b>                | <b>Business Policy and Corporate Strategy</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA Semester II</b>                        | <b>4</b> | <b>0</b> | <b>0</b> | <b>4</b> |
| <b>Pre-requisites/Exposure</b> | General Management                            |          |          |          |          |
| <b>Co-requisites</b>           |   |          |          |          |          |

### 1. Course Objective

The objective of this course is to develop an understanding on the different dimensions of strategic management process and their implications on business and corporate strategies. The context involves complex and dynamic global environment requiring focus on identifying the right balance between positioning, trade-off and fit. The course will focus on macro-environmental analysis and micro-environmental analysis followed by competition and firm level analysis. This course will also bring out the understanding regarding role of ethics, innovation and emerging business models in the strategy landscape. The course will be driven by discussion and case based learnings.

### 2. Course Outcomes

On completion of the course it is expected that students will be able to:

**CO1:** Understand the different dimensions of strategic management process including concepts, strategic framework and applications

**CO2:** Apply the macro, micro, competition and firm level analysis

**CO3:** Decide upon strategy formulation and implementation in terms of generic and grand strategies

**CO4:** Understand the significance of leadership, organizational structure and change-management in strategy-implementation.

**CO5:** Understand the role of ethics and innovation in the strategy landscape.

**CO6:** Generate and evaluate strategic alternatives and construct strategy-implementation plans.

### 3. Prerequisites

None

### 4. Course Content

#### Unit I: Introduction to Strategic Management

Business Policy & Strategy: Nature and Importance

Strategic Management Process and Related Concepts

Defining the Mission and Vision

#### Unit II: Environmental Analysis & Diagnosis

Analyzing the External Environment – Remote, Industry and Competitive Environment – PESTEL, Porter’s 5 Forces

Analyzing the Internal Environment – SWOT, Business Models, Value-Chain & Resource Based View

– process/ system view, competencies and capabilities  
 Strategic Concept of Stretch, Leverage and Fit;  
 Strategic Analysis and Choice – Long-Term Objectives, Generic and Grand Strategies

**Unit III: Business and Corporate Strategies**

Choice of Business Strategies and Competitive Advantage  
 Industry Evolution and Business Strategies  
 Strategy Selection Matrix  
 Portfolio Approach – BCG Matrix, GE Matrix, Strategic Environments Matrix  
 Synergy Approach – Core Competencies  
 Corporate Parent Role - Parenting and Patching Framework  
 Other Strategic Frameworks - Mintzberg’s 5Ps, MECE approach, Experience Curve, Ansoff’s Matrix, McKinsey’s 7s Framework

**Unit IV: Strategy Implementation, Evaluation and Control**

Short Term Objectives and Tactics  
 Structural Considerations and Organizational Design  
 Strategic Leadership and Culture  
 Implementing & Operationalizing Strategic Choice  
 Strategic Evaluation and Control - Balanced Scorecard

**Unit V: Trends – CSR, Ethics, Innovation and Blue Ocean Strategy**

CSR, Ethics and Corporate Governance in Strategic Management  
 Strategic Issues in Managing Technology and Innovation  
 Blue Ocean versus Red Ocean Strategy

**5. Pedagogy**

The pedagogy of this course requires regular interaction of students and faculty. The course also requires self-reading of the various case studies of the strategies implemented by the various firms around the globe. The students must be very interactive and participative in the class for better understanding of the concepts.

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies

**6. Examination Scheme**

| Component of Evaluation | Internal (40)                |  | End Term |
|-------------------------|------------------------------|--|----------|
|                         | Mid Semester Exam (MSE)<br>* | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)** |          |

|  |           |           |           |
|--|-----------|-----------|-----------|
| <b>Weightage (%) /<br/>Course Outcomes</b> | <b>20</b> | <b>20</b> | <b>60</b> |
| <b>CO 1</b>                                | <b>X</b>  | <b>X</b>  | <b>X</b>  |
| <b>CO 2</b>                                | <b>X</b>  | <b>X</b>  | <b>X</b>  |
| <b>CO 3</b>                                | <b>X</b>  | <b>X</b>  | <b>X</b>  |
| <b>CO 4</b>                                |           | <b>X</b>  | <b>X</b>  |
| <b>CO 5</b>                                | <b>X</b>  |           | <b>X</b>  |
| <b>CO 6</b>                                |           | <b>X</b>  | <b>X</b>  |

**\*One MSE to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

## **7. Text & References**

### **Core Text:**

- Pearce, J.A., Robinson, R.B., & Mittal A. *Strategic Management: Formulation, Implementation and Control* (12<sup>th</sup> ed.). India: Tata McGraw-Hill Publishing Company Ltd.

### **Supplementary Text:**

- Wheelen, T.L., & Hunger, J.D. (2010). *Strategic Management and Business Policy* (10<sup>th</sup> ed.). India: Pearson/Prentice Hall
- Porter, M.E. (1998). *Competitive Advantage: Creating and Sustaining Superior Performance*. USA: Freepress
- Kim, W.C., & Maurborgne, R. (2004). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant* (1<sup>st</sup> ed.). USA: Harvard Business Review Press

|   |                             |
|---|-----------------------------|
| <b>COURSE TITLE:</b> Research Methodology   | <b>COURSE CODE:</b> DSC7702 |
| <b>OBJECTIVE OF THE COURSE:</b><br>The intention of this subject is to introduce students with basic concepts of business research and make them capable of preparing business research reports. This course combines both the theory and application of business research writing. To achieve this, the course is taught through a mixture of lectures and case study analysis individually and in groups. These lectures and case analysis and assignment will provide the basis for the student learning experience. The course will be taught with lecture method supplemented with exercises on MS Excel and case studies on real company and macroeconomic data. The students are advised to attend classes regularly and practice on MS Excel.   |                             |
| <b>COURSE OUTCOMES:</b><br>On completion of the course it is expected that students will be able to:<br><b>CO1.</b> Have general understanding of business research and research process.<br><b>CO2.</b> Acquire knowledge of developing a research design and various techniques for data collection and its analysis to develop possible solutions for various business problems using Excel.<br><b>CO3.</b> Develop a business research proposal.  |                             |
| <b>COURSE CONTENT/SYLLABUS</b><br><b>Unit I: Introduction to Research</b><br>Nature and Scope of Business Research- Conceptual Foundations; Over view of the research process; Types of Research, Introduction to the concepts and procedures of research in detail.<br><b>Unit II: Literature Review</b><br>Review of Literature - Literature review, its objectives and process; theoretical and conceptual framework for reviewing the literature; types of variables, hypothesis and its types, linking what it is proposed to examine and what has already been studied.<br><b>Unit III: Business Research Design</b><br>Research Design : Various approaches and Strategies - Main research approaches; Research Designs based on the nature of the problem/investigation; Techniques of data collection; Concepts of Validity and Reliability; Ethical issues implied in the research design<br>Sampling Methods - Need for Sampling; Sample designing process; Sampling Techniques; Non-probability versus Probability Sampling Techniques<br><b>Unit IV: Questionnaire Design and Data Collection Method</b><br>Data Collection Methods - Types of data – Primary data versus Secondary data; Methods of data collection- Survey methods (Focus Group Discussions (FGDs), Questionnaires, Personal Interview, Telephonic Survey, Electronic Media)<br>Measurement and Scaling - Measurement –Types of data ; Criteria for good measurement; Types of Measurement Scales; Attitude and Behavioural Scales<br><b>Unit V: Hypothesis Formulation and Testing</b><br>Hypothesis Testing - What is a hypothesis? Characteristics of a good hypothesis; Null and alternate hypothesis, level of significance, decision rules, Type 1 & Type 2 errors and one-tailed and two tailed tests; Hypothesis testing procedure; Choosing the statistical method; Types of tests; Basic tests on small and large samples; Applications based on Z-test, t-test, Chi-square tests, Applications based on Non-parametric tests, ANOVA (F-Test), Multiple Regression Analysis<br><b>Unit VI: Report Writing</b><br>Research Report Writing - Basic requirements of report writing and report format; meeting the necessary assessment criteria |                             |

## CO-PO MAPPING MATRIX

*(Include mapping of programme outcomes with course outcome strictly as per the sample template)*

|             |                      |   |   |   |  |  |   |   |   |   |                                      |
|-------------|----------------------|---|---|---|--|--|---|---|---|---|--------------------------------------|
|             |                      | Develop an ability to effectively communicate with customers and other stakeholders | Develop the capability of working independently and in a team | Creatively solve complex business situations and problems | Develop flavor for collating and analyzing data and information by effective use of IT tools | Become proficient in using mathematical, analytical and statistical tools. | Develop an understanding of various management functions such as finance, operations & supply chain, marketing and human resource | Develop self-confidence and awareness of general issues prevailing in the society | Develop the trait to be flexible and adaptable in all circumstances and instill lifelong learning | Maintain integrity and ethics in the business environment | Develop effective leadership quality |
| Course Code | Course Title         | PO1   | PO2   | PO3   | PO4  | PO5  | PO6   | PO7   | PO8   | PO9   | PO10                                 |
| DSC7002     | Research Methodology |   |   | 3   | 3  | 3  | 2   |   |   |   |                                      |

1=weakly mapped

2= moderately mapped

3=strongly mapped

### COURSE PLAN (LECTURE/TUTORIAL/PRACTICAL)

(Include the Lecture Plan as per the following table)

\*\* GC- Google Classroom

Dates will vary depending upon the section

| S.No. | Date | Lecture/Tutorial(L/T) | Topics / Sub- Topics | Course Outcome | Pre-Reading |
|-------|------|-----------------------|----------------------|----------------|-------------|
| 1     |      | L                     | Course Overview      | CODSC7002.1    |             |

|    |  |   |  |             |            |
|----|--|---|--|-------------|------------|
| 2  |  | L | Business Research: Meaning, types (Exploratory, Descriptive, and Causal)   | CODSC7002.1 | GC UNIT I  |
| 3  |  | L | Research Process: problem formulation, literature review, hypothesis, objectives, Research design, empirical analysis, conclusion references | CODSC7002.1 | GC UNIT I  |
| 4  |  | L | Exercise on a real research paper/report   | CODSC7002.1 | GC UNIT I  |
| 5  |  | L | Review of literature: meaning and importance in research   | CODSC7002.1 | GC UNIT I  |
| 6  |  | L | Theoretical framework for reviewing the literature   | CODSC7002.1 | GC UNIT I  |
| 7  |  | L | Footnote and referencing   | CODSC7002.1 | GC UNIT I  |
| 8  |  | L | Exercise on a real research papers/reports   | CODSC7002.1 | GC UNIT I  |
| 9  |  | L | Approaches for research design: Exploratory, descriptive, and causal research designs  | CODSC7002.2 | GC UNIT I  |
| 10 |  | T | Approaches for research design: Exploratory, descriptive, and causal research designs  | CODSC7002.2 | GC UNIT I  |
| 11 |  | L | Concepts of Validity and Reliability   | CODSC7002.2 | GC UNIT I  |
| 12 |  | T | Ethical issues implied in the research design  | CODSC7002.2 | GC UNIT I  |
| 13 |  | L | Sampling – meaning, need, and sample designing process   | CODSC7002.2 | GC UNIT II |
| 14 |  | L | Sampling Techniques- Non-probability versus Probability Sampling Techniques  | CODSC7002.2 | GC UNIT II |
| 15 |  | L | Case Analysis on Research Design   | CODSC7002.2 | GC UNIT II |
| 16 |  | L | Case Analysis on Research Design   | CODSC7002.2 | GC UNIT II |

|    |  |   |   |             |             |
|----|--|---|---|-------------|-------------|
| 17 |  | L | Data: meaning, types (primary and secondary) and sources  | CODSC7002.2 | GC UNIT III |
| 18 |  | L | Measurement and Scaling: meaning, types of scale, measurement of scales   | CODSC7002.2 | GC UNIT III |
| 19 |  | L | Types of scaling techniques: comparative and non-comparative  | CODSC7002.2 | GC UNIT III |
| 20 |  | L | Types of scaling techniques: comparative and non-comparative  | CODSC7002.2 | GC UNIT III |
| 21 |  | L | Primary data collection methods: Survey methods (Focus Group Discussions (FGDs), Questionnaires, Personal Interview, Telephonic Survey, Electronic Media) | CODSC7002.2 | GC UNIT III |
| 22 |  | L | Exercise on questionnaire designing   | CODSC7002.2 | GC UNIT IV  |
| 23 |  | T | Exercise on questionnaire designing   | CODSC7002.2 | GC UNIT IV  |
| 24 |  | T | Hypothesis: meaning, characteristics of goods hypothesis, null and alternate hypothesis, level of significance and Type-I, II errors                      | CODSC7002.2 | GC UNIT V   |
| 25 |  | T | Hypothesis: meaning, characteristics of goods hypothesis, null and alternate hypothesis, level of significance and Type-I, II errors                      | CODSC7002.2 | GC UNIT V   |
| 26 |  | T | Hypothesis testing procedure, one tail-two tail tests   | CODSC7002.2 | GC UNIT V   |
| 27 |  | L | Choice of statistical techniques  | CODSC7002.2 | GC UNIT V   |
| 28 |  | L | Z-test and t-test   | CODSC7002.2 | GC UNIT V   |
| 29 |  | L | Chi-square test   | CODSC7002.2 | GC UNIT V   |
| 30 |  | L | ANOVA-One Way and Two Way   | CODSC7002.2 | GC UNIT V   |
| 31 |  | L | ANOVA-One Way and Two Way   | CODSC7002.2 | GC UNIT V   |



|    |  |   |   |             |            |
|----|--|---|---|-------------|------------|
| 32 |  | T | Multiple Regression Analysis  | CODSC7002.2 | GC UNIT V  |
| 33 |  | L | Multiple Regression Analysis  | CODSC7002.2 | GC UNIT V  |
| 34 |  | L | Multiple Regression Analysis  | CODSC7002.2 | GC UNIT V  |
| 35 |  | T | Multiple Regression Analysis  | CODSC7002.2 | GC UNIT V  |
| 36 |  | T | Basic requirements of report writing and report format and necessary assessment criterion | CODSC7002.3 | GC UNIT VI |
| 37 |  | L | Basic requirements of report writing and report format and necessary assessment criterion | CODSC7002.3 | GC UNIT VI |
| 38 |  | L | Project Report and Presentation for Internal Evaluation                                   | CODSC7002.3 | GC UNIT VI |
| 39 |  | T | Project Report and Presentation for Internal Evaluation                                   | CODSC7002.3 | GC UNIT VI |
| 40 |  | T | Project Report and Presentation for Internal Evaluation                                   | CODSC7002.3 | GC UNIT VI |

## COURSE ASSESSMENT

The marks allocated for internal assessment shall be awarded as per the scheme given below.

### i) Marking Scheme

| Criteria                                     | Maximum Marks |
|--|---------------|
| Mid Semester Examination                     | 20            |
| Assignment                                   | 20            |
| <b>Total Internal Assessment</b>             | <b>40</b>     |
| End Semester Examination                     | <b>60</b>     |
| <b>Total (Internal +External Assessment)</b> | <b>100</b>    |

### ii) Proposed Timeline

## COURSE READINGS

### **Core Text:**

- Deepak C., & Sondhi, N. (2014). *Research Methodology: Concepts and Cases*. New Delhi: Vikas Publication.

**Reference Books**

- 1. Bajpai, N. (2012). *Business Statistics*. New Delhi: Pearson.
- Malhotra, N, & Dash, S. (2009) *Marketing Research: An Applied Orientation (5th Ed.)*. New Delhi: Pearson Education.

**Lecture Notes and Presentations:**

All lecture notes, presentations and reading content is posted on the Google classroom Unit wise.

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>FIN 7702</b>                | <b>Financial Management and Planning</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA Semester II                          | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Accounting and Financial analysis        |          |          |          |          |
| <b>Co-requisites</b>           | NA                                       |          |          |          |          |

## 1. Course Objective

Finance is the backbone of any business organisation. Financial management includes planning of financial resources, designing an optimum capital structure and effective utilization of financial resources through the analysis of cost of capital and capital budgeting etc. The financial management and planning course is designed to acquaint students with concepts and techniques of financial management and their applications to managerial decision-making to sustain and grow the business in long-run. The course will also help students in understanding various financial decisions i.e. investment decision, financing decision, dividend decision and liquidity decision.

## 2. Course Outcomes

On completion of the course it is expected that students will be able to:

**CO1:** Demonstrate knowledge of various concepts and techniques of Financial Management.

**CO2:** Explain various finance functions.

**CO3:** Estimate cost of various sources of capital as well as overall cost of capital.

**CO4:** Take various financial decisions by applying relevant concepts, tools and models.

## 3. Course Content

### **Unit I: Introduction to Financial Management** **4 Hrs**

Nature and Scope of Financial Management Finance Functions

Financial Goal: Profit Maximization vs. Wealth Maximization

Role of Finance Manager

Interface of Finance with Other Functional Areas

### **Unit II: Time Value of Money** **4 Hrs**

Time Preference for money

Future Value and Present Value: Lump Sum and Annuity, Sinking Fund

Valuation of Bonds and Shares, Risk and Return

Exercises on Future Value, Present Value and Bond Valuation

### **Unit III: Investment Decision** **6 Hrs**

Concept of Capital Budgeting

Various Investment Decisions

Capital Budgeting Techniques - Pay Back, NPV, PI, IRR and ARR etc.

Risk Analysis in Capital Budgeting

Capital Rationing

**Unit IV: Cost of Capital** **4 Hrs**  
 Concept and Significance of Cost of Capital  
 Cost of Debt, Preference Capital and Equity Capital  
 Weightage Average Cost of Capital (WACC)

**Unit V: Financing Decision** **4 Hrs**  
 Concept of Capital Structure  
 Theories of Capital structure: Net Income (NI) Approach, Net Operating Income (NOI) Approach, Traditional Approach, MM Hypothesis  
 EBIT-EPS Analysis  
 Leverage Analysis- Operating, Financial and Combined Leverage

**Unit VI: Dividend Decision** **4 Hrs**  
 Dividend: Concept, Types and Significance for Shareholders  
 Dividend Policy  
 Theories/Models in Dividend Policy: Walter Model, Gordon Model, MM (Miller Modigliani) Approach

**Unit VII: Working Capital Management** **4 Hrs**  
 Working Capital: Concept and Types Determinants of Working Capital  
 Financing of Working Capital  
 Cash Management  
 Receivables Management  
 Inventory Management

**4. Pedagogy**

This course shall be organised through a mixture of lectures, class discussions, problem solving, cases and dealing with real life problems. Each session shall start with a scenario presentation to lay down the context for the topic to be discussed. Next part of the session shall be dedicated towards concept building and understanding of various tools, techniques and models. The final leg of each session shall be dedicated to the application aspect so that necessary competencies can be developed in students for analysing situations and taking various financial decisions.

**Examination Scheme:**

| Component of Evaluation | Internal (40)            |  | End Term  |
|-------------------------|--------------------------|--|-----------|
|                         | Mid Semester Exam (MSE)* | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)** |           |
| <b>Weightage (%)</b>    | <b>20</b>                | <b>20</b>  | <b>60</b> |

|     |   |   |   |
|-----|---|---|---|
| CO1 | X | X | X |
| CO2 | X | X | X |
| CO3 | X | X | X |
| CO4 | X | X | X |

**\*One Mid Semester examination will be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

### **Text & References**

#### ***Core Text:***

Pandey, I. M. (2015), Financial Management, 11<sup>th</sup> Edition, Vikas Publishing House, New Delhi.

#### ***Reference Texts:***

- Chandra, Prasanna (2015), Financial Management, 9<sup>th</sup> Edition, McGraw Hill, New Delhi.
- Khan, M. Y. and Jain, P. K. (2014), Financial Management, 7<sup>th</sup> Edition, McGraw Hill, New Delhi.
- Srivastav, R. M. and Mishra, Anil (2013), Financial Management, 2<sup>nd</sup> Edition, Oxford University Press, New Delhi.
- Brealey, Richard, A., and Myers, Stewart, C., Allen, Franklin, Mohanty, Pitabas (2012), Principles of Corporate Finance, 8<sup>th</sup> Edition, McGraw Hill, New Delhi.

| <b>Mapping between COs and POs</b> |   |                                |
|------------------------------------|---|--------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Program Outcomes</b> |
| <b>CO1</b>                         | Demonstrate knowledge of various concepts and techniques of Financial Management. | <b>PO 1, 2, 3 &amp; 5</b>      |
| <b>CO2</b>                         | Explain various finance functions.  | <b>PO 3, 5 &amp; 6</b>         |
| <b>CO3</b>                         | Estimate cost of various sources of capital as well as overall cost of capital.   | <b>PO 2, 3 &amp; 5</b>         |
| <b>CO4</b>                         | Take various financial decisions by applying relevant concepts, tools and models  | <b>PO 3, 5 &amp; 6</b>         |

| Course Code | Course Title                      | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|-----------------------------------|--|--|--|--|--|---|---|-------------------------------------|
| FIN 7702    | Financial Management and Planning | 2  | 3  | 3  |  | 3  | 2   |   |                                     |
|             |                                   | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1 = weakly mapped

2 = moderately mapped

3 = strongly mapped

|                                |                              |          |          |          |          |
|--------------------------------|------------------------------|----------|----------|----------|----------|
| <b>OPM7701</b>                 | <b>OPERATIONS MANAGEMENT</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           |                              | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | GENERAL MANAGEMENT           |          |          |          |          |
| <b>Co-requisites</b>           | MS Excel                     |          |          |          |          |

### Course Objective

The objective of this course is to help the students to become effective managers in the competitive global environment. After studying it the students placed in various organizations whether manufacturing or service are supposed to take care of the very basic unit of the work that is process. They need to accept the challenge of both managing and understanding the interrelatedness of the enterprise wide activities. Summing up the aim of this course is to prepare the truly global operations manager equipped with all type of weapons to take care of the limited resources of an enterprise and transform them to the revenue and profit.

### Course Outcomes

On completion of this course the student shall be able to

**CO1:** Understand the function of operations management and how it relates to other business functions.

**CO2:** Accurately deploy established techniques in managing capacity and demand.

**CO3:** Acquire coherent and detailed knowledge of various tools, techniques and methods in common use for operational effectiveness and excellence.

### Course Content

#### Unit I: Introduction to Operations Management

**4 Hrs**

Historical background  
 Products and services  
 Transformation processes  
 Roles and responsibilities of an operations Manager  
 Operations strategies.

#### Unit II: Designing of Product and Processes

**6 Hrs**

Key parameters for Product and Service Design.  
 Factors influence process design and designing of processes  
 Mass production process, batch and Job shop type of processes and project working.

#### Unit III: Service operations Management

**4 Hrs**

Service scenario in India  
Characteristics of services  
Service capacity Management.  
Service quality issues

**Unit IV: Facility Location, Layout and Capacity Planning** **5 Hrs**

Factors affecting location decisions  
Understanding of various types of layouts.  
Planning layout for operational efficiencies and effectiveness of operation system.  
Understanding of capacity Planning issues  
Managing under/over capacity in Mfg. / service situations.

**Unit V: Management of Inventory and Quality** **6 Hrs**

Materials Requirement Planning  
Inventory management and costs associated with purchase decisions  
Importance of EOQ concept and JIT inventory Mgmt.  
Importance of quality control, cost of quality and quality in services  
Acceptance sampling, Statistical process control  
Six Sigma Methodology

**Unit VI: Aggregate Production Planning and Operations Scheduling** **5 Hrs**

Introduction to aggregate production planning and related issues  
Operations scheduling, sequencing and loading.  
Understanding of Job, Task and activities and Job design.  
Method study and work measurement.  
Value analysis/Engineering

**Pedagogy**

The concepts will be introduced and explained gradually in a series of lectures followed by a seminar session. The main learning medium for Lectures will be interactive sessions wherein the students would learn the conceptual paradigm of the course through MS-Power Point slides using multimedia techniques. Seminar sessions would include discussions of real world case studies, quizzes, role plays, solving mathematical queries and the software workshops. The students would be provided certain exercises that they have to perform in real world environment. Along with this, there will be an industrial trip so that the students can experience the actual working place.

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies



**Examination Scheme:**

| <b>Component of Evaluation</b> | <b>Internal (40)</b>      |   | <b>End Term</b> |
|--------------------------------|---------------------------|---|-----------------|
|                                | <b>Mid Semester Exam*</b> | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)**</b> |                 |
| <b>Weightage (%)</b>           | <b>20</b>                 | <b>20</b>   | <b>60</b>       |
| <b>CO1</b>                     | <b>X</b>                  | <b>X</b>  | <b>X</b>        |
| <b>CO2</b>                     | <b>X</b>                  | <b>X</b>  | <b>X</b>        |
| <b>CO3</b>                     | <b>X</b>                  | <b>X</b>  | <b>X</b>        |

- **1 Mid Semester Exam to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text & References**

**Core Text:**

Mahadevan, B. (2010). Operations Management: Theory and Practices. 2<sup>nd</sup> Edition., Pearson Education, New Delhi.

**Supplement Text:**

- Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., Srivastava, S. K. (2015). Operations Management: Processes and Supply Chains, 9<sup>th</sup> Edition, Pearson Education, New Delhi
- Slack, N., Chambers, S., Johnston, R. (2007), Operations Management, Prentice Hall, 5<sup>th</sup> Ed., FT.
- Chase, R. B., Aquilano, N. J and Jacobs, F. R. (2010), Production & Operations Management- Manufacturing & Services, 12<sup>th</sup> Ed., Tata McGraw Hill, New Delhi.
- Gaither, N. (2002), Production and Operation Management, 9<sup>th</sup> Ed., Dryden Press, Thomson Learning, Bombay.
- Kanishka Bedi (2007), Production And Operations Management, Oxford University Press, 2<sup>nd</sup>Ed.

| <b>Mapping between COs and POs</b> |                              |                                  |
|------------------------------------|------------------------------|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b> | <b>Mapped Programme Outcomes</b> |

|            |  |                      |
|------------|--|----------------------|
| <b>CO1</b> | Understand the function of operations management and how it relates to other business functions.   | <b>PO1, PO3, PO8</b> |
| <b>CO2</b> | Accurately deploy established techniques in managing capacity and demand.  | <b>PO2, PO5</b>      |
| <b>CO3</b> | Acquire coherent and detailed knowledge of various tools, techniques and methods in common use for operational effectiveness and excellence. | <b>PO2, PO4</b>      |

| Course Code     | Course Title                 | <b>PROGRAMME OUTCOMES</b>   |  |   |   |  |   |   |  |
|-----------------|------------------------------|---|--|---|---|--|---|---|--|
|                 |                              | <b>PO1</b>  | <b>PO2</b>   | <b>PO3</b>  | <b>PO4</b>  | <b>PO5</b>   | <b>PO6</b>  | <b>PO7</b>  | <b>PO8</b>   |
| <b>OPM 7701</b> | <b>Operations Management</b> | 3   | 3  | 3   | 3   | 2  | 2   | 2   | 2  |
|                 |                              | Domain specific knowledge and skills: Develop an understanding of various management functions such | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Communication: Develop an ability to effectively communicate with customers and other stakeholders of the society | Teamwork: Develop the capability of working independently and in a team with multidisciplinary environment | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>ECO 7749</b>                | <b>Macroeconomics Theory and Policy</b>                  | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA Batch 2021-23</b>       | <b>Semester II</b>                                       | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Basic Economic Theory at Undergraduate Level |          |          |          |          |
| <b>Co-requisites</b>           | Mathematics: Basic Calculus                              |          |          |          |          |

### Course Objectives:

This course aims to provide students with a thorough understanding of core concepts and methods of macroeconomics as a foundation for subsequent study of business topics within the MBA programme, and as one of the key elements in the professional training of a business economist. This course introduces students to macroeconomic theory and policy at an intermediate level in business context. The course first deals with the fundamental issues of demand and supply in the context of classical and Keynesian approaches to understanding aggregate economic behaviour. The module then discusses selected issues in current economic policy and illustrates how different economic theories approach these issues, how economic models are applied to current business environment and how different theories lend themselves to different policy conclusions which have immediate impact on business environment.

### Course Outcomes:

On completion of the course it is expected that students will be able to:

**CO1.** Develop a rigorous understanding of the central ideas, concepts, and tools of macroeconomic analysis.

**CO2.** Demonstrate a familiarity at advanced level with the literature surrounding key topics in current business debates over economic policies

**CO3.** Locate and explain, in writing, selected pieces of economic theory and data and apply them to explain its impact on business environment

### Course Contents:

#### Unit I: Introduction

**5 Hrs**

The nature of Macroeconomics  
The major macroeconomic issues  
Macroeconomic stability and business environment  
Business environment in India  
National Income Accounting  
Three methods of measuring GDP  
Two important identities  
National income and social welfare  
GDP and the underground economy  
Sources of data on Indian economy

#### Unit II: Theory of Income Determination

**5 Hrs**

Determination of equilibrium Income 70

Change in Autonomous Demand: The multiplier  
 Economy with Government  
 Observation of Fiscal policy  
 Appendix: International Business Cycle

**Unit III: Money Interest and Income** **10 Hrs**

Interest rate and aggregate demand: The Investment Saving Function and the IS curve  
 Observations on the IS curve  
 The Asset market  
 The LM curve  
 Observations on LM curve and money (asset) market equilibrium  
 Determination of income and interest rate  
 Short run Economic Fluctuations

**Unit IV: Fiscal and Monetary Policy** **5 Hrs**

Fiscal Policy: Operations  
 Fiscal Policy: recent Debates  
 Monetary policy: Operations  
 Monetary policy: Recent debate  
 Transmission mechanism

**Unit V: The Problem of Inflation & Unemployment** **5 Hrs**

Definition and cost  
 Causes of inflation  
 Inflation and unemployment

**Pedagogy:**

The goals of this module are robust and dynamic in nature; however. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative manner. Secondly, an instructive strategy is required to understand implications emphasising learning by doing. The former requires more interactive pedagogical approaches whereas the latter will need more one way interaction and self reading. Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- News paper and magazine articles: Applicability as well as better understanding of the arguments and reality.
- Simulation exercises: More interactive learning, including students on a specific problem set and solutions to it.

**Examination Scheme:**

| Component of Evaluation | Internal (40) |    | End Term   |
|-------------------------|---------------|----|------------|
|                         | MSE           | 71 | Assignment |

|  |           | <b>Attendance</b> |           |           |
|--|-----------|-------------------|-----------|-----------|
| <b>Weightage (%) /<br/>Course Outcomes</b> | <b>20</b> | <b>NA</b>         | <b>20</b> | <b>60</b> |
| <b>CO 1</b>                                | <b>X</b>  | <b>NA</b>         |           | <b>X</b>  |
| <b>CO 2</b>                                | <b>X</b>  | <b>NA</b>         | <b>X</b>  | <b>X</b>  |
| <b>CO 3</b>                                |           | <b>NA</b>         | <b>X</b>  | <b>X</b>  |

**Text and Reference:**

*Core Text:*

Sikdar Soumyen (2009). “*Principles of Macroeconomics*” Oxford University Press

*Reference Texts*

Dornbusch, Fischer and Startz. 2009.”*Macroeconomics*” Tenth edition, McGraw-Hill Education

Economic Times / Business Standard, Economic and Political Weekly, Economic Survey

| Mapping between COs and POs |   |                         |
|-----------------------------|---|-------------------------|
|                             | Course Outcomes (COs)   | Mapped Program Outcomes |
| CO1                         | Develop a rigorous understanding of the central ideas, concepts, and tools of macroeconomic analysis                                      | PO3 & 6                 |
| CO2                         | Demonstrate a familiarity at advanced level with the literature surrounding key topics in current business debates over economic policies | PO1 , 3 & 4             |
| CO3                         | Locate and explain, in writing, selected pieces of economic theory and data and apply them to explain its impact on business environment  | PO5                     |

| Course Code | Course Title                     | PO1  | PO2  | PO3   | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|----------------------------------|--|--|---|--|--|---|---|-------------------------------------|
| ECO 7749    | Macroeconomics Theory and Policy | 2  |  | 3   | 2  | 3  | 2   |   |                                     |
|             |                                  | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

| <b>GMT 8503</b>                | <b>Campus to Corporate</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|----------------------------|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA Semester II            | <b>0</b> | <b>0</b> | <b>2</b> | <b>1</b> |
| <b>Pre-requisites/Exposure</b> | Managerial Communication   |          |          |          |          |
| <b>Co-requisites</b>           | NA                         |          |          |          |          |

### **Course Objectives:**

The purport of this course is to evaluate the preparation of the students from the perspective of campus placements, identify the gaps in the employability of the students and plug these gaps to improve their employability, raise their self-confidence and give them direction towards various job opportunities.

The course methodology will be pragmatic and innovative keeping in view the recruitment processes adopted by the corporates during the campus drives. The course will also involve faculty, subject experts and industry experts to give the students an overall perspective of the hiring processes and thus increasing their chances of selection at both on and off recruitment drives.

The course will help the students to recognize and appreciate the job opportunities available with various corporates for freshers, understand the roles and responsibilities associated with various fresher profiles, evaluate themselves on various personality parameters and competencies, acquire understanding of specific skill sets required to perform a task and better equip themselves for such opportunities.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Identify the gaps between their existing skill sets and those required by the corporates and plug these gaps by equipping themselves with domain knowledge, industry specific knowledge, soft skills and corporate etiquette

**CO2.** Proficiently handle aptitude tests, group discussions and personal interviews by participating actively and fruitfully in the class activities

**CO3.** Inculcate reading habits and keep themselves updated with recent business developments both nationally and internationally

**CO4.** Present themselves as well groomed professionals and possessing desired business etiquette.

### **Course Contents:**

#### **Unit I: Stages of Campus Recruitment Processes**

**6 Hours**

Familiarising the students with the stages of selection processes adopted by Corporates listed as under:

- Aptitude Test
- Group Discussion
- General HR Round of Personal Interview
- Technical Round of Personal Interview

**Unit II: Current Affairs & Common Business Idioms****8 Hours**

The students will be checked on how updated they are with the current affairs, newspapers and general knowledge which go hand-in-hand with the selection processes. They will also be evaluated on their ability to interpret and understand business news and articles. They will be acquainted with common idioms used in Business world.

**Unit III: Dynamics of Group Discussion****9 Hours****Introduction, Methodology****Roles, Do's and Don'ts****Rounds of Group Discussion on various topics**

Every student will be evaluated through 2 rounds of Group discussion on their ability to think creatively, take initiative in a group, demonstrate leadership skills, communication skills and GD etiquette.

**Unit IV: Speaking for Employment****14 Hours****Effective résumé****Fundamentals on Facing Interviews****Fundamentals on Conducting Interviews****Placement, Appraisal, Exit Interviews****Question answers on various dimensions****Mock Interviews - Generic and Domain Specific**

General Interview Round to assess their current level and apprising them of their shortcomings and ways to overcome them. The students will be evaluated on general questions related to their personality, strengths and weaknesses and also specific questions related to the industry and job requirements. They will also be counselled on corporate grooming and business etiquette.

**Unit V: Presentation Skills****5 Hours**

The students will be evaluated individually on their Presentation skills to understand their ability to articulate their thoughts and present in a professional manner. They will also be evaluated on their time management skills, ability to think extempore and answer relevant questions

**Pedagogy:**

Following pedagogical approaches are adopted:

- Interactive Sessions, Mock-Interviews, Group Discussions, Presentation Making, Team activities, Role Plays, News Paraphrasing

**Examination Scheme:**



Continuous evaluation will be conducted for 100 marks (50 marks- Internal Evaluation, 50 marks- External Evaluation). It is continuous and spread throughout the course. The details of the evaluation components are given below:

| Component of Evaluation | Internal Evaluation | External Evaluation |
|-------------------------|---------------------|---------------------|
| Weightage (%)           | 50                  | 50                  |

### INTERNAL EVALUATION

| Component of Evaluation        | News Summarizing and Discussion Activity (NPA) | Group Discussion (GD) | Presentation Skills (PS) | Resume and Mock Interview (MI) | End Term (Resume Writing, Interview Skills & Group Discussion) |
|--------------------------------|--|-----------------------|--------------------------|--------------------------------|--|
| Weightage (%) / Course Outcome | 10   | 15                    | 10                       | 15                             | 50   |
| 1                              | √  | √                     | √                        | √                              | √  |
| 2                              | √  | √                     |                          | √                              | √  |
| 3                              | √  | √                     |                          | √                              | √  |
| 4                              | √  |                       | √                        | √                              | √  |

### Text & References:

#### Core Text:

- Bovee, Courtland L., Thill, John V. and Chatterjee, Abha (2014). *Business Communication Today*. India: Pearson
- Penrose, John M., Rasberry, Robert W., and Myers, Robert J. (2013). *Business Communication for Managers: An Advanced Approach*. India: Cengage Learning
- William, Lynns. (2012). *Ultimate Interview: 100s of Great Interview Answers*. London: Kogan Page Limited

#### References:

- Chaturvedi, P.D. & Chaturvedi, M. (2014). *Business Communication - Concepts, Cases and Applications*. India: Dorling Kindersley Pvt Ltd.
- Mitra, Barun K. (2013). *Personality Development and Soft Skills*. Innovative Processors, New Delhi.
- O’Hair, Dan, Friedrich, Gustav, Dixon, Lynda Dee. (2008). *Strategic Communication in Business and the Professions*. India: Pearson Education Ltd

**Mapping between COs and POs**

|            | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
|------------|--|----------------------------------|
| <b>CO1</b> | Identify the gaps between their existing skill sets and those required by the corporates and plug these gaps by equipping themselves with domain knowledge, industry specific knowledge, soft skills and corporate etiquette | <b>PO2,5, 6 &amp; 7</b>          |
| <b>CO2</b> | Proficiently handle aptitude tests, group discussions and personal interviews by participating actively and fruitfully in the class activities   | <b>PO2, 4 &amp; 5</b>            |
| <b>CO3</b> | Inculcate reading habits and keep themselves updated with recent business developments both nationally and internationally   | <b>PO4 &amp; 6</b>               |
| <b>CO4</b> | Present themselves as well groomed professionals and possessing desired business etiquette.  | <b>PO4, 5 &amp; 6</b>            |

|             |                     | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
|-------------|---------------------|--|--|--|--|--|---|---|-------------------------------------|
| Course Code | Course Title        | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| GMT8503     | Campus to Corporate |  | 3  |  | 3  | 2  | 2   | 1   | 1                                   |

1=weakly mapped    2= moderately mapped    3=strongly mapped

| ENP 7701   | Introduction to Entrepreneurship                       | L | T | P | C |
|--|--|---|---|---|---|
| MBA Batch 2021-2023<br>&<br>MBA Agribusiness 2021-2023 | Semester II  | 3 | 0 | 0 | 3 |
| Pre-requisites/Exposure                                | None   |   |   |   |   |
| Co-requisites  | Oral and written communication and presentation skills |   |   |   |   |

### Course Objectives:

The phenomenon called Entrepreneurship is not just vital for industry competitiveness but also for economic growth of nations. Most of the successful, global, large-scale enterprises (LSEs) today, started off as entrepreneurships, driven by the founder's passion for creation and growth. This course is aimed at promoting a basic understanding of entrepreneurship among students who choose to eventually become job providers, even if they choose to start their careers as job seekers. Many of the underlying principles and concepts about entrepreneurship and the entrepreneurial process are included in the course. This course covers the characteristics and qualities of the entrepreneur as well as processes and principles for innovation, creativity and opportunity assessment. The development of a business plan and all of its components with particular focus on the marketing plan, financial plan, production plan, and organizational plan are a part of the course. The various organizational structures available are discussed in terms of their applicability as well as important legal issues are included.

### Course Outcomes:

On completion of the course it is expected that students will be able to:

- **C01:** Define the concepts of entrepreneurship and compare with myths around it
- **C02:** Understand the role and activities of entrepreneurs
- **C03:** Identify differences between the small business and corporate entrepreneurial contexts
- **C04:** Interpret processes and principles learned to develop a feasible business plan
- **C05:** Evaluate your own entrepreneurial skills by creating a robust business plan.

### Course Contents:

#### Unit I: Concepts of Entrepreneurship

**10 Hrs**

Entrepreneurship & Common misconceptions  
 Why Entrepreneurship is good for the economy  
 Characteristics of Entrepreneurs  
 Small Business vs Corporate Entrepreneurship : Contrasting Enterprises  
 Entrepreneurial Mindset

#### Unit II: Creating Entrepreneurial Ventures

**10 Hrs**

Creativity and Innovation  
 Build, Buy or Franchise  
 Testing the Business Idea

Intellectual Property, Patents  
Ownership & Alignment for Intrapreneurial Ventures

**Unit III Building the Business Model**

**11 Hrs**

Building a new SBU  
Financing Options  
Entrepreneurship: The India Way  
Comprehensive Feasibility Approach  
Marketing Aspects of New Ventures  
Importance of Financial Information

**Unit IV Formulation and Execution of Business Plan**

**11 Hrs**

Business Plan Preparation  
Sustainable Business Model  
Building a Brand  
People Management for Scale-Up  
Business Turnaround

**Pedagogy:**

The pedagogy for this course is based upon two principles. First, this will be interaction-oriented where a continuous interaction among students and tutor, including role plays and group work will be required. Second, this will also involve emphasis will be on understanding different business situations by case study analysis and class discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Lecture Method: This is for understanding of the concepts and various theories and trends and involves extensive use of audio visual stimuli and news articles.
- Class Discussion: To develop quick thinking on a real life case and communication skills and to contribute meaningfully to a group discussion.
- Group Presentation: To develop teamwork abilities and problem solving skills by applying the conceptual framework to business problems.
- Class Test: To be able to apply learnings in the correct manner and context and prepare for final exams.
- Capstone Group Project: To implement learnings to create a Business Plan for a new venture in any industry sector and share learnings with rest of the class.

**Examination Scheme:**

| <b>Component of Evaluation</b> | <b>Internal (40)</b> | <b>End Term (60)</b> |
|--------------------------------|----------------------|----------------------|
|--------------------------------|----------------------|----------------------|

| Weightage (%) / Course Outcome | MidSem Test | Capstone Group Project |  |    |
|--------------------------------|-------------|------------------------|--|----|
|                                | 20          | 20                     |  | 60 |
| C01                            | ☒           |                        |  | ☒  |
| C02                            | ☒           | ☒                      |  | ☒  |
| C03                            | ☒           | ☒                      |  | ☒  |
| C04                            | ☒           | ☒                      |  | ☒  |
| C05                            |             | ☒                      |  | ☒  |

**Text and Reference:**

**Core Text:**

- Kuratko, D.F & Rao, T.V, *Entrepreneurship – A South-Asian perspective*, Cengage Learning.

**Supplementary Text:**

- Holt, D. “Entrepreneurship”, New Venture Creation , Prentice Hall India. 1998
- Sinha, P., Makkar U., Dutta, K. (Eds) *Entrepreneurship- Learning and Implementation*

**Print & AV Resources:**

Handouts/ extracts and copies of articles from Economic Times / Business Standard/ Hindu BusinessLine, TOI/HT/Indian Express, YouTube & Google Videos

**Lecture Notes and Presentations:**

For each of the sessions, lecture notes and presentations in soft copy form shall be provided to Class Representatives for further dissemination among the rest of the class.

| Mapping between COs and POs |  |                           |
|-----------------------------|--|---------------------------|
|                             | Course Outcomes (COs)  | Mapped Programme Outcomes |
| C01                         | Define the concepts of entrepreneurship and compare with myths around it | P01, P02                  |

|            |  |                      |
|------------|--|----------------------|
| <b>C02</b> | Understand the role and activities of entrepreneurs                                    | <b>P01, P06, P05</b> |
| <b>C03</b> | Identify differences between the small business and corporate entrepreneurial contexts | <b>P06, P02</b>      |
| <b>C04</b> | Interpret processes and principles learned to develop a feasible business plan         | <b>P08, P05,P07</b>  |
| <b>C05</b> | Evaluate your own entrepreneurial skills by creating a robust business plan            | <b>P05,P08, P03</b>  |

|             |                                  |  |  |  |  |  |   |   |                                     |
|-------------|----------------------------------|--|--|--|--|--|---|---|-------------------------------------|
|             |                                  | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| Course Code | Course Title                     | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| ENP 7701    | Introduction to Entrepreneurship | 3  | 2  | 1  |  | 2  | 3   | 1   | 3                                   |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |                          |          |          |          |          |
|--------------------------------|--------------------------|----------|----------|----------|----------|
| <b>GMT7503</b>                 | <b>Community Service</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA Semester II          | <b>2</b> | <b>0</b> | <b>0</b> | <b>2</b> |
| <b>Pre-requisites/Exposure</b> | None                     |          |          |          |          |

**Course Objectives:**

- Community Engagement and Civic Responsibility Develop a collaborative relationship with a community partner
- Develop an understanding and appreciation of the issues and needs of the populations served by our selected community partners
- Work with a community partner to identify a specific need that can be addressed through student involvement
- Develop and implement a project designed to respond to that identified need
- Develop an awareness and understanding of one’s multiple roles and responsibilities as a citizen of a community
- Skills for Communication and Relationships. Explore foundational concepts of healthy relationships, including empathy, assertiveness, and personal responsibility
- Develop increased self-awareness and understanding of personality and emotional intelligence
- Develop awareness, knowledge and skills for working with special and diverse populations.
- Demonstrate use of non-verbal and verbal skills in a helping relationship

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

CO1: Engaged in ongoing service through partnerships with community agencies as an integral part of the course.

CO2: Learn basic communication and relationship skills, and the study of and exposure to underserved and under-represented populations.

CO3: Learn skills and issues relevant to medicine, nursing and health professions, psychology, social work, counseling, sociology, and education.

CO4: Integrates academic work with knowledge gained in the classroom to real life by getting hands-on experience in the community.

**Course Contents:**

**Project based module**

**Pedagogy:**

Following pedagogical approaches are adopted:

Field based module

### Evaluation Details

1. Weekly Structured Reflections: Once you have started your service-learning experience, you will be required to submit weekly structured reflections.
2. As part of your service learning experience, you will be assigned a group project through which you will thoughtfully integrate classroom and service-learning experiences. This group project should show evidence of your growth and development in your relationship and communication skills and understanding of civic responsibility.
3. Time Log: Students are responsible for recording their hours of service. Final Power Point Presentation at the end of the course.

| Component of Evaluation         | Internal (40)  |                |                | End Term |
|---------------------------------|----------------|----------------|----------------|----------|
|                                 | Progress 1(15) | Progress 2(15) | Progress 3(20) |          |
| Weightage (%) / Course Outcomes | 15             | 15             | 20             | 50       |

| Mapping between Cos and POs |  |                           |
|-----------------------------|--|---------------------------|
|                             | Course Outcomes (COs)  | Mapped Programme Outcomes |
| CO1                         | Engaged in ongoing service through partnerships with community agencies as an integral part of the course.                                   | PO6                       |
| CO2                         | Learn basic communication and relationship skills, and the study of and exposure to underserved and under-represented populations.           | PO4                       |
| CO3                         | Learn skills and issues relevant to medicine, nursing and health professions, psychology, social work, counseling, sociology, and education. | PO6 & PO7                 |
| CO 4                        | Integrates academic work with knowledge gained in the classroom to real life by getting hands-on experience in the community. s              | PO1 & PO8                 |



|             |                   |  |  |   |  |  |   |   |  |
|-------------|-------------------|--|--|---|--|--|---|---|--|
|             |                   | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools | Communication: Develop an ability to effectively communicate with customers and other stakeholders | Teamwork: Develop the capability of working independently and in a team with multidisciplinary | Environment and Sustainability: Develop general awareness and apply management skills for decision and implementing environmental and | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |
| Course Code | Course Title      | PO1  | PO2  | PO3   | PO4  | PO5  | PO6   | PO7   | PO8  |
| GMT 7503    | Community Service | 2  |  |   | 3  | 3  | 3   | 3   | 2  |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

| ENV 8701                | ENVIRONMENT AND DISASTER<br>MANAGEMENT | L | T | P | C |
|-------------------------|--|---|---|---|---|
| Batch 2021-23           | MBA Semester II                        | 3 | 0 | 0 | 3 |
| Pre-requisites/Exposure | NA                                     |   |   |   |   |
| Co-requisites           | NA                                     |   |   |   |   |

### Course Objective:

The objective of the course is to:

- Make the students understand and appreciate the Module of life in all its forms, the implications of life style on the environment.
- Give students a basic understanding of the major causes of environmental degradation on the planet, with specific reference to the Indian situation & also inculcate knowledge with respect to occurrence of various forms of Disaster.
- Inspire students to find ways in which they can contribute personally and professionally to preventing, rectifying environmental problems and Disaster Management.

### Course Outcomes:

After the completion of the course the student will be able to

**CO1:** Understand the need for Eco balance & Disaster Management

**CO2:** Have knowledge on the method of pollution prevention would be acquired & Disaster Management

### Course Contents:

#### Unit I Introduction to Environment & Natural Resources

Definition, scope, importance, need for public, Natural Resources – forest resources – use, exploitation, deforestation, construction of multipurpose dams – effect on forests, Water resources – use of surface and subsurface water; effect of floods, drought, water conflicts, food resources – food problems, advantage and disadvantage of fertilizers & pesticides, effect on environment, case studies

#### Unit II Biodiversity & its Conservation

Bio diversity: Definition, genetic, species and ecosystem diversity, bio-geographical classification of India, hotspots, threats related to habitat loss, poaching of wildlife, man-wildlife conflicts, Conservation of bio-diversity.

### **Unit III Environmental Pollution**

Definition – Causes, pollution effects and control measures of Air, Water, Soil, Marine & Thermal pollution, case studies.

### **Unit IV Disaster Management**

Introduction to Disaster Management, Disaster Management Cycle (DMC), Hazard and Vulnerability profile of India, Components of Disaster Relief: Water, Food, Sanitation, Shelter, Health, Waste Management- Institutional arrangements (Mitigation, Response and Preparedness- Disaster Management Act and Policy – Other related policies, plans, programmes and legislation.

### **Examination Scheme**

| <b>Component of Evaluation</b> | <b>Internal</b> | <b>End Term</b> |
|--------------------------------|-----------------|-----------------|
| <b>Weightage (%)</b>           | <b>40</b>       | <b>60</b>       |

### **Text Book**

- Kurian Joseph & R. Nagendran, "Essentials of Environmental Studies", 1<sup>st</sup>Edition, Pearson Education, 2004.

### **Reference Books :**

- Keerthi Narayana & Daniel Yesudian, "Environmental Science and Engineering", 1<sup>st</sup>Edition, Hi-Tech publications, 2004.
- Erach Bharucha, "A Text Book for Environmental Studies", Text Book of University Grants Commission, 2004.
- Peavy, H.S., D.R. Rowe & T. George, "Environmental Engineering", New York: McGraw Hill, 1987.
- Metcalf & Eddy, "Wastewater Engineering: Treatment and Reuse", New Delhi, Tata McGraw Hill, 2003.

## Core Module SEMESTER 3

### DSC 8003: An Introduction to Business Analytics

|   |   |   |   |
|---|---|---|---|
| L | T | P | C |
| 2 | 0 | 2 | 3 |

40 HRS

#### Course Objectives:

This course helps students to understand and develop analytical skills to interpret and analyse data relevant for decisions making in functional areas of management. The objective of the course is to provide an understanding of the theoretical foundation for a meaningful problem-solving and decision-making process, and to apply appropriate analytic tools and techniques in an intelligent and perceptive manner.

#### Course Outcomes

On completion of the course it is expected that students will be able to:

CO1: Understand business analytics techniques for effective decision making.

CO2: Critically evaluate and analyse business and economic problems and provide solutions using a wide variety of quantitative techniques.

CO3: To understand and apply application of solving functional problem such as Marketing, Finance, Supply Chain, and HR

#### Unit I: Introduction to analytics and data visualization

6 hrs

Introduction to Business Analytics, Concept of Big data, Descriptive Statistics: concept of data visualization, modifying data in excel, creating distributions from data, measures of location and variability, Analysing distribution, Measures of association between two variables. Tables, Charts, Advanced data visualization, data dashboards

#### Unit II: Optimization modelling through spreadsheet

8 hrs

Risk Analysis, what if analysis, using spreadsheet for optimization modelling excel, Linear optimization models: Maximization and Minimization problem, Sensitivity analysis, Transportation problems, Assignment problems.

#### Unit-III: Measures & Metrics and Performance Management

10 hrs

Need for measurement, characteristics of measures, measurement system terminology, Salient attributes of a good metric, SMART test for ensuring metric relevance to business, Business Function Associated metric, such as Marketing, Finance, Operations, and HR metrics, Fact-based decision making and KPIs, Few sample KPIs used by Human Resource (HR) division, Mapping metrics to business phases, KPIs, and Performance Management

#### **Unit IV: Monte Carlo Simulation**

10 hrs

Monte Carlo Simulation: Random Process, Random Number, Risk Analysis for Santonics LLC, Simulation modeling for land, Shark Inc., Simulation considerations. Decision analysis: Problem Formulation, Using Monte Carlo Simulation for Marketing and Advertising Problems, Inventory Management Problem, Queuing Problems, Risk and Return Problems.

#### **Unit-V: Application of Business Analytics**

10 hrs

Why resource constraints are important to support business analytics, Sampling and estimation, Predictive Analytics for forecasting, Logic Driven Models, data driven, models, data mining. Prescriptive Analysis: Prescriptive modelling, Introduction to non-linear optimization models.

Text Books and References:

Core Text

1. S. Christian Albright, Wayne L. Winston (2015), Business Analytics: Data Analysis and Decision 5<sup>th</sup> Edition, Cengage Learning
2. Camm, J.D., Cochran, J.J., Fry, M.J., Ohlmann, J.W., Anderson, D.R. (2015), Essentials of Business Analytics, Cengage Learning, Second Edition.

References

1. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Microsoft Press, Washington
2. Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7<sup>th</sup> Edition)
3. Prasad, R. N., Acharya, S. (2011), Fundamentals of Business Analytics, Wiley.
4. Schniederjans, M.J., Schniederjans, D.G., Starkey, C.M. (2014), Business Analytics: Principles, Concepts and Applications, Pearson.

|                                |   |          |          |          |          |
|--------------------------------|---|----------|----------|----------|----------|
| <b>GMT 8704</b>                | Managerial Ethics   | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA 3 SEM   | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | HRM 7701/Exposure to Basic Management Theory at Undergraduate Level |          |          |          |          |
| <b>Co-requisites</b>           |   |          |          |          |          |

**Course Objectives:**

Managerial Ethics are focused on workplace behavior ethics and ethics in leadership. Ethics and ethical reasoning are necessary characteristics of business culture. This course seeks to provide conceptual and application framework to analyze the ethical issues encountered by individuals and organization. The course introduces the concepts of business ethics, CSR and Corporate Governance, which are relevant to the contemporary business environment. Specifically the course outlines the Eastern and Indian philosophies, theories of business ethics, personal and work ethics, advertising and marketing ethics and sustainability. The divergent views about the obligation of businesses and individual are assessed and discussed. Case and video analysis would be used to understand the various aspects of strategy implementation. This course would help students identify ethical issues in organization, apply the theories and concepts to those issues, critically analyze and incorporate the ethical point of view in decision making that they will encounter as managers.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.**To Demonstrate understanding of the relationship between ethics and organizational effectiveness

**CO2.**To develop skill making decisions with important ethical dimensions and implementing an organizational ethics strategy

**CO3.**To Examine the significance of corporate governance in shaping value system of an organization

**CO4.** To compare corporate social responsibility activities

**Course Contents:**

**Unit I: Introduction to Managerial Ethics**

Understanding personal values, Voicing your Values, values clarification  
 Managerial Ethics: An Overview, Institutionalizing ethics, ethical committees  
 Theories of Ethics, Theoretical Approach to Business Ethics  
 Origin and Nature of Western Ethics, Indian Society and Indian Philosophy

**Unit II: Ethical Issues in Business and Society**

Pathology of unethical Behavior  
 Critical analysis of ethical actions: Policies, practices and programs  
 Ethics in Multinational Corporation  
 Corporate Social Responsibility- Definitions, Models for implementation, Scope, Steps to attain

**Unit III: Ethics of Work and Management**

Diversity Management, Role of Ombudsman, Lokayukt,  
 Job Security and Layoff  
 Women in Workplace  
 Sweatshop and Exploitation

Climate Change and Environment

#### Unit IV: Corporations and Consumers

Advertising and Marketing Ethics

Consumer's right and regulations

Corporate Governance

Corporate Strategy for reputation management

#### Pedagogy:

Following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Problem Solving and data analysis exercises: More interactive learning, including students on a specific problem set and solutions to it.

#### Examination Scheme:

| Component of Evaluation         | Internal (40) |   | End Term |
|---------------------------------|---------------|---|----------|
|                                 | MSE*          | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)** | Theory   |
| Weightage (%) / Course Outcomes | 20            | 20  | 60       |
| CO 1                            | X             |   | X        |
| CO 2                            | X             | X   | X        |
| CO 3                            | X             | X   | X        |
| CO 4                            |               | X   | X        |

\*One MSE (Mid Semester Exam) to be conducted

\*\*Minimum 2 assessments methods to be adopted

#### Text and Reference:

##### Core Text:

- Ferrell, Fraedrich, and Ferrell (2015). *Business Ethics: Ethical Decision Making and Cases*, 10<sup>th</sup> Edition. Published by Mason, Ohio: South-Western College Pub. ISBN-13:978-1285423715

##### Reference Readings:

- Cadbury, A. (1987). *Ethical managers make their own rules*. Harvard Business Review.
- Jeffrey Moriarty. *Do CEOs Get Paid Too Much?*
- Popkin, Richard H., & Stroll, Avrum(1993). *Philosophy made simple*. New York: Doubleday.

- Porter, M. E. and Kramer, M. R. (2006). *The competitive advantage of corporate philanthropy*. Harvard Business Review. Edition 80 (12), pp. 56-68.

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | To Demonstrate understanding of the relationship between ethics and organizational effectiveness                       | <b>PO4,PO7</b>                   |
| <b>CO2</b>                         | To develop skill making decisions with important ethical dimensions and implementing an organizational ethics strategy | <b>PO4,PO7</b>                   |
| <b>CO3</b>                         | To Examine the significance of corporate governance in shaping value system of an organization                         | <b>PO4,PO7</b>                   |
| <b>CO4</b>                         | To compare corporate social responsibility activities  | <b>PO4,PO7</b>                   |



| Course Code | Course Title      | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|-------------------|--|--|--|--|--|---|---|-------------------------------------|
| GMT 8704    | Managerial Ethics | Understand the Human Resource Management function and integrate organization' s vision across all Human resource sub functions | Develop the analytical skill for solving complex issues related to facts and facets of managing people and critically think about the policies, procedures and practices | Become proficient and effective in using modern quantitative and IT tools for application in Human Resources context | Develop an ability to effectively communicate with stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management and good governance skills for designing and implementing environmental and sustainable solutions for the business and the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
|             |                   |  |  |  | 3  |  |   | 3   |                                     |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |                          |          |          |           |          |
|--------------------------------|--------------------------|----------|----------|-----------|----------|
| <b>GMT 8501</b>                | <b>Summer Internship</b> | <b>L</b> | <b>T</b> | <b>P</b>  | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA III                  | <b>0</b> | <b>0</b> | <b>12</b> | <b>6</b> |
| <b>Pre-requisites/Exposure</b> | None                     |          |          |           |          |
| <b>Co-requisites</b>           | NA                       |          |          |           |          |

### Course Objective

The SIP module brings an opportunity for students to undertake research on a particular topic subject to their area of interest or specialization. Students will transfer principles and materials from the research methods module into an actual research activity of personal choice. The student's choice of topic matter should be conducted with attention to bridging career aspirations. Thus, the training may be seen as a transition mechanism into future personal development. The overall aim of this module is to expose students to the corporate environment and acquire skill set for industry requirements. And also the student to develop conceptual and academic depth in research knowledge and become competent in planning and undertaking research and in making recommendations for applying findings. The dissertation is major component of the MBA programme which requires student ability to design, conduct and report on an original piece of research. Students will be given a short course on specific research process and dissertation issues derived from proposals (research methods course) to support the process. They will then be assigned a suitable supervisor although it should be recorded that the student is responsible for the completion of the MBA dissertation while complying with the full dissertation process and not the supervisor.

### Course Outcomes

By the end of the internship program the student should be able to:

1. Recognize the inner workings of an organization as they relate to his major.
2. Integrate and apply the academic theory and knowledge acquired in the classroom to the actual practice of his major
3. Demonstrate competencies expected in a professional environment related to his major
4. Solve problems by taking initiative and using creativity
5. Assess the suitability of his qualifications for and commitment to the profession of his major.
6. Demonstrate communication skills through internship report and presentation
7. Demonstrate teamwork and leadership skills effectively

### Examination Scheme

| <b>Component of Evaluation</b> | <b>Internal Faculty Mentor/Supervisor</b> | <b>End Term External Experts</b> |
|--------------------------------|---|----------------------------------|
| <b>Weightage (%)</b>           | <b>50</b>                                 | <b>50</b>                        |

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>MKT 8704</b>                | <b>Consumer Behaviour</b>                              | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA 2021-23</b>             | Semester III   | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | None   |          |          |          |          |
| <b>Co-requisites</b>           | Oral and written communication and presentation skills |          |          |          |          |

**Course Objectives:**

The objective of this course is to familiarize the students with the understanding of the psychological processes related to consumers which ultimately define their buying behavior and its close relation with the marketing strategy of a firm.

The course aims at providing usable understanding of how consumer behaves throughout various stages of consumption.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1:** To introduce students to the conceptual and theoretical understanding of behavioural characteristics of consumers and their implications to marketers

**CO2:** To critically analyse the role of marketing from a behavioural perspective and how a major role is played by environmental setting in designing buying decisions of a consumer.

**CO3:** To attain an understanding of the mental processes (perceptions, attitudes, memory, biases etc.) that defines buying behavior of the customers.

**CO4:** To formulate effective marketing strategies by applying the intricacies and principals involved in Consumer Behaviour.

**Course Contents:**

**Unit I: Introduction**

**6 Hours**

Importance of Consumer Behavior-Nature, Scope and Application

Trends and rise of Consumerism

Marketing Segmentation & Strategic Targeting

**Unit II: Consumer as an Individual**

**9 Hours**

Consumer Need and Motivation

Personality and Self Concept

Consumer Perception

Consumer Learning

Consumer Attitude Formation and Change

**Unit III: Consumer in their Social and Cultural Settings**

**6 Hours**

Environmental Influences on Consumer Behavior

Culture, Subcultures, Social Class, Reference Group, Family Influences

**Unit IV: The Consumer Decision Making Process**

**9 Hours**

Models of Consumer Decision Making Process

The Purchase Process and Consumption Experience  
 Low Involvement Decision-Making  
 Situational Influences and organizational buying behavior

**Pedagogy:**

The pedagogy for this course is based upon two principles. First, this will be interaction-oriented where a continuous interaction among students and tutor, including role plays and group work will be required. Second, this will also involve emphasis will be on understanding different business situations by case study analysis and class discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Lecture Method: This is for understanding of the concepts and various theories and trends and involves extensive use of audio visual stimuli and news articles.
- Role Plays: This will develop the ability of students to apply concepts to simulated situations based on real life examples
- Group Presentations/ Case Studies: To develop teamwork abilities and problem solving skills by applying the conceptual framework to business problems.
- Capstone Project: To study in-depth a particular industry sector incorporating the principles learned and share learnings with rest of the class.
- Class Tests: To be able to apply learnings in the correct manner and context and prepare for final exams.
- News Reading: Regular reading and discussion of subject related news

**Examination Scheme:**

| Component of Evaluation        | Internal (40) |         | End Term (60) |
|--------------------------------|---------------|---------|---------------|
| Weightage (%) / Course Outcome | MidSem Test   | Project |               |
|                                | 20            | 20      | 60            |
| C01                            | ☒             | ☒       | ☒             |
| C02                            | ☒             | ☒       | ☒             |
| C03                            | ☒             | ☒       | ☒             |
| C04                            | ☒             | ☒       | ☒             |

**Text and Reference:**

**Core Text:** Leon G. Schiffman and Leslie Lazar Kanuk - Consumer Behaviour (Pearson/ Prentice Hall, 9th Ed.)

**Supplementary Text:**

- Loudon D.L. and Bitta Della - Consumer Behaviour (Tata McGraw Hill, 4th Ed.)
- Peter, J. P. and Olson, J. C., *Consumer Behavior and Marketing Strategy*, New York, McGraw-Hill,

**Print & AV Resources:**

Handouts/ extracts and copies of articles from Economic Times / Business Standard/ Hindu BusinessLine, TOI/HT/Indian Express, YouTube & Google Videos

**Lecture Notes and Presentations:**

For each of the sessions, lecture notes and presentations in soft copy form shall be provided to Class Representatives for further dissemination among the rest of the class.

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | To introduce students to the conceptual and theoretical understanding of behavioural characteristics of consumers and their implications to marketers                           | <b>PO1,PO4,PO7</b>               |
| <b>CO2</b>                         | To critically analyse the role of marketing from a behavioural perspective and how a major role is played by environmental setting in designing buying decisions of a consumer. | <b>PO1,PO5</b>                   |
| <b>CO3</b>                         | To attain an understanding of the mental processes (perceptions, attitudes, memory, biases etc.) that defines buying behavior of the customers.                                 | <b>PO4,PO2</b>                   |
| <b>CO4</b>                         | To formulate effective marketing strategies by applying the intricacies and principals involved in Consumer Behaviour.  | <b>PO6,PO8</b>                   |

| Course Code | Course Title       | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| MKT 8704    | Consumer Behaviour | 3   | 3   |     | 2   | 1   | 3   | 2   | 1   |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |   |          |          |          |          |
|--------------------------------|---|----------|----------|----------|----------|
| <b>MKT 8708</b>                | <b>Customer Relationship Management</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA III</b>                          | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | NA                                      |          |          |          |          |
| <b>Co-requisites</b>           | NA                                      |          |          |          |          |

**Course Objectives:**

The objective of this course is to make the students understand the organizational need, benefits and process of creating long term value for individual customers, create awareness about formulation and implementation of CRM and e-CRM.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Understand the fundamentals of Relationship Marketing Strategy

**CO2.** Understand the importance of CRM in retaining customers and finally having edge over Rivals

**CO3.** Understand the tools used in CRM for efficient allocation of marketing resources to maximize customer value and customer retention.

**Course Contents:**

**Unit – I CRM- A Conceptual Foundation.**

CRM- Definition, Misconceptions, Significance, Obstacles and Components, CRM Concepts- Customer Life Cycle, B2B CRM, Customers Assets, CRM Functions, CRM success factors, CRM Cycle.

**Unit – II CRM Comprehension and Implementation Model.**

CRM comprehension, Components of CRM programme, CRM Value Chain, CRM Process- Historical Vs Modern perspective, Important CRM Software Programme, CRM designing a CRM Implementation Model.

**Unit – III e-CRM and Technological Development in CRM**

e-CRM- features, advantages, technologies and applications, DATABASE management, construction, Warehousing and Mining, Call centre, Multimedia contact, Electronic point of sale (EPOS), leverage internet, Sales force automation,

**Unit – IV Managing and Application of CRM**

Customer Retention Management, Recall Management, Experience management, Service Management- Failure and Recovery, Service Recovery Paradox, CRM in service Sector, Rural Market

**Pedagogy:**

The course will be taught in an interactive manner.

- This course includes a combination of lecture notes, student discussion, and a text for references and examples. Students will also be responsible for analyzing cases and assigned readings along with solving numerical assignments dealing with CRM strategy, tools, and implementation.
- Students will be encouraged to read management news and articles and research papers to not only acquire a better understanding but also to be well informed of the current business scenario and its challenges and possible solutions.

**Examination Scheme:**

| Component of Evaluation | Internal (40)     |  | End Term |
|-------------------------|-------------------|--|----------|
|                         | Mid Semester Exam | Case Analysis / Project Report & Presentations/ Viva | Theory   |
| Weightage (%)           | 20                | 20   | 60       |

**Text and Reference:****Core Text:**

- **Alok Kumar Rai**, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, *Prentice Hall of India Private Limited, New Delhi, 2011*
- **S. Shanmugasundaram**, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008*
- **Kaushik Mukherjee**, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008*
- **Jagdish Seth, et al**, CUSTOMER RELATIONSHIP MANAGEMENT
- **V. Kumar & Werner J.**, CUSTOMER RELATIONSHIP MANAGEMENT, *Wiley India, 2008*

**Supplementary Text:**

- Francis Buttle, Customer Relationship Management, Elsevier Publications P Limited.
- Kaushik Mukerjee – CRM – PHI.
- M.Peeru Mohamed – CRM - Vikas
- Internet Marketing - By Rafia. Mohammed, 2003
- Building an Intelligent E-Business – By David Ferris and Larry Whipple, 2005
- Kaushik Mukerjee – CRM – PHI. Kotter, J. P. 1990. “What Leaders Really Do.” Harvard Business Review 68(3): 103–11. (Reprinted by Harvard Business Review December 2001.)
- Customer Relationship Management: Concept, Strategy and Tools, V. Kumar and W. Reinartz, 2nd Edition, Springer.



|            | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
|------------|---|----------------------------------|
| <b>CO1</b> | Understand the fundamentals of Relationship Marketing Strategy  | <b>PO1&amp;PO4</b>               |
| <b>CO2</b> | Understand the importance of CRM in retaining customers and finally having edge over Rivals   | <b>PO4 &amp; PO 5&amp;PO6</b>    |
| <b>CO3</b> | Understand the tools used in CRM for efficient allocation of marketing resources to maximize customer value and customer retention. | <b>PO6,PO7</b>                   |

|             |              |  |  |   |  |  |   |   |                                     |
|-------------|--------------|--|--|---|--|--|---|---|-------------------------------------|
|             |              | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| Course Code | Course Title | PO1  | PO2  | PO3   | PO4  | PO5  | PO6   | PO7   | PO8                                 |

|          |                                  |   |  |  |   |   |   |   |  |
|----------|----------------------------------|---|--|--|---|---|---|---|--|
| MKT 8708 | Customer Relationship Management | 3 |  |  | 3 | 3 | 3 | 1 |  |
|----------|----------------------------------|---|--|--|---|---|---|---|--|

1=weakly mapped, 2= moderately mapped, 3=strongly mapped

| <b>MKT 8714</b>                | <b>Business to Business (B2B) Marketing</b>            | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|--|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA Semester III                                       | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | MKT 7701 Marketing Management                          |          |          |          |          |
| <b>Co-requisites</b>           | Oral and written communication and presentation skills |          |          |          |          |

### **Course Objectives:**

Business to business marketing is far more prevalent than meets the eye. Many firms are exclusively catering to other businesses, government, private or public institutions or non-governmental institutions. Several others have institutional clients that account for significant share of their overall business. Further, all businesses deal with some kind of intermediary or channel/logistical partner in order to reach the end consumer. The aim of this course is to impart an understanding to students of the fundamental differences between consumer marketing and B2B Marketing, provide sound theoretical knowledge of the concepts, ability to comprehend the complexity of industrial and business-to-business markets as well as skills to implement marketing strategies for the B2B sector.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1:** Understand the nature of industrial goods and services and B2B markets. Distinguish and differentiate B2B marketing from Consumer Marketing.

**CO2:** Differentiate between different types of businesses, channels, buying situations and customer classifications

**CO3:** Evaluate the organizational buying process, situations and buying behaviour

**CO4 :** Critically examine the buyer-seller interaction and relationships

**CO5:** Formulate effective relationship marketing and communication strategies.

### **Course Contents:**

#### **Unit I: Introduction to Business Marketing** **8 hrs**

Importance of Business Marketing  
Introduction to Industrial Marketing  
Business Marketing vs Consumer Marketing

#### **Unit II: Understanding Business Markets and Environments** **8hrs**

Types of Business Customers  
Types of Business Products and Services  
Purchasing Standards and Processes  
Customer Segmentation

#### **Unit III: Organisational Buyer Behaviour** **10 hrs**

The Organisational Buying Process  
Buying situations  
Buying Centres  
Theories of Organisational Buying Behaviour

#### **Unit IV: Buyer Seller Relationship** **10 hrs**

Relationship development and management 10:

Buyer Seller Relationships  
 Developing effective relationship marketing strategies  
 CRM and CLV (Customer lifetime value)  
 Integrated Marketing Communication (IMC) Planning

**Pedagogy:**

The Pedagogy for this module has to address the basic elements (interaction, participation, instruction) which would add on to the learning of the students. The effort would be to build on the knowledge base that the students have rather than bombarding them with new concepts without any relation to the real life. In this manner they would be able to relate to the concepts in a better manner and would be more receptive to the learning.

Thus, in this module following pedagogical methods are adopted:

- Lecture Method-To impart the basic concepts and theories viz. the course, which would also provide a sound grounding for the group tasks and case studies.
- Case Study/Articles/Group Tasks-Life is about teamwork so in order to foster the team spirit certain exercises would be conducted wherein a close interaction and coordination is imperative to get the desired result. There would be cases wherein the application of theories and problem solving techniques and methods have to be used. Students shall be provided with the cases in advance. The students are expected to read the articles and cases and come prepared for discussion in the class. This would facilitate a better understanding of the concepts and their application to the real events and settings.
- Individual Presentations & Role Play- This is to hone the student’s individual skill of communication what he/she has absorbed in the sessions
- Industry visits and Guest lectures: This is to gain insight into the actual working of the corporate sector, which would further help students in relating theory with practical aspects of the industry.

**Examination Scheme:**

| Component of Evaluation         | Internal (40)      |                | End Term |
|---------------------------------|--------------------|----------------|----------|
|                                 | Mid Semester Exam* | Project Report |          |
| Weightage (%) / Course Outcomes | 20                 | 20             | 60       |
| CO 1                            |                    | X              | X        |
| CO 2                            | X                  | X              | X        |
| CO 3                            | X                  |                | X        |
| CO 4                            | X                  |                | X        |
| CO 5                            |                    | X              | X        |

**Core Text:**

- Dwyer and Tanner ( 2008) –*Business Marketing (3rd Edition)* Tata Mcgraw Hill  
 Nag, A. (2009), *Strategic Marketing*, 2nd Edition, MacMillan Publishers

- *Business Market Management (B2B): Understanding, Creating & Delivering Value* by Anderson, Narus, Das Narayandas, Sheshadri, 3rd Edition, Pearson

**Supplementary Text:**

- Vitale , Pfoertsch and Giglierano (2011) *Business to Business Marketing(2nd Edition)* Pearson Publications
- Reeder, Brierty and Reeder (2010) –*Industrial Marketing-Analysis, Planning and Control, (2nd Edition)* PHI Publications

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Understand the nature of industrial goods and services and B2B markets. Distinguish and differentiate B2B marketing from Consumer Marketing. | <b>PO1, PO7</b>                  |
| <b>CO2</b>                         | Differentiate between different types of businesses, channels, buying situations and customer classifications                                | <b>PO6, PO5</b>                  |
| <b>CO3</b>                         | Evaluate the organizational buying process, situations and buying behavior   | <b>PO2, PO6</b>                  |
| <b>CO4</b>                         | Critically examine the buyer-seller interaction and relationships  | <b>PO1, PO2, PO7</b>             |
| <b>CO5</b>                         | Formulate effective relationship marketing and communication strategies.   | <b>PO4, PO8</b>                  |

| Course Code | Course Title                         | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|--------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| MKT 8714    | Business to Business (B2B) Marketing | 3   | 3   |     | 2   | 1   | 3   | 2   | 1   |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>MKT 8717</b>                | <b>Sales and Distribution Management</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA 2021-23</b>             | Semester III                             | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Marketing Management                     |          |          |          |          |
| <b>Co-requisites</b>           |  |          |          |          |          |

**Course Objectives:**

Gaining appropriate access to consumers is fundamental to all marketing effort and is, for many companies, one of the most problematic business areas. This is not least so because this area of marketing involves effective management and coordination through other organisations. The aim of this module is to enable you to work realistically as marketers within the constraints and opportunities offered by the firm’s relationships with wholesalers, retailers and others who play a part in the route to market.

The module can be a distinctive selling point for you in marketing careers since it covers areas that are rarely covered in depth in undergraduate study. Specifically the module is particularly tailored to careers in marketing channel management, in brand management and in various aspects of retail management.

**Course Outcomes:**

**CO1:** Understanding the core concepts of Selling and sales force management and their role as marketing tools.

**CO2:** Examine the various components of distribution management and the impact of business environment on distribution function.

**CO3:** Evaluate the role of distribution management and sales force management and their impact and contribution to Marketing management as a whole.

**Course Contents:**

**Unit I: Introduction**

**8 Hrs**

Sales management- Concept, Objectives and functions  
 Nature and role of Sales Manager’s job  
 Sales management as a career  
 Emerging trends in sales management

**Unit II: Sales Organization**

**8 Hrs**

Purpose of sales organization  
 Setting sales organization  
 Types of sales organization  
 Coordination of selling functions with other marketing activities  
 Sales forecasting

**Unit III: Controlling the Sales Effort****7 Hrs**

Concept of sales force management

Recruitment, selection, training and controlling sales force

Sales Budget: Purpose and budgetary procedure

Quotas: Concept, Objectives and Types

Sales Territory: Concept and procedure of devising sales territories

**Unit IV: Distribution & Channel Management****7 Hrs**

Distribution channels: Concept and need

Distribution Channel Strategy

Managing distribution channel

Features of effective channel design

Channel Conflict

**Pedagogy:**

Following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Discussion exercises: More interactive learning, including students on a specific problem set and solutions to it.
- Presentation and Role play by students as Sales Manager and its functionality.

**Examination Scheme:****Method of Evaluation**

| Component of Evaluation         | Internal (40)      |  | End Term |
|---------------------------------|--------------------|--|----------|
|                                 | Mid Semester Exam* | Case Analysis / Project Report & Presentations/ Viva / Home Assignments ( Reviews (Article, Book, Policy etc.)** |          |
| Weightage (%) / Course Outcomes | 20                 | 20   | 60       |
| CO 1                            | X                  | X  | X        |
| CO 2                            | X                  | X  | X        |
| CO 3                            |                    | X  | X        |

**Text and Reference:****Core Texts**

- Still Cundiff, Sales Management Decision Strategies, Fifth Edition, Printice Hall.
- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, 2005, Oxford University Press

**References:**

- Rosenbloom B., Marketing Channels: A Management View. 7/e, Cengage Learning, New Delhi, 2004
- Berman, B., Marketing Channels: John Wiley & Sons, New York, 1999
- Kapoor Ramneek, Fundamentals of Sales Management, 2005, McMillan.
- Sudha GS, Sales & Advertising Management, 2005, Indus Valley Publications.
- Walker, Churchill Ford, Management of Sales Force



|     | Course Outcomes (COs)   | Mapped Programme Outcomes |
|-----|---|---------------------------|
| CO1 | Understanding the core concepts of Selling and sales force management and their role as marketing tools.                                      | PO1&3                     |
| CO2 | Examine the various components of distribution management and the impact of business environment on distribution function.                    | PO1 & 3                   |
| CO3 | Evaluate the role of distribution management and sales force management and their impact and contribution to Marketing management as a whole. | PO6,PO7,PO8               |

|             |                                   |   |  |   |  |   |  |   |   |
|-------------|-----------------------------------|---|--|---|--|---|--|---|---|
|             |                                   | Apply the knowledge of management fundamentals, marketing, HR, finance, international business and entrepreneurship | Enhance quantitative skills necessary to analyze a firm's quantitative numerical data and to make intelligent and effective decisions. | Develop accuracy in documentation, spreadsheets and presentation tools. | Analyze the Political, Economic, Social, Technological, Legal and Environmental context of business. | Manage contemporary societal and global issues resulting from diversity | Appreciate individual ethical behavior and discharge community responsibilities in organization and society. | To explore and develop Leadership, Team work, Social, Legal and Ethical responsibilities in Business and Society. | To achieve appropriate communication skills and higher levels of verbal and non verbal skills proficiency for successful career in Industry, Business and Entrepreneurship. |
| Course Code | Course Title                      | PO1   | PO2  | PO3   | PO4  | PO5   | PO6  | PO7   | PO8   |
| MKT 8717    | Sales and Distribution Management | 3   |  | 3   | 3  |   | 2  | 3   | 3   |

1=weakly mapped  
2= moderately mapped

3=strongly mapped

| <b>FIN 8720</b>                | <b>Investment Analysis and Portfolio Management</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|---|----------|----------|----------|----------|
| <b>MBA Batch 2021-23</b>       | Semester III  | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | FIN 7701 Accounting and Financial Analysis          |          |          |          |          |
| <b>Co-requisites</b>           | -   |          |          |          |          |

### **Course Objectives:**

Investing in securities is about committing funds in expectation of return. Thus the first step is to understand how a security works and then measure the estimated return from the security. However each security also faces risks that the actual return will fall short of the estimated return. Security analysis is about estimating the return as well as the risks associated with each security.

A combination of securities makes up a portfolio. Portfolio analysis is about understanding how the risk and return associated with individual securities blend and interact with each other in a portfolio. Finally portfolio management is the skill to evaluate the portfolio and make changes in order to achieve defined investment objectives.

The objective of the course is to equip students with the knowledge of various concepts, tools and techniques used in security analysis and portfolio management which would enable them to create and manage investment portfolios.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Understand the features of different types of securities available for investment, their valuation and the theoretical concept of risk and return associated with different kinds of securities.

**CO2.** Apply the concepts to interpret the return and risk associated with a portfolio of different types of securities

**CO3.** Analyze the mix of securities in a portfolio as to whether it achieves the desired objective of expected return and diversification of risk

**CO4.** Construct a portfolio by selecting securities and evaluate its performance over time.

### **Course Contents and Session Plans:**

#### **Unit I: Introduction to Investment**

**5 Hrs**

Concept of Investment

Investment Goals

Type of Investors

Investment Vs. Speculation  
Investment Process  
Financial Markets and Market Efficiency (EMH)  
Departure from EMH

**Unit II: Valuation of Fixed Income Securities** **5 Hrs**

Time Value of Money  
Simple and Compound Interest rates; Real and Nominal Interest rates  
Fundamentals of Bond Pricing  
Bond Yields  
McCaulay Duration and Modified Duration

**Unit III: Valuation of Equity** **6 Hrs**

Valuation of Common Stocks:  
Discounting of Cashflow method  
Dividend Discount Method  
Valuation ratio method  
Fundamental Analysis of Equity: Analysis of Financial Statements: Financial Ratios  
Technical Analysis of Equity: Market Indicators and Individual Stock indicators

**Unit IV: Portfolio Theory** **7 Hrs**

Measurement of Return: Arithmetic and Geometric return, Historical and Expected return  
Measurement of Risk – Variance and Standard Deviation, Historical and Expected risk  
Systematic Risk and Unsystematic Risk  
Measurement of Portfolio return and risk  
Diversification and Portfolio Risk  
Equilibrium Models: CAPM and Multifactor Models  
Arbitrage Pricing Theory

**Unit V: Investment Management** **7 Hrs**

Active and Passive Portfolio Management  
Investment Management Companies: Mutual Funds  
Cost of Management: Entry & Exit Load  
NAV of Mutual Funds  
Classification of Mutual Funds  
Portfolio Evaluation of Mutual Funds: Sharpe's Measure, Treynor's Measure and Jensen's Measure

**Pedagogy:**

This course shall be organised through a mixture of lectures, class discussions, problem solving, cases and dealing with real life investment problems. Each session shall start with a scenario presentation to lay down the context for the topic to be discussed. Next part of the session shall be dedicated towards concept building and understanding of various tools, techniques and models. The final leg of each session shall be dedicated to the application aspect so that necessary competencies can be developed in students for analysing securities, and constructing and managing portfolios.

**Examination Scheme:**

| Component of Evaluation | Internal (40)            |  | End Term |
|-------------------------|--------------------------|--|----------|
|                         | Mid Semester Examination | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)** |          |
| Weightage (%)           | 20                       | 20   | 60       |

Text and Reference

**Core Text:**

Fischer, Donald E. and Jordan, Ronald J. (2011). “*Security Analysis and Portfolio Management*”. Pearson Education, New Delhi.

**Reference Readings:**

- NCFM Course Material on Investment Analysis and Portfolio Management
- Pandian, P. (2015). “*Security Analysis and Portfolio Management*”. Vikas Publishing House, New Delhi.
- Alexander, Sharpe and Bailey (2012). “*Fundamentals of Investments*”. PHI Learning, New Delhi.
- Chandra, Prasanna (2012). “*Investment Analysis and Portfolio Management*”. Tata McGraw Hill, New Delhi.
- Bodie, Kane, Marcus, and Mohanty (2012). “*Investments*”. Tata McGraw Hill, New Delhi.

**Websites:**

www.nseindia.com

www.bseindia.com

[www.moneycontrol.com](http://www.moneycontrol.com)

<https://www.khanacademy.org/economics-finance-domain/core-finance/stock-and-bonds/venture-capital-and-capital-markets/v/raising-money-for-a-startup>

| Mapping between COs and Pos |  |                           |
|-----------------------------|--|---------------------------|
|                             | Course Outcomes (COs)  | Mapped Programme Outcomes |
| CO1                         | Understand the features of different types of securities available for investment, their valuation and the theoretical concept of risk and return associated with different kinds of securities. | PO1,2                     |

|            |  |                    |
|------------|--|--------------------|
| <b>CO2</b> | Apply the concepts to interpret the return and risk associated with a portfolio of different types of securities   | <b>PO1,2</b>       |
| <b>CO3</b> | Analyze the mix of securities in a portfolio as to whether it achieves the desired objective of expected return and diversification of risk                          | <b>PO1, 2,,5</b>   |
| <b>CO4</b> | Construct a portfolio by selecting securities and evaluate its performance over time.<br>Demonstrate knowledge of various investment alternatives and their features | <b>PO1,2,5,7,8</b> |

| Course Code | Course Title                                 | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|--|-----|-----|-----|-----|-----|-----|-----|-----|
| FIN 8720    | Investment analysis and Portfolio Management | 3   | 3   |     | 1   | 2   | 1   | 1   | 2   |

1=weakly mapped

2= moderately mapped  
3=strongly mapped

| <b>FIN 8702</b>                | <b>Corporate Analysis and Valuation</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|---|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA Semester III                        | <b>3</b> | <b>0</b> | <b>0</b> | <b>0</b> |
| <b>Pre-requisites/Exposure</b> | Finance Management                      |          |          |          |          |
| <b>Co-requisites</b>           | None                                    |          |          |          |          |

### **Course Objectives**

The objective is to expose the participants to the different types of M&A and other restructuring transactions (such as acquisition, merger and LBO etc.) and their underlying drivers. Through this process, there would be reinforcement of understanding of corporate growth and renewal strategies – expansion, diversification and consolidation.

### **Course Outcomes**

On successful completion of this course, the students should be able to:

**CO1.** Develop an understanding of main principles of corporate analysis and the fundamental steps to value business.

**CO2.** Analysis of business value using variety of methods

**CO3.** Application of analytical reasoning to the analysis of merger and acquisition real deals

### **Course Content**

#### **UNIT I: Valuation Methods**

Philosophical basis for valuation, Approaches to valuation

Key financial and commercial factors affecting the business.

Discounted cash flow valuation: cash flow to the firms, expected growth, discount rate, asset life, terminal value.

Comparable valuation or relative valuation: defining a peer group, picking the right multiples, standardized values and multiples, determinants of multiples, use of comparable firms.

Asset based valuation method.

Sum of parts of valuation and sensitivity analysis.

#### **UNIT II: Acquisitions and Takeovers**

Background on Acquisitions, Historical perspective of mergers- waves of merger

Why do companies resort to M&A

Sources of value in M&A

Steps involved in M&A

Legal Aspects of M and A; Provisions of Companies Act 1956, SEBI regulation 1988 for buy back of securities funding for acquisitions

Evaluation of post-merger analysis for success/failure, testing of synergies achieved  
*(Use of case studies is highly recommended for this unit to understand the practical applications of valuation)*

**UNIT III: Valuation and other corporate strategies**

Downsizing of the organization: Sell off and Divestures- spin off, split off, split up, Equity carve outs explanation and rationale, voluntary liquidations, analysis and valuation of Sell offs, Govt. divestment plan for PSUs;

**Pedagogy**

- Student Lecture: To support the development of concepts and methods.
- Problem Solving Exercises: More interactive learning, including students on a specific problem and solutions to it.
- Data analysis using case studies and Microsoft excel: To expose students to variety of situation and understand them in comprehensive manner

**Examination Scheme**

| <b>Component of Evaluation</b> | <b>Internal (40)</b>    |  | <b>End Term</b> |
|--------------------------------|-------------------------|--|-----------------|
|                                | <b>Class Test(MSE)*</b> | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)</b> |                 |
| <b>Weightage (%)</b>           | <b>20</b>               | <b>20</b>  | <b>60</b>       |

**\*One Mid Semester Exam (MSE) to be conducted**

**Text & References:**

**Core Text:**

- Aswath Damodaran; Corporate finance theory and practice; John Willey & Sons
- Prasad G Godbole; Mergers, Acquisitions and Corporate Restructuring; Vikas Publishing

**Supplementary Text:**

Valuation, measuring and managing the value of companies, McKinsey & Co. By Copeland, Koller and Murrin



| Mapping between COs and POs |  |  |  |  |  |  |   |   |                                     |
|-----------------------------|--|--|--|--|--|--|---|---|-------------------------------------|
| CO1                         | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| CO2                         | Analysis of business   |  |  |  |  |  |   |   |                                     |
| CO3                         | Application of analysis and acquisition real de  |  |  |  |  |  |   |   |                                     |
| Course Code                 | Course Title   | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| FIN 8702                    | Corporate Analysis & Valuation   | 2  | 3  | 2  |  | 1  |   |   |                                     |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |   |          |          |          |          |
|--------------------------------|---|----------|----------|----------|----------|
| <b>FIN 8704</b>                | <b>Financial Markets &amp; Services</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA</b>                     | Batch 2021-23                           | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | NA                                      |          |          |          |          |
| <b>Co-requisites</b>           |   |          |          |          |          |

**Course Objectives:**

Any market is about demand and supply. Financial market is a market for funds. Supply of funds come from the people who have excess available funds and do not have productive use for them. Demand for funds come from people who are in need of funds to be put to productive use. A financial security is an instrument which is given to the supply group by the demand group in lieu of funds. Financial institutions provide the services that make the financial markets work. Together they constitute the financial system and the existence of an efficient financial system facilitates economic activity and growth.

The course provides students with an in-depth understanding of various financial markets and services. The purpose of this course is to give students a managerial insight into the significance of the financial system in business decision making. The course also provides information about the prevailing financial system in India

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Understand the functioning of various financial markets and the nature of financial securities exchanged in the market.

**CO2.** Apply the concept of markets to interpret the role played by various financial institutions and the services provided by them in smooth functioning of the markets

**CO3.** Analyze whether the financial markets and institutions are functioning well

**CO4.** Formulate plans to participate in the financial market whether on the demand or the supply side

**Course Content and Session Plans:**

**Unit I: Introduction to Financial Markets and Services**

**3 Hrs**

Indian Financial System: Meaning and Structure

Concept and Types of Financial Markets

Concept of Financial Intermediation and Services-Depository and Investment

Important functions of Financial Service providers

Role of regulators in the Financial System

**Unit II: Money Market**

**8 Hrs**

Money Market: Definition, Functions, and Important Participants & Intermediaries

Money Market Instruments-Treasury Bills, Commercial Papers, Certificate of Deposits, Call Money Market, Collateralized Borrowing and Lending Operation (CBLO), Commercial Bills, Cash Management Bills

Link between Money Market and Monetary Policy

Tools for managing Liquidity in the Money Market-

Secondary Money Market  
Money Market Mutual Funds

**Unit III: Capital Market**

**10 Hrs**

Functions of a Capital Market-Primary Capital Market and Secondary Capital Market  
History of Indian Capital Market-Elements of market structure before and after the reforms  
Equity Market (Primary):  
Types of Issues-Public Issue, Right Issue, and Private Placement, Preferential Issue, QIP  
Processes-Book Building Method and the Intermediaries to an Issue, Green Shoe Option, On-line IPOs, IDR  
Resource Mobilization from international Markets-GDRs and ADRs  
Case on IPO  
Equity Market (Secondary):  
Functions of Stock Exchanges, Organization and Membership of Stock Exchanges, Listing of Securities. Trading and Settlement  
SEBI and Risk Management  
Important Stock Exchanges in India (NSE and BSE), Stock Market Indices and Circuit Breakers

Debt Market (Primary and Secondary):  
Characteristics, Types of instruments and Participants  
History of Indian Debt Market  
Private Corporate Debt Market, Public Sector Undertaking Bond Market and Government Securities Market

**Unit IV: Forex Market**

**3 Hrs**

Forex Market: Features, Transactions, and Exchange Rate Systems  
Foreign Exchange Risk and its Management

**Unit V: Mutual Funds, Banking and Insurance Services**

**5 Hrs**

Mutual Funds: Concept, Organization and Types of Mutual Funds, Benefits to investors, NAV Calculation  
Commercial Banking: Concept of Banking, Functions of Bank, Structure of Banking Industry in India, Recent Reforms and Innovations, Emerging Trends and Challenges  
Role of NBFCs  
Insurance: Principles of Insurance, Risk management, Life Insurance and General Insurance

**Unit VI: Leasing and Hire Purchase**

**3 Hrs**

Leasing: Concept, Types, Rights, Obligations and Responsibilities of Lessor and Lessee  
Hire Purchase: Meaning and Types, Difference between Hire Purchase and Lease  
Case on Leasing

**Unit VII: Factoring and Forfaiting**

**3 Hrs**

Factoring: Factoring Mechanism, Services Rendered by a Factor, Types of Factoring, Pricing of Factoring Services

Forfeiting: Concept, Methods and Advantages of Forfeiting, Difference between Factoring & Forfeiting

**Unit VIII: Merchant Banking, Venture Capital Financing and Credit Rating                   6 Hrs**

Concept of Merchant Banking, Functions of Merchant Banker, Services Offered by Merchant Banks  
Case on Merchant Banking

Venture Capital Financing: Concept and Methods of Venture Capital Financing, Difference between Venture Capital Financing and Conventional Funding, Different Stages of Venture Capital Financing, Venture Capital Financing in India

Case on Venture Capital Financing

Credit Rating: Concept, Importance, Credit Rating System in India, Important Rating Agencies, Rating Process and Methodology

**Pedagogy:**

This course shall be organized through a mixture of lectures, class discussions, problem solving, cases dealing with real life problems. Each session shall start with a scenario presentation to lay down the context for the topic to be discussed. Next part of the session shall be dedicated towards concept building and understanding of various tools, techniques and models. The final leg of each session shall be dedicated to the application aspect so that necessary competencies can be developed in students for analyzing situations and taking various financial decisions.

**Examination Scheme:**

| Component of Evaluation | Internal (40) |  | End Term |
|-------------------------|---------------|--|----------|
|                         | Class Test    | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.) |          |
| Weight (%)              | 20            | 20   | 60       |

**Text and Reference:**

**Core Text:**

Pathak, B. V. (2015). “Indian Financial System”. Pearson Education, New Delhi.

**Reference Readings:**

- Machiraju, H. R. (2013). “Indian Financial System”. Vikas Publishing House, New Delhi.
- Pandian, P. (2013). “Financial Services and Markets”. Vikas Publishing House, New Delhi.
- Guruswamy, S. (2012). “Financial Services and Markets”. Thomson Learning, New Delhi.
- Khan, M. Y. (2013). “Financial Services”. Tata McGraw Hill, New Delhi.
- Gomez, Clifford (2015). “Financial Markets, Institutions and Financial Services”. PHI, New Delhi.

- Pandian, P. (2015). “Financial Services and Markets”. Vikas Publishing House, New Delhi.
- Khan, M. Y. (2015). “Financial Services”. Tata McGraw Hill, New Delhi.

| Mapping between COs and Pos |  |                           |
|-----------------------------|--|---------------------------|
|                             | Course Outcomes (COs)  | Mapped Programme Outcomes |
| CO1                         | Understand the functioning of various financial markets and the nature of financial securities exchanged in the market.  | PO 2, 4, 5 & 6            |
| CO2                         | Apply the concept of markets to interpret the role played by various financial institutions and the services provided by them in smooth functioning of the markets | PO 2, 4, 5 & 6            |
| CO3                         | Analyze whether the financial markets and institutions are functioning well  | PO 2, 4, 5 & 6            |
| CO4                         | Formulate plans to participate in the financial market whether on the demand or the supply side  | PO 2, 4, 5 & 6            |

|             |                              |  |  |  |  |  |   |  |  |
|-------------|------------------------------|--|--|--|--|--|---|--|--|
|             |                              | Understand required mathematical, statistical tools for financial analysis | To apply financial models and theories to analyse and evaluate investment decisions. | Become proficient in using IT and accounting tools in decision making. | Apply financial theories in real life business situations. | To be able to apply financial knowledge in context of legal, socio economical and technological changes. | Maintain integrity and ethics in the business environment | Appreciate the importance of working independently and in a team | Develop the ability to effectively communicate |
| Course Code | Course Title                 | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7  | PO8  |
| FIN 8704    | Financial Markets & Services |  | 3  |  | 3  | 3  | 3   |  |  |

1=weakly mapped  
 2= moderately mapped  
 3=strongly mapped

|                         |                       |   |   |   |   |
|-------------------------|-----------------------|---|---|---|---|
| FIN 8715                | International Finance | L | T | P | C |
|                         |                       | 3 | 0 | 0 | 3 |
| MBA Batch( 2021-23)     | Semester III          |   |   |   |   |
| Pre-requisites/Exposure | FIN 7701              |   |   |   |   |
| Co-requisites           |                       |   |   |   |   |

### Course Objective

The world economy has seen a phenomenal growth in International trade and capital flows. An understanding of international financial markets is critical for managing an international business, a portfolio of financial instruments or even a new domestic business exposed to international competition. The objective of this course is to give a working knowledge of the markets and the various instruments of risk management relevant for international financial transactions. It also covers areas in International financing of projects.

### Course Outcome

On completion of the course, it is expected that student will be able to:

CO1 Understand the basic framework of International Financial Market and its operations.

CO2. Identify the logic behind international financial decisions.

CO3. Design international financing and risk management strategies for businesses.

### Course Content

#### UNIT-I: Balance of Payment

3 hrs

International flow of Goods, Services and Capital; Current Account, Capital Account and Reserve Account; Meaning of Deficit and Surplus of BOP.

#### UNIT-II: Understanding Exchange Rates

7 hrs

Demand for a Currency, Supply of Currency and Equilibrium Exchange rate; Factors that affect Equilibrium exchange rates-relative inflation, relative interest rates, relative economic growth rates, political and economic risk; Asset Market Model of Exchange Rates; Central Bank Intervention-Strong Dollar & Weak Dollar; Alternative Exchange Rate Regimes- Gold Standard, the Bretton Woods System and the Post Bretton Woods System; Arbitrage and Law of One Price; Purchasing Power Parity; Interest Rate Parity; Relation between forward rate and future spot rate; Currency forecasting

#### UNIT III: The Foreign Exchange and Derivatives Market

10 hrs

Spot Market and Forward Market; Spot Market Quote and Forward Market quote; Currency Arbitrage and Triangular Arbitrage; Currency Futures and Options; Interest Rate Swaps and Interest Rate Futures

UNIT IV: Measures of Foreign Exchange Exposure

8 hrs

Transaction Exposure; Translation Exposure; Operating Exposure; Economic Exposure; Designing hedging strategies to manage exposures; Speculation; Financial Crisis

UNIT V: International Financing Decision at Micro Level

12 hrs

International Bond Market, Bank Market and Equity Market; International Capital Budgeting Decision: Types of International Capital Budgeting Decisions, International Capital Budgeting Techniques; International Working Capital Decision: Financing of Foreign Trade, International Working Capital Management; International Dividend Decision: Dividend Decision of an MNC.

Pedagogy

Thus, in this module following pedagogical approaches are adopted

- Lectures and Presentations: for thorough understanding of theoretical concepts.
- Case Study Analysis: to understand the applicability of the concepts covered in the course
- Problem Solving Exercises: for interactive learning, engaging students in specific problem sets to find solutions to them.
- News Scanning: To keep track of recent developments in the field of international finance and their impact on businesses.

Examination Scheme:

| Component of Evaluation | Internal      |                        | External      |
|-------------------------|---------------|------------------------|---------------|
|                         | Mid-term exam | Project & Presentation | End Term exam |
| Weight (%)              | 20            | 20                     | 60            |

Text & References

Core Text:

Vij, Madhu (2010), International Financial Management, Excel Publishing, New Delhi, 3/e  
 Eiteman, David K; Moffett, Michael H & Stonehill, Arthur I, (2012) Multinational Business Finance, Pearson education Publishing, New Delhi, 12/e

References:

Krugman Obstfeld (2009) 8<sup>th</sup> Edition "International Economics Theory and Policy", Pearson.  
 Shapiro Alan C (2010) "Multinational Financial Management", 9<sup>th</sup> Edition, Wiley India  
 Apte P.G. (2011) "International Financial Management", TMH Publication.  
 Economic Times / Business Standard

| Mapping between COs and Pos |  |                           |
|-----------------------------|--|---------------------------|
|                             | Course Outcomes (COs)  | Mapped Programme Outcomes |
| CO1                         | To summarize the basic framework of International Financial Markets and understand their operations. | PO 2 & 5                  |

|                                |   |                         |             |             |          |          |
|--------------------------------|---|-------------------------|-------------|-------------|----------|----------|
| CO2                            | To make use of this knowledge to identify the logic behind international financial decisions. |                         | PO 2 & 7    |             |          |          |
| <b>OPM 8002</b>                | <b>Decision Models and Optimization</b>   |                         | <b>L</b>    | <b>T</b>    | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>Design international financing and risk management strategies for businesses.</b>          | <b>MBA Semester III</b> | <b>PO 2</b> | <b>PO 3</b> | <b>2</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | NA  |                         |             |             |          |          |

|             |                       |  |  |  |  |  |   |   |                                     |
|-------------|-----------------------|--|--|--|--|--|---|---|-------------------------------------|
|             |                       | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| Course Code | Course Title          | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| FIN 8715    | International Finance |  | 3  | 3  |  | 2  |   | 1   |                                     |

- 1=weakly mapped
- 2= moderately mapped
- 3=strongly mapped

**Course Objective**



The objective of this course is to analyze a wide array of business planning and decision problems with the help of spreadsheet models. In the modeling approach, the course will seek to describe the essential structure of a decision problem in terms of objectives, decision variables, uncertainties, outcomes, choice criteria, and feasibility. The course will be from a managerial rather than technical perspective, that is, with a focus on how to apply decision models, and how to interpret the results for guiding management action.

**Course Outcomes**

- CO1:** Learn the scope of management problems that can be addressed with models
- CO2:** Identify the essential conceptual structure of a decision/planning problem
- CO3:** Recognize the types of modeling tools most adapted to a given situation
- CO4:** Know how to assess the significance of model outputs for managerial insights and action
- CO5:** Knowledge of latest IT tools and software for model formulation

**Course Content**

**Unit I:** Introduction to Models, Various types of Decision Models, Application of Models in different functional area, role of computer and spreadsheet Models in Quantitative Analysis, Behavioral and Technical Issues in Model formulation and implementation

**Unit II:** Overview of Operations Research Modeling Approach, Applications of Linear Programming, Transportation, Assignment, Goal Programming, Integer Programming and Introduction to Non Linear Optimization Techniques

**Unit III:** Network Optimization Models & Project Management, Dynamic Programming, Multi Criteria Decision Model (MCDM), Markov Decision Process

**Unit IV:** Decision Theory (Decision making under certainty, uncertainty and risk), Decision Tree Model, Queuing Model, Inventory Control Model, Replacement Models and Policies, Simulation

**Pedagogy**

Tutorials, Interactive sessions, Case studies, Field visits, Management games, Extensive research projects, Seminars, Weekend experience in companies - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

**Examination Scheme**

| Component of Evaluation | Internal | End Term |
|-------------------------|----------|----------|
|-------------------------|----------|----------|

|                      |           |                 |
|----------------------|-----------|-----------------|
| <b>Weightage (%)</b> | <b>40</b> | <b>45+15=60</b> |
|----------------------|-----------|-----------------|

## 1. Text & References

### Core Text:

- Balakrishnan N., Rander B., Hanna E. M., Stair Ralf M., *Managerial Decision Modeling with Spreadsheets*, Pearson Education
- Rander B., Stair Ralf M., Hanna E. M., Badri T. N., *Quantitative Analysis for Management*, Pearson Education

### Supplementary Text:

- Hiller S. F., Lieberman, Gerald J., *Introduction to Operations Research*, Tata McGraw-Hill, New Delhi
- Sharma J. K., *Operations Research: Theory & Practice*, Macmillian India
- Gould F. J., *Introduction to Management Science*, PHI
- Taha Harndy A., *Operations Research : An Introduction*, Macmillian india

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Learn the scope of management problems that can be addressed with models                | <b>PO1</b>                       |
| <b>CO2</b>                         | Identify the essential conceptual structure of a decision/planning problem              | <b>PO2, 3, 4 &amp; 5</b>         |
| <b>CO3</b>                         | Recognize the types of modeling tools most adapted to a given situation                 | <b>PO2,3&amp;4</b>               |
| <b>CO4</b>                         | Know how to assess the significance of model outputs for managerial insights and action | <b>PO2,4&amp;5</b>               |
| <b>CO5</b>                         | Knowledge of latest IT tools and software for model formulation                         | <b>PO2&amp;3</b>                 |

| Course Code | Course Title                     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|----------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| OPM 8002    | Decision Models and Optimization | 2   | 3   | 3   | 3   | 3   |     | 2   | 2   |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>OPM 8720</b>                | <b>SUPPLY CHAIN MANAGEMENT</b>         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA Semester III                       | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to all function of Management |          |          |          |          |
| <b>Co-requisites</b>           | IT Applications in SCM                 |          |          |          |          |

### **Course Objectives:**

The principal objective of this course is to acquaint participants with key concepts and solutions in the design, operation, control and management of supply chain as an integrated system. The course introduces students to high level supply chain strategy and concepts, and also gives them a good understanding of the analytical tools necessary to solve supply chain problems. The course first deals with the fundamental issues of supply chain management and the strategic role of a supply chain, the key strategic drivers of supply chain performance and analytic methodologies for supply chain analysis. The module then aims at sensitizing participants with how effective and efficient supply chains can facilitate achievement of cost saving and market benefits based on the philosophy of extended enterprise. Additional emphasis will be laid on sustainability of supply chain.

### **Course Outcomes**

On completion of the course it is expected that students will be able to:

- CO1: Develop a rigorous understanding of individual components of the supply chain (such as purchasing, transportation, network design, channel management, after sales service, and customer service strategy) and the inter relationships with other functions of the organization such as marketing, manufacturing, and accounting.
- CO2: Demonstrate problem solving skills necessary to develop solutions for logistics problems.
- CO3: Develop the ability to design supply chain and logistics systems, so that all components are synchronized and fit in with corporate strategy, competitive realities and market needs.

## Course Content

|   |               |
|---|---------------|
| <b>Unit I. Building a Strategic Framework to Analyze Supply Chains</b>  | <b>4 Hrs</b>  |
| Understanding the Supply Chain<br>Supply Chain Performance<br>Supply Chain Drivers and Metrics  |               |
| <b>Unit II. Designing the Supply Chain Network</b>  | <b>8 Hrs</b>  |
| Designing Distribution Networks and Applications to Online Sales<br>Network Design in the Supply Chain<br>Designing Global Supply Chain Networks  |               |
| <b>Unit III.Planning and Coordinating Demand and Supply in a Supply Chain</b>   | <b>10 Hrs</b> |
| Demand Forecasting in a Supply Chain<br>Aggregate Planning in a Supply Chain<br>Sales and Operations Planning<br>Coordination in a Supply Chain   |               |
| <b>Unit IV.Planning and Managing Inventories in a Supply Chain</b>  | <b>10 Hrs</b> |
| Managing Economies of Scale in a Supply Chain<br>Managing Uncertainty in a Supply Chain<br>Determining the Optimal Level of Product Availability  |               |
| <b>Unit V.Designing and Planning Transportation Networks</b>  | <b>10 Hrs</b> |
| Transportation in a Supply Chain<br>Sourcing Decisions in a Supply Chain<br>Pricing and Revenue Management in a Supply Chain<br>Information Technology in a Supply Chain<br>Sustainability and the Supply Chain |               |

### Text Books

- Sunil Chopra, Peter Meindl, D.V.Kalra (2016) “Supply Chain management” 6<sup>th</sup> Edition, Pearson Education.

### Reference Readings

- Simchi –Levi, David, Ravi Shankar, Et al (2008), “Designing &Managing the Supply chain” Tata Mcgraw Hill, Delhi.
- D.K. Aggarwal (2009) “Logistics & supply Chain management” MacMillan India Ltd.
- Wisner, Leong and Tan ,” Principles of Supply Chain Management” Thomson South-Western Publication

### Examination Scheme

| Component of Evaluation | Class Test | Case Analysis & Presentation | SBM (Software Based Modelling) | End Term (Theory) |
|-------------------------|------------|------------------------------|--------------------------------|-------------------|
| Weight/COs              | 20         | 10                           | 10                             | 60                |
| 1                       | ☒          | ☒                            | ☒                              | ☒                 |
| 2                       | ☒          | ☒                            | ☒                              | ☒                 |
| 3                       |            | ☒                            | ☒                              | ☒                 |

### Text Books

- **Core text:** Sunil Chopra, Peter Meindl, D.V.Kalra (2016) “Supply Chain management” 6<sup>th</sup> Edition, Pearson Education.

### Reference Readings

- Simchi –Levi, David, Ravi Shankar, Et al (2008), “Designing &Managing the Supply chain” Tata Mcgraw Hill, Delhi.
- D.K. Aggarwal (2009) “Logistics & supply Chain management” MacMillan India Ltd.
- Wisner, Leong and Tan ,” Principles of Supply Chain Management” Thomson South-Western Publication

| Mapping between COs and POs |   |                           |
|-----------------------------|---|---------------------------|
|                             | Course Outcomes (COs)   | Mapped Programme Outcomes |
| CO1                         | Develop a rigorous understanding of individual components of the supply chain (such as purchasing, transportation, network design, channel management, after sales service, and customer service strategy) and the inter relationships with other functions of the organization such as marketing, manufacturing, and accounting. | PO3                       |

|            |   |                      |
|------------|---|----------------------|
|            |   |                      |
| <b>CO2</b> | Demonstrate problem solving skills necessary to develop solutions for logistics problems.   | <b>PO4 &amp; PO5</b> |
| <b>CO3</b> | Develop the ability to design supply chain and logistics systems, so that all components are synchronized and fit in with corporate strategy, competitive realities and market needs. |                      |

| Course Code | Course Title            | PO1  | PO2  | PO3   | PO4  | PO5  | PO6  | PO7   | PO8  |
|-------------|-------------------------|--|--|---|--|--|--|---|--|
| OPM8720     | Supply Chain Management | 2  | 3  | 3   | 3  | 3  | 3  | 1   | 2  |
|             | Supply Chain Management | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT | Communication: Develop an ability to effectively communicate with customers and other stakeholders | Teamwork: Develop the capability of working independently and in a team with multidisciplinary | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |

|                                |                                   |          |          |          |          |
|--------------------------------|-----------------------------------|----------|----------|----------|----------|
| <b>OPM 8702</b>                | <b>Logistics Management</b>       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA Semester III</b>           | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Operations Management |          |          |          |          |
| <b>Co-requisites</b>           | N.A                               |          |          |          |          |

### Course Objectives:

Now a days, for any organization, delivery of product and services to the customers has become of critical importance. The course on logistics management familiarizes students with fundamentals of logistics management, how the logistics concept has evolved and how it plays an important role in the economy. The course will cover various strategic issues, warehouse management, transport infrastructure, freight structures, and applications of information technology. The students will also be exposed to latest tools and techniques for efficient inventory, transport management and warehouse management in order to reduce the overall cost of operations. The containerization, emerging role of inland container depot in multimodal transport and significance of logistics in success of E-commerce be discussed in the class with major emphasis.

### Course Outcomes:

On completion of the course it is expected that students will be able to:

**CO1:** Apply the concept of Logistics and Supply management in both Indian and global context

**CO2:** Make use of latest technology in warehousing management, material handling & packaging, transportation, inventory management

**CO3:** Evaluate and take decision on containerization, freight management, transport infrastructure, multimodal transport.

**CO4:** Take effective decision in strategic issues like logistics outsourcing, warehousing, various modes of transportation and design & develop effective logistics for distribution channel

### Course Contents:

#### Unit I: Introduction

**6 Hrs**

Logistics –Definition, System concept and Objectives, Logistics Functions & Scope  
 Role of Logistics in Supply Chain, Customer Services for competitiveness  
 Global Logistics Management overview.

#### Unit II: Warehousing and Inventory Management

**8 Hrs**

Warehousing Functions, Warehouse options –A strategic Decision, Warehousing in India  
 Warehouse Site Selection & Layout Design  
 Warehouse Costing, Performance Parameters  
 Cold Chain Infrastructure  
 Role of Inventory in Logistics, Inventory related costs, Inventory Control Models  
 Technology in Warehousing  
 Material Handling, Storage Systems & Packaging



**Unit III: Transportation and Information Technology****10 Hrs**

Transportation infrastructure –Rail, Roads, Inland Waterways &amp; Ports; Freight Management

Role of Shipping and types of Ships, Importance of various Shipping Routes

Factors influencing freight cost.

Transportation Networks, Route Planning, Multi-Modal Transport System

Third Party Logistics (3PL)

Reverse Logistics

Logistics Information Systems, Automatic Identification Technology (Bar Coding, RFID, GPS)

**Unit IV: Containerization, Inland Container Depot, Freight Structure and Practices 6 Hrs**

Container –Introduction &amp; Classification, Benefits and Constraints in Containerization

Inland Container Depot (ICD)-Roles and Functions

Export and Import clearance Procedures at ICDS

Container Corporation of India (CONCOR), Establishment and Operation of ICDS under CONCOR

Introduction, Types of Freight, Determinations of Freight Rates

Freight Rate –Air, Sea and Road, Liner Freight Rate, Tramp Freight Rate

Container Freight Stations (CFS) and Container Transport Operations (CTO)

**Pedagogy:**

Following pedagogical approaches are adopted:

- Class Lectures and Presentations: For conceptualization of logistics management
- Case Analysis for developing strategic and tactical thinking for managing logistics
- Problem Solving Exercises: For application of the theoretical concepts. Use of MS Excel for problem solving.
- Assignment and Discussion
- Data analysis and Exercises using Microsoft Excel: To give exposure to analysis of a variety of dataset and presentation of the outcomes.

**Examination Scheme:**

| Component of Evaluation         | Internal (40) |  | End Term |
|---------------------------------|---------------|--|----------|
|                                 | Class Test*   | Case Analysis / Quiz/ Simulations/ Modelling etc) / Reviews of Research Article.** |          |
| Weightage (%) / Course Outcomes | 20            | 20   | 60       |
| CO 1                            | X             | X  | X        |
| CO 2                            | X             | X  | X        |

|             |          |          |          |
|-------------|----------|----------|----------|
| <b>CO 3</b> | <b>X</b> | <b>X</b> | <b>X</b> |
| <b>CO 4</b> |          | <b>X</b> | <b>X</b> |

**\* One Mid Term examination to be conducted.**

**\*\*Minimum 2 assessment methods to be adopted**

**Text and Reference:**

***Core Text***

- Sople, V. V. (2010), Logistics Management, Pearson Education, 2<sup>nd</sup> Edition

***Supplement Text***

- Ailawadi, S.C., Singh, R. P., Logistics Management, PHI
- Bhattacharya, S. K., Logistics Management, S. Chand publications
- Ismail, R. (2013). Logistics Management, Excel Books
- Agrawal, D. K. (2010), Supply Chain Management-Strategy , Cases and Best Practices, Macmillan India
- Handbook of Logistics and Distribution Management, Kogen Page
- Raghuram, G., Rangaraj, N., (2012), Logistics and Supply Management-Concepts and Cases, Macmillan India
- Bowersox, Donald J., Closs David J., Cooper, M.(2012), Supply Chain Logistics Management, Tata McGraw-Hill, 3<sup>rd</sup> Edition

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Apply the concept of Logistics and Supply management in both Indian and global context   | <b>PO1, PO2 &amp; PO8</b>        |
| <b>CO2</b>                         | Make use of latest technology in warehousing management, material handling & packaging, transportation, inventory management   | <b>PO3</b>                       |
| <b>CO3</b>                         | Evaluate and take decision on containerization, freight management, transport infrastructure, multimodal transport.  | <b>PO1, PO2 &amp; PO6</b>        |
| <b>CO4</b>                         | Take effective decision in strategic issues like logistics outsourcing, warehousing, various modes of transportation and design & develop effective logistics for distribution channel | <b>PO2, PO4 &amp; PO6</b>        |

| <b>PROGRAMME OUTCOMES</b> |                             |  |  |   |  |  |  |   |  |
|---------------------------|-----------------------------|--|--|---|--|--|--|---|--|
| <b>Course Code</b>        | <b>Course Title</b>         | <b>PO1</b>   | <b>PO2</b>   | <b>PO3</b>  | <b>PO4</b>   | <b>PO5</b>   | <b>PO6</b>   | <b>PO7</b>  | <b>PO8</b>   |
| <b>OPM8702</b>            | <b>Logistics Management</b> | 3  | 3  | 3   | 2  | 1  | 3  | 2   | 3  |
|                           |                             | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools | Communication: Develop an ability to effectively communicate with customers and other stakeholders | Teamwork: Develop the capability of working independently and in a team with multidisciplinary | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>OPM 8703</b>                | <b>Managing Quality for Excellence</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA Semester III</b>                | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Operations Management                  |          |          |          |          |
| <b>Co-requisites</b>           |  |          |          |          |          |

**Course Objectives:**

The course on Quality Management for Excellence provides individuals with the knowledge and techniques to improve the delivery and quality of goods and services. The focus of the course is the achievement of performance excellence in manufacturing as well as service and business processes through the use of modern quality improvement methods. The course will make students able to apply modern quality techniques and procedures to solve problems and enhance the quality of goods and services, to eliminate waste and improve value to the end customer. This course provides practical tools for planning and completing quality improvement projects. The first part of the course deals with an introduction to quality management philosophies, tools, and approaches. The second part of the course is devoted to the design of quality concepts, statistical process control tools followed by Six-Sigma (SS) philosophy, roadmap, tools, and techniques of planning and executing quality improvement projects.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1:** Demonstrate knowledge of various concepts and techniques of quality management.

**CO2:** Apply statistical process control (SPC) methods and other tools to improve quality of products and services.

**CO3:** Implement basic level of Six Sigma quality improvement projects.

**CO4:** Develop a strategic plan for quality using a team approach, taking into account the voice of the customer and the market.

**CO5:** Design basic quality system requirements and the relevant national and international standards for a quality system.

**Course Contents:**

**UNIT 1: Introduction to Quality Management**

Quality Management –Definition and Concepts, Cost of Quality –Prevention Cost, Appraisal Costs, Failure Costs, Cost of Quality Models, Quality Management in India

**UNIT 2: Total Quality Management**

Contributions by Quality Gurus –Deming, Juran and Crosby, Ishikawa Diagram- Cause and Effect Analysis, Kaizen, 5S Lean Concept, MUDA, MURA, MURI, Seven Wastes, Total Productive Maintenance (TPM), Introduction to Taguchi Method, Service Quality Management, SERVQUAL Model

**UNIT 3: Statistical Quality Control (SQC)**

**Acceptance Sampling:** The Need for Acceptance Sampling, Types of Sampling Plans, Single, Double and Multiple Sampling Plan, Operating Characteristics (OC) Curve –Acceptable Quality Level (AQL), Lot Tolerance Percentage Defective (LTPD)

**Statistical Process Control:** Definition and Concept, Specification and Control Limits, Types of Control Charts (Variable and Attribute Charts) –Mean Chart, Range Chart, p Chart, c Chart, Producer’s Risk (Type I Error) and Consumer Risk (Type II Error)

**UNIT 4: Six Sigma**

Meaning and concept, Process Capability, DPO and DPMO, The Seven Magnificent Quality Tools, Six Sigma Methodology -DMAIC

**UNIT 5: Quality Standards and Business Excellence Models**

Quality System Standards, Bureau of Indian Standards (BIS), ISO 9000 Standards, Quality Assurance, ISO 14000 Standards, COPC-2000, Deming Award, Malcom Baldrige Criteria for Business Performance Excellence, Tata Business Excellence Model

**Pedagogy:**

The concepts will be introduced and explained gradually in a series of lectures followed by a seminar session. The main learning medium for Lectures will be interactive sessions wherein the students would learn the conceptual paradigm of the course through MS-Power Point slides using multimedia techniques. Seminar sessions would include discussions of real world case studies, quizzes, role plays, solving mathematical queries and the software workshops. The students would be provided certain exercises that they have to perform in real world environment. Along with this, there will be an industrial trip so that the students can experience the actual working place.

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies

**Examination Scheme:**

| Component of Evaluation           | Internal (40)      |            |  | End Term  |
|-----------------------------------|--------------------|------------|--|-----------|
|                                   | Mid Semester Exam* | Attendance | Case Analysis / Quiz/ Simulations/ Modelling etc) / Reviews of Research Article.)* |           |
| <b>Weightage/ Course Outcomes</b> | <b>20</b>          | <b>NA</b>  | <b>20</b>  | <b>60</b> |
| <b>CO1</b>                        | <b>X</b>           |            | <b>X</b>   | <b>X</b>  |
| <b>CO2</b>                        | <b>X</b>           |            | <b>X</b>   | <b>X</b>  |
| <b>CO3</b>                        | <b>X</b>           |            | <b>X</b>   | <b>X</b>  |
| <b>CO4</b>                        | <b>X</b>           |            | <b>X</b>   | <b>X</b>  |
| <b>CO 5</b>                       | <b>X</b>           |            |  | <b>X</b>  |

**\* One Mid Term exam to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text and Reference:**

**Core Text:**

- Bedi, K.(2015), *Quality Management*, 8<sup>th</sup> Ed., Oxford University Press, New Delhi.

**Supplement Text:**

- Slack, N., Chambers, S., Johnston, R. (2007), *Operations Management*, Prentice Hall, 5<sup>th</sup> Ed., FT.
- Chase, R. B., Aquilano, N. J and Jacobs, F. R. (2010), *Production & Operations Management- Manufacturing & Services*, 12<sup>th</sup> Ed., Tata McGraw Hill, New Delhi.
- Fitzsimmons, J. A. (2006), *Services Management*, 5<sup>th</sup> Ed., Tata McGraw Hill
- Gaither, N. (2002), *Production and Operation Management*, 9<sup>th</sup> Ed., Dryden Press, Thomson Learning, Bombay.
- Kanishka Bedi (2007), *Production And Operations Management*, Oxford University Press, 2<sup>nd</sup>Ed.

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Demonstrate knowledge of various concepts and techniques of quality management.   | <b>PO1</b>                       |
| <b>CO2</b>                         | Apply statistical process control (SPC) methods and other tools to improve quality of products and services.              | <b>PO2 &amp; PO3</b>             |
| <b>CO3</b>                         | Implement basic level of Six Sigma quality improvement projects.  | <b>PO5</b>                       |
| <b>CO4</b>                         | Develop a strategic plan for quality using a team approach, taking into account the voice of the customer and the market. | <b>PO3 &amp; PO8</b>             |
| <b>CO5</b>                         | Design basic quality system requirements and the relevant national and international standards for a quality system.      |                                  |

| Course Code | Course Title                    | PO1  | PO2  | PO3   | PO4  | PO5  | PO6  | PO7   | PO8  |
|-------------|---------------------------------|--|--|---|--|--|--|---|--|
| OPM8703     | Managing Quality for Excellence | 2  | 3  | 3   | 3  | 3  | 3  | 2   | 3  |
|             |                                 | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools | Communication: Develop an ability to effectively communicate with customers and other stakeholders | Teamwork: Develop the capability of working independently and in a team with multidisciplinary | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>HRM 8001</b>                | <b>Psychometric Testing and Measurement</b>  | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA Semester III                             | <b>2</b> | <b>0</b> | <b>2</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Human Resource Management Course |          |          |          |          |
| <b>Co-requisites</b>           |  |          |          |          |          |

**Course Objectives:**

Psychometric tests are often used by corporates for either the recruitment process or as a way to assess intelligence, skills and personality of their employees. Through this course students will learn the necessity of psychometric testing in present times and the application of the different types of psychometric tests at workplace. There are various types of tests that the students will learn both basic and advanced. There are several types of tests available however there are only few picked up here to explain the different types of personalities, abilities of an individual. This course shall help students acquire the psychometric testing skills.

**Course Outcomes:**

On completion of the course it is expected that students will be able to

**CO1.** Compare different psychometric tests and demonstrate understanding of them

**CO2.** Apply these tests on individual to understand their personality

**CO3.** Analyze the application of these tests at workplace

**CO4.** Assess individuals for their personality and abilities

**Course Contents:**

**Unit I: Introduction to Psychometric Test**

Psyche of Psychometric Tests, Types of Psychometric Tests, Distinction between Personality & Behavior, Cognitive tests, Norming, Reliability and Validity of Psychometric Tests, Determining the Quality of a Psychometric Test

**Unit II: Applications of Psychometric Test**

Reasons to have psychometrics, Business benefits of psychometrics, Technology and Psychometrics, Applications and use of Psychometric Tests in an Organization, Choosing the correct Psychometric tool, Understanding the Science behind Psychometric Tests

**Unit III: Psychometric Tools Basic**

Big 5 personality questionnaire, locus of control, 16PF, State–trait anxiety test, MBTI, Comprehensive interest schedule, Defense Mechanism Inventory

**Unit IV: Psychometric Tools Advanced**

Thematic Apperception Test (TAT), Word Association Test (WAT)

**Pedagogy:**

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, conducting psychometric tests, video clips as required and further reinforced through individual or group activities such as case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical applications.

**Examination Scheme:**



Continuous evaluation will be conducted for 100 marks (40 marks- Internal Evaluation, 60 marks- External Evaluation). It is continuous and spread throughout the course. The details of the evaluation components are given below:

| <b>Component of Evaluation</b> | <b>Internal Evaluation</b> | <b>External Evaluation</b>                    |
|--------------------------------|----------------------------|---|
| <b>Weightage (%)</b>           | <b>40</b>                  | <b>60</b><br><b>(15 Practical, 45 Theory)</b> |

### **INTERNAL EVALUATION**

| <b>Component of Evaluation</b>        | <b>Report Presentation</b> | <b>Mid Semester Exam (MSE)</b> |
|---------------------------------------|----------------------------|--------------------------------|
| <b>Weightage (%) / Course Outcome</b> | <b>20</b>                  | <b>20</b>                      |
| <b>1</b>                              | √                          | √                              |
| <b>2</b>                              | √                          | √                              |
| <b>3</b>                              | √                          |                                |
| <b>4</b>                              | √                          | √                              |
| <b>5</b>                              | √                          | √                              |

### **EXTERNAL EVALUATION**

| <b>Component of Evaluation</b>        | <b>Practical Exam (Final Report Presentation)</b> | <b>Final Written Exam</b> |
|---------------------------------------|---|---------------------------|
| <b>Weightage (%) / Course Outcome</b> | <b>15</b>   | <b>45</b>                 |
| <b>1</b>                              | √   | √                         |
| <b>2</b>                              |   | √                         |
| <b>3</b>                              | √   | √                         |
| <b>4</b>                              | √   | √                         |
| <b>5</b>                              | √   | √                         |

### **Text & References:**

*Core Text:*

Bryon, M. (2018). *Ultimate Psychometric Tests: Over 1000 practical questions for verbal, numerical, diagrammatic... and personality tests*. S.I.: KOGAN PAGE.

Cripps, B. (2017). *Psychometric testing: Critical perspectives*. Chichester, West Sussex: Wiley Blackwell.

**References:**

Edenborough, R. (2007). *Assessment methods in recruitment, selection & performance: A manager's guide to psychometric testing, interviews, and assessment centres*. London: Kogan Page.

In Irwing, F. P. (2018). *The Wiley handbook of psychometric testing: A multidisciplinary reference on survey, scale and test development*.

Parkinson, M. (2008). *How to Master Psychometric Tests*. London: Kogan Page.

<https://www.assessmentday.co.uk/psychometric-test.htm>

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Compare different psychometric tests and demonstrate understanding of them | <b>PO1</b>                       |
| <b>CO2</b>                         | Apply these tests on individual to understand their personality            | <b>PO4,PO5,PO8</b>               |
| <b>CO3</b>                         | Analyze the application of these tests at workplace                        | <b>PO1</b>                       |
| <b>CO4</b>                         | Assess individuals for their personality and abilities                     | <b>PO5, PO8</b>                  |

| Course Code | Course Title                         | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|--------------------------------------|--|--|--|--|--|---|---|-------------------------------------|
| HRM 8001    | Psychometric Testing and Measurement | 2  |  |  | 1  | 3  |   |   | 3                                   |
|             |                                      | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1=weakly mapped

2= moderately mapped

3=strongly mapped

| <b>HRM 8701</b>                | <b>Human Resource Planning and Development</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|--|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA Semester III                               | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to HRM at Undergraduate Level         |          |          |          |          |
| <b>Co-requisites</b>           | HRM  |          |          |          |          |

### **Course Objectives:**

This course examines the impact of corporate and business strategy on human resources management. It stresses the importance of aligning human resources management policies and practices with organizational strategy. Various corporate strategies in today's workplaces are examined in conjunction with their significant effect on human resources planning. This course also give you an overview of the theory and practice of Human Resource Development (HRD).

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Examine the different levels of planning in an organization and explain the relationship between Human Resource Planning (HRP) and business planning at each level.

**CO2.** Analyze and explain the different steps in the HRP process and discuss how the process can be applied at both the operational and strategic level.

**CO3.** Develop strategies to address internal and external factors to shape the organizational and HR plans and strategies.

**CO4.** Analyze how Job Analysis/ Job Design and Organizational Change/ Development are linked to HRP.

**CO5.** Critically evaluate leading methods of HRD and performance issues in a workplace to develop a training plan to address identified needs as they relate to job performance, “reskilling” of workforce or professional development, etc.

### **Course Contents:**

#### **UNIT I: Human Resource Planning**

**6 Hrs.**

Introduction: Concept and Objectives of HRP, Macro and Micro HRP, HRP Process, Manpower planning models, Aligning HRP with strategy, Environmental influences on HRM

#### **UNIT II: Job Analysis and HR forecasting Process**

**7 Hrs.**

Job analysis and evaluation, Demand forecasting: techniques, Supply Estimates: techniques, Issues in manpower forecast using quantitative tools, Role of HRMS in supply forecasting, Tools for managerial judgement

#### **UNIT III: Strategic Options**

**4 Hrs.**

Downsizing and restructuring, strategies for survivors of downsizing, Relationship between downsizing and organizational performance

#### **UNIT IV: Human Resource Development**

**7 Hrs.**

HRD concept and process, Relationship between HRM and HRD, HRD mechanism and outcomes, Designing and developing HRD programs, Action learning, assessments and developing centers, Industrial relations and HRD, Psychological contract and its implications

**UNIT V: HRD applications and trends**

**6 Hrs.**

HRD systems, Competency Mapping, Balance Score card, Training Needs Assessments, Training methods, Integrating HRD and technology

**Pedagogy:**

Following pedagogical approaches are adopted:

The course will incorporate a mixture of lectures, discussion, case study and analysis, small group work, and presentations. The instructor will impart respect, as well as encouraging mutual respect among students. In addition, it is the expectation of the course that each student will come to class prepared to learn, discuss, interact, and at times, teach.

**Examination Scheme:**

| Component of Evaluation | Internal (40) |   | End Term |
|-------------------------|---------------|---|----------|
|                         | Mid Term Test | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.) |          |
| Weight (%)              | 20            | 20  | 60       |
| CO1                     | X             | X   | X        |
| CO2                     | X             | X   | X        |
| CO3                     | X             | X   | X        |

**\*One MSE (Mid Semester Exam) to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text and Reference:**

**Core Text:**

Belcourt, M., McBey, K., Hong, & Yap, M. (2013). *Strategic human resources planning* (5th edition). Toronto, ON: Nelson Publishing

Bhattacharyya, D. K. (2009). *Human resource planning*. Excel Books India.

Garrick, G. (1998). *Informal learning in the workplace: Unmasking human resource development*. New York: Routledge.

Rao, T. (1991). *Readings in human resource development*. Oxford and IBH Publishing.

Swanson, R. A. & Holton, E. F. (2001). *Foundations of human resource development*. San Francisco: Berrett-Koehler

**Reference Readings:**

Arora, S. L., Yadav, S. K., & Joshi, G. P. (2001). *Glossary on human resource planning and development*. New Delhi: Manak Pub.

Bramham, J. (1994). *Human resource planning*. London: Institute of Personnel and Development.

Jarrell, D. W. (1993). *Human resource planning: A business planning approach*. Englewood Cliffs, N.J: Prentice Hall.

Noe, Raymond A., and Winkler, Colin (2012). *Training and Development: Learning for Sustainable Management*, New York: McGraw-Hill

Patten, T. H. (1971). *Manpower planning and the development of human resources*. New York: Wiley-Interscience.

Reddy, M. S. (2005). *Human resource planning*. New Delhi: Discovery Pub. House.

Reilly, P. (1996). *Human resource planning: An introduction*. Brighton, U.K: Institute for Employment Studies.

Robinson, D.and Robinson, J. (2008). *Performance Consulting. A Practical Guide for HR and Learning Professionals*. San Francisco: Berrett-Koehler

Turner, P., & Chartered Institute of Personnel and Development. (2002). *HR forecasting and planning*. London: Chartered Institute of Personnel and Development.

Uthoff, B. A., Pernia, E. M., International Labour Office. & World Employment Programme. (1986). *An introduction to human resource planning in developing countries*. Geneva: International Labour Office.

Walker, J. W. (1980). *Human resource planning*. New York: McGraw-Hill.

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Examine the different levels of planning in an organization and explain the relationship between Human Resource Planning (HRP) and business planning at each level | <b>PO1, PO5</b>                  |
| <b>CO2</b>                         | Analyze and explain the different steps in the HRP process and discuss how the process can be applied at both the operational and strategic level                  | <b>PO1, PO5</b>                  |

|            |  |                 |
|------------|--|-----------------|
| <b>CO3</b> | Develop strategies to address internal and external factors to shape the organizational and HR plans and strategies  | <b>PO1, PO5</b> |
| <b>CO4</b> | Analyze how Job Analysis/ Job Design and Organizational Change/ Development are linked to HRP  | <b>PO1, PO5</b> |
| <b>CO5</b> | Critically evaluate leading methods of HRD and performance issues in a workplace to develop a training plan to address identified needs as they relate to job performance, “reskilling” of workforce or professional development, etc. | <b>PO1, PO5</b> |

| Course Code | Course Title                            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|---|-----|-----|-----|-----|-----|-----|-----|-----|
| HRM8701     | Human Resource Planning and Development | 3   |     |     |     | 3   |     |     |     |

1=weakly mapped  
 2= moderately mapped  
 3=strongly mapped

| <b>HRM 8702</b>                | <b>Industrial Relations and Labor Laws</b>                 | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|--|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA III SEM  | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Basic Management Theory at Undergraduate Level |          |          |          |          |
| <b>Co-requisites</b>           | None   |          |          |          |          |

**Course Objectives:**

The purpose of this course is to give an understanding to students of the key issues and tensions which can arise in employment relations; and the nature, objectives and methods adopted by the various parties seeking to influence the nature of those relations (e.g. government, employers, management, trade unions and employees). The form and structure of legal regulation of employer-employee relations is influenced by historical, economic and political factors. Students will be expected to gain an understanding of the various factors in the industrial relations system, the institutional relationships among the actors, and some of the norms and rules that are developed within the labor law system. This course would also examine the contemporary labor market behaviour and processes and considers some of the emerging labor market issues and policies that are relevant to the study of industrial relations. The approach is to relate theory and empirical research from labor economics to industrial relations and institutional analyses.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Demonstrate an understanding of the industrial, economic and social contexts in which labor is regulated and understanding the role of law in regulating industrial conflicts and trade unions

**CO2.** Analyse and critically assess current trends in labour, management and industrial relations

**CO3.** Compare and decide to maintain and manage the harmonious relationships between employee-employer

**Course Contents:**

**UNIT I: Introduction**

**7Hrs**

Need for Labor Legislations: Indian Perspective, Labor Laws and Rapid Changing Industrial scenario, Implementation of Labor Laws, Role of ILO, Industrial Relations-concepts and scope,



Code of discipline and Standing orders (Factories Act-1948, Child Labor Act), Settlement measures: mediation, conciliation, arbitration and adjudication.

**UNIT II: Globalization and Industrial Relations** **7Hrs**

Globalization and the emerging socio-economic scenario, From disputes to relationships: Employee engagement and High Performance Work Cultures, industrial relations in the service economy, Challenges of IR in knowledge era, Role of State

**UNIT III: Trade Unions and Collective Bargaining Trade Unions** **5Hrs**

Trade unionism in India, Trade union legislation (The Trade Union Act-1926), Relevance of trade unions in the 21<sup>st</sup> century, Employee relations: Employment Relationship Philosophies (Industrial Dispute Act, 1947), Collective Bargaining: tactics and strategies, Process and collective bargaining model, Collective bargaining in India, Effectiveness and relevance

**UNIT IV: Wages and Labor Laws** **3Hrs**

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976

**Unit V: Laws For Labor Welfare and Social Security** **8Hrs**

Social Security Legislation: An Overview, The Workmen’s Compensation Act, 1923, The Employees’ State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employee’s Provident Fund and Miscellaneous Provision Act, 1952, The Payment of Gratuity Act, 1972

**Pedagogy:**

Following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Problem Solving exercises: More interactive learning, including students on a specific problem set and solutions to it.

**Examination Scheme:**

| Component of Evaluation                | Internal (40) |  | End Term      |
|--|---------------|--|---------------|
|  | MSE*          | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)**</b> | <b>Theory</b> |
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b>     | <b>20</b>  | <b>60</b>     |
| <b>CO 1</b>                            | <b>X</b>      | <b>X</b>   | <b>X</b>      |
| <b>CO 2</b>                            | <b>X</b>      | <b>X</b>   | <b>X</b>      |
| <b>CO 3</b>                            | <b>X</b>      | <b>X</b>   | <b>X</b>      |

|      |   |   |   |
|------|---|---|---|
| CO 4 | X | X | X |
| CO 5 | X | X | X |

**\*One MSE (Mid Semester Exam) to be conducted**

**\*\*Minimum 2 assessment methods to be adopted**

**Text and Reference:**

**Core Text:**

- Singh, Sita Ram. 2016. *Industrial relations and labour laws*. New Delhi : A.P.H. Publishing Corporation, 2016.
- Monappa, Arun, Ranjeet Nambudiri, and Patturaja Selvaraj. 2012. *Industrial relations and labour laws*. New Delhi: Tata McGraw-Hill Education.
- Bhatia, S. K. 2008. *Strategic industrial relations and labour laws*. New Delhi: Deep & Deep Publications.

**Reference Readings:**

- Colling, T. and Terry, M. (2010). *Industrial Relations: Theory and Practice*, Wiley-Blackwell, 3rd. edition.
- Dundon, T. And Rollinson, D. (2011). *Understanding Employment Relations*, McGraw-Hill Education, 2nd edition.

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| CO1                                | Demonstrate an understanding of the industrial, economic and social contexts in which labor is regulated and understanding the role of law in regulating industrial conflicts and trade unions | PO1,PO2                          |
| CO2                                | Analyse and critically assess current trends in labour, management and industrial relations  | PO1,PO3,PO10                     |
| CO3                                | Compare and decide to maintain and manage the harmonious relationships between employee-employer   | PO1,PO2,PO3,PO10                 |

| Course Code | Course Title                        | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
|-------------|-------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| HRM 8702    | Industrial Relations and Labor Laws | 2   | 2   | 2   |     |     | 3   |     |     |     | 2    |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |                                       |          |          |          |          |
|--------------------------------|---------------------------------------|----------|----------|----------|----------|
| <b>HRM 8707</b>                |                                       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|                                | <b>Compensation Management</b>        |          |          |          |          |
| <b>Batch 2021-23</b>           | MBA Semester III                      | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Human Resource Management |          |          |          |          |
| <b>Co-requisites</b>           |                                       |          |          |          |          |

**Course Objectives:**

This course describes strategies for managing compensation and employee benefits. Course description also includes topics on tangible and intangible aspects of compensation. Topic to cover use of compensation to motivate and reward employee performance. It discusses various theories and practices of compensation and benefits. Compensation process involves with the framework of job descriptions and job evaluation; designing and administering equitable pay structures students will learn about salary surveys, ESOP, Broad Banding. The statutory aspects of pay and benefits is all designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It qualifies students to comprehend and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

- CO1.** Understand compensation and articulate the goals of compensation at workplace
- CO2.** Demonstrate knowledge of compensation terminology and concepts in designing the compensation
- CO3.** Understand the impact of compensation on performance and outcomes
- CO4.** Analyze scenarios and apply theoretical and practical approaches to address various compensation and benefit issues and challenges
- CO5.** Develop Compensation plans keeping the relevance of compensation and benefits in present work environment and the evolving nature of compensation and benefits

**Course Contents:**

**Unit I: Introduction to Compensation Management**

**7 Hours**

Introduction, objectives of Compensation, Theories of wage determination, Types of wages, Wage Boards and Policy, Significance of Employee Compensation, Compensation Trends in India, Economics of Labor Markets, Economic Theories and Employee Compensation, Pricing of Employee Stock Options

**Unit II: Process of Compensation Management**

**8 Hours**

Process of Compensation Management, Equity in Compensation Management, Concept, Meaning, Objectives and Techniques of Job Evaluation, Compensable factors, Determinants of Compensation, Compensation Planning: Level, Structure and systems Decisions, Compensation Surveys, Broad Banding, Compensation and its Components, Factors influencing effective compensation management

**Unit III: Performance Linked Compensation****7 Hours**

Compensation Management and PMS, Selection of Performance Objectives and Indicators, Developing Performance Standards and Metric, Effective PMS, Compensation Broad Banding using PMS results, Team based Compensation, Meaning and Types of Incentive Plans, Meaning and Types of Fringe Benefits , Statutory Employee Benefits in India

**Unit IV: Compensation Administration****3 Hours**

Management of Compensation, Legal Environment, Tax Planning, Ethics and Challenges in Compensation Management

**Unit V: Executive Compensation****5 Hours**

Executive Compensation: Components, Theories and Design, Factors Affecting Executive Compensation, Setting Executive Compensation, Relationship between Fixed and Variable pay, Performance Measurement, Legal Environment and Problems in Executive Compensation

**Pedagogy:**

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They may also be required to work on field projects. Students are expected to read management news and articles also to improve their understanding of the said areas.

**Examination Scheme:**

| <b>Component of Evaluation</b>         | <b>Internal (40)</b> |  | <b>End Term</b> |
|--|----------------------|--|-----------------|
|  | <b>MSE*</b>          | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)**</b> | <b>Theory</b>   |
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b>            | <b>20</b>  | <b>60</b>       |
| <b>CO 1</b>                            | <b>X</b>             | <b>X</b>   | <b>X</b>        |
| <b>CO 2</b>                            | <b>X</b>             | <b>X</b>   | <b>X</b>        |
| <b>CO 3</b>                            | <b>X</b>             | <b>X</b>   | <b>X</b>        |
| <b>CO 4</b>                            | <b>X</b>             | <b>X</b>   | <b>X</b>        |
| <b>CO 5</b>                            | <b>X</b>             | <b>X</b>   | <b>X</b>        |

**\*One MSE (Mid Semester Exam) to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text and Reference:**

### Core Texts

- Bhattacharyya, D. K. (2015). *Compensation management*. Oxford University Press.
- Deb, T. (2009). *Compensation management: Text & cases*. New Delhi: Excel Books.

### Reference Books

- Bhattacharya, M. S., & Sengupta, N. (2009). *Compensation management*. New Delhi: Excel Books.
- Henderson, R. I. (1994). *Compensation management: Rewarding performance*. Englewood Cliffs, N.J: Prentice Hall.
- Martocchio, J. J., & Bezuidenhout, M. L. (2014). *Compensation management*. Pearson, 2014.

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Understand compensation and articulate the goals of compensation at workplace  | <b>PO1; PO2</b>                  |
| <b>CO2</b>                         | Demonstrate knowledge of compensation terminology and concepts in designing the compensation   | <b>PO1</b>                       |
| <b>CO3</b>                         | Understand the impact of compensation on performance and outcomes  | <b>PO1; PO2</b>                  |
| <b>CO4</b>                         | Analyze scenarios and apply theoretical and practical approaches to address various compensation and benefit issues and challenges                             | <b>PO1; PO7; PO8</b>             |
| <b>CO5</b>                         | Develop Compensation plans keeping the relevance of compensation and benefits in present work environment and the evolving nature of compensation and benefits | <b>PO2</b>                       |

| Course Code | Course Title            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|-------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| HRM 8707    | Compensation Management | 3   | 3   |     |     |     |     | 1   | 1   |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                         |                                       |   |   |   |   |
|-------------------------|---------------------------------------|---|---|---|---|
| <b>ECO 8751</b>         | <b>Applied Econometric Analysis I</b> | L | T | P | C |
| <b>Batch 2021-23</b>    | <b>MBA Semester III</b>               | 3 | 0 | 0 | 3 |
| Pre-requisites/Exposure | Statistics and Research methods       |   |   |   |   |
| Co-requisites           | SPSS and Stata software               |   |   |   |   |

### Course Objectives

1. Apply econometric theory to real world problems
2. Analyze econometric models using real world data
3. Perform research projects

### Course Outcomes

On completion of this course, the students will be able to

**CO1.** To know the basic methodology of econometric analysis

**CO2.** To be able to understand both the fundamental techniques and wide array of applications involving linear regression estimation

**CO3.** To be able to recognize and make adjustments for a number of common regression problems

### Course Content

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#### Unit I. The Scope and Methodology of Econometrics

**05 Hrs**

What is Econometrics?

Steps in Econometric Analysis

Specification of Econometric Model

Basic Concepts of Estimation and Desirable Properties of Estimators

Data for Econometric Analysis

#### Unit II: The Classical Linear Regression Model

**10 Hrs**

Definition of CLRM

Assumptions underlying CLRM

Ordinary Least-squares (OLS) Estimation of CLRM

Properties of Linear Regression Line

The Gauss- Markov theorem and properties of the OLS estimators

Statistical Inference and Hypothesis testing in CLRM

Measuring Goodness of Fit

Regression Slope and Correlation Coefficient

Interpretation of Regression Results

#### Unit II. The Multiple Linear Regression Model

**10 Hrs**

Definition and Model Specification

OLS Estimation of MLRM

Properties of Multiple Regression Coefficients

Measuring Goodness of Fit –  $R^2$  and Adjusted  $R^2$

#### Unit III. Dummy Variable Regression

15!

**5 Hrs**



Least Square Dummy Variable Regression (LSDV Model)  
 Characteristics and estimation  
 Interpreting the dummy coefficients

**Pedagogy**

The objective of this paper is to introduce some of the econometric techniques that are widely used in empirical work in economics and other related disciplines to students. The focus is on conceptual understanding and ‘hands on’ applications using economic data drawn from real-world examples, rather than on formal theoretical proofs. By the end of the paper, students should be able to appreciate and interpret the econometric analysis reported in many studies in economics and be able to carry out and interpret their own econometric analysis.

**Core text books**

D Gujarati (2003), *Basic Econometrics*, McGraw Hill, 4<sup>th</sup> Edition.

**Reference Texts**

William H Green (2003), *Econometric Analysis*, Pearson Education, Delhi, 5<sup>th</sup> Edition.

G S Maddala (2003), *Introduction to Econometrics*, John-Wiley, 3<sup>rd</sup> Edition.

Jan Kmenta (1986), *Elements of Econometrics*, Macmillan, 2<sup>nd</sup> Edition.

R4. Robert S Pindyck and Daniel L Rubinfeld (1998), *Econometric Models and Economic Forecasts*, McGraw Hill, 4<sup>th</sup> Edition.

Johnston and J. Dinardo, *Econometric Methods* (4/ed.), McGraw-Hill International (1997).

**Modes of Evaluation: Quiz/Assignment/ Seminar/Written Examination**

**Examination Scheme:**

| Components    | MSE | Quiz/Assignment/Seminars etc. | ESE Practical | ESE Theory |
|---------------|-----|-------------------------------|---------------|------------|
| Weightage (%) | 20  | 20                            | 15            | 45         |

**Relationship between the Course Outcomes (COs) and Program Outcomes (POs)**

| Mapping between COs and POs |   |                           |
|-----------------------------|---|---------------------------|
|                             | Course Outcomes (COs)                                 | Mapped Programme Outcomes |
| CO1                         | To know the basic methodology of econometric analysis | PO 1 2 & 3                |

|            |  |                       |
|------------|--|-----------------------|
| <b>CO2</b> | To be able to understand both the fundamental techniques and wide array of applications involving linear regression estimation | <b>PO 1 2 &amp; 3</b> |
| <b>CO3</b> | To be able to recognize and make adjustments for a number of common regression problems  | <b>PO 1 2 &amp; 3</b> |

|             |                                |  |  |   |  |  |   |   |                                     |
|-------------|--------------------------------|--|--|---|--|--|---|---|-------------------------------------|
|             |                                | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| Course Code | Course Title                   | PO1  | PO2  | PO3   | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| ECO 8751    | Applied Econometric Analysis I | 2  | 1  | 1   |  |  |   |   |                                     |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |                                       |          |          |          |          |
|--------------------------------|---------------------------------------|----------|----------|----------|----------|
| <b>IBS 8705</b>                | International Trade theory and policy | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | Semester III                          | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Macroeconomics            |          |          |          |          |
| <b>Co-requisites</b>           | NA                                    |          |          |          |          |

### **Course Content:**

In this module we will explore a series of important trade issues, like What is the basis for trade? What are the effects of trade? Who is going to gain from trade? How is the value and volume of trade determined? Impact of trade on different economies? And what is the impact of public policy that attempts to alter the patterns of trade? In addition to addressing the conventional trade topics, we will also discuss issues that are currently under debate and relate theories to real world applications.

### **Course Objectives:**

- Introduce students to the basic concepts and theories of international trade
- Train students in the application of trade theories to the analysis of policy issues relating to international trade
- Train students in methods of economic analysis and problem solving

### **Course Outcome:**

On completion of the course it is expected that students will be able to:

**CO 1** Understanding International trade theory

**CO 2** Applying trade theory to an analysis of present day policy issues in international economics

**CO 3** Analysing the trade situation in global context

### **Unit 1. Introduction**

An overview of world trade, Facts and figures about international trade, The Gravity model.

### **Unit 2. Theories of International Trade**

The Ricardian, The Specific factor, and Heckscher-Ohlin models; New trade theories

### **Unit 3. Trade Policy**

Instruments of trade policy; political economy of trade policy; controversies in trade policy.

### **Unit 4. International factor mobility**

Immigration. Foreign direct investment. The gains from labour and capital flows. International Agreements: Trade, Labor, and the Environment The Rybczynski Theorem.

## Unit 5. Offshoring of goods and services

What is offshoring? The analysis of the effects and the gains from offshoring. The response to offshoring in different countries.

### 2. Pedagogy

The pedagogy for this course is based upon two principles. First, this module will be interaction-oriented where a continuous interaction among students and tutor will be required thereby making the sessions more active and participative. Second, this module will also involve an instructive and case discussions based strategy, where the emphasis will be on understanding different business situations by case study analysis and discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Case Study Analysis: The understanding of the strategies will be through case studies
- Newspaper and magazine article surveys: More interactive learning and implications.

### Examination Scheme

| Component of Evaluation         | Internal (40) |            |  | End Term |
|---------------------------------|---------------|------------|--|----------|
|                                 | Class Test    | Attendance | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modeling etc) / Reviews (Article, Book, Policy etc.)* |          |
| Weightage (%) / Course Outcomes | 20            |            | 20   | 60       |
| CO 1                            | X             |            |  | X        |
| CO 2                            | X             |            | X  | X        |
| CO 3                            |               |            | X  | X        |

**\*Minimum 2 assessments methods to be adopted**

### Text & References

#### Core Text

Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

#### Reference Readings:

1. Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012.
2. Robert C. Feenstra and Alan M. Taylor (2014), International Economics 3rd edition, Palgrave MacMillan.

| Mapping between COs and POs |  |                         |
|-----------------------------|--|-------------------------|
|                             | Course Outcomes (COs)  | Mapped Program Outcomes |
| <b>CO1</b>                  | Understanding International trade theory   | <b>PO 2</b>             |
| <b>CO2</b>                  | Applying trade theory to an analysis of present day policy issues in international economics | <b>PO 2 and 4</b>       |
| <b>CO 3</b>                 | Analysing the trade situation in global context  | <b>PO 1 ad 7</b>        |

| Course Code | Course Title | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|--------------|-----|-----|-----|-----|-----|-----|-----|-----|
| IBS-8705    |              | 2   | 2,3 |     | 3   |     |     | 2   |     |

|                                |   |          |          |          |          |
|--------------------------------|---|----------|----------|----------|----------|
| <b>ECO7753</b>                 | <b>Industrial Economics</b>                         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Version 2.0</b>             | <b>SEM 3</b>  | 3        | 1        | 0        | 4        |
| <b>Pre-requisites/Exposure</b> | Basic exposure of Microeconomics and Macroeconomics |          |          |          |          |
| <b>Co-requisites</b>           | --  |          |          |          |          |

### Course Objectives:

This course will provide a thorough understanding to the students regarding major developments in industrial reforms and its allied macroeconomic issues. This course will take the students through the various structure of firm, industry, market and it's inter linkage. Moreover, the significance of research and development and the importance of location will also be discussed.

### Course Outcomes:

On completion of this course, the students will be able to

CO1. **Identify** the major developments in Industrial Economics and its allied issues.

CO2. **Understand** the linkage between market micro structure, managerial decision making, process of industrialization and policies.

CO3. **Evaluate** the significance of law in regulating behavior of the firms.

CO4. **Analyse** the type and nature of risk associated with industry and firm.

### Course Content

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#### **Unit 1: Structure of Industry and Firm [10 lecture hours]**

Industrial structure and market structure; Industrial Concentration; Structure-Conduct-Performance (S-C-P) model, Financial Structure of the Firm

#### **Unit 2: Expansion of Firms [10 lecture hours]**

Mergers, acquisition and diversification; Foreign capital; MNC's and Transfer pricing; Indian Experience, Corporate Finance, Financial Risk

#### **Unit 3: Research and Development in the process of Industrialization [12 lecture hours]**

Research and Development and international patent laws; Product and process patent; Diffusion of technology;

#### **Unit 4: Location of the Industrial development and Industrial Policy [8 lecture hours]**

Location of the particular plant; Regional Development; Industrial policy

**Core Text:**

1. Industrial Organization: Issues and Perspective, Paul R Ferguson, Macmillan Education (1988)
2. Economics of Industrial Organization, A. Beacham, Sir Isaac Pitman and Sons Ltd. (1948)

**References:**

3. Firms, Contract and Financial Structure, Oliver Hart, Oxford University Press (1995)
4. Journal Article: The Nature of Firm, R. H. Coase, *Economica* 4(16), 1937, pp 386-405

**Pedagogy:**

The Faculty may choose pedagogies suitable to the nature of course from following:

- Student Lecture and Presentation
- Case Study Analysis
- Teaching-learning Strategy using Multimedia
- Mind Mapping
- Chunking strategy
- Z to A Approach
- Collaborative and cooperative learning
- Anchored Instruction
- Peer Tutoring
- Microteaching and Simulated Teaching
- Blended learning
- Problem Based Learning (PBL)
- Rotation Model
- Flex Model
- Enriched Virtual Model

**Modes of Examination:** Assignment / Quiz / Project / Presentation / Course Work / Article reviews / Book Reviews / Reports / Written Exam / Jury / Survey / / any other method that suits to assess the given course outcome

**Examination Scheme:**

| Components    | Internal | Mid Term | End Term |
|---------------|----------|----------|----------|
| Weightage (%) | 30       | 20       | 50       |

| Mapping between COs and POs |                       |                         |
|-----------------------------|-----------------------|-------------------------|
|                             | Course Outcomes (Cos) | Mapped Program Outcomes |
|                             |                       |                         |

|             |  |                           |
|-------------|--|---------------------------|
| <b>CO1.</b> | <b>Identify</b> the major developments in Industrial Economics and its allied issues.  | <b>PO1, PO2, PO4</b>      |
| <b>CO2.</b> | <b>Understand</b> the linkage between market micro structure, managerial decision making, process of industrialization and policies. | <b>PO1, PO2, PO4, PO6</b> |
| <b>CO3.</b> | <b>Evaluate</b> the significance of law in regulating behavior of the firms.   | <b>PO1, PO2, PO6</b>      |
| <b>CO4.</b> | <b>Analyse</b> the type and nature of risk associated with industry and firm.  | <b>PO1, PO2, PO4, PO6</b> |

|                |                             |  |  |  |  |   |  |  |   |
|----------------|-----------------------------|--|--|--|--|---|--|--|---|
|                |                             | Acquire knowledge of core economic theories and adequately identify the issues related to economy, public policy and society | Develop skills necessary to analyse economic data, think critically on alternatives and propose viable solutions | Become proficient in using economic data analysis software (s) and conduct meaningful analysis of data | Appreciate the importance of responsibilities of businesses and government towards the society | Contemplate on societal and global issues resulting from environmental concerns | Appreciate individual ethical behaviour and be able to discharge community responsibilities to the society | Learn Leadership skills, Team work, and develop strong emotional and social aptitude to be a lifelong learner. | Develop verbal and non-verbal communication skills for a successful career in Industry, Business and Entrepreneurship |
| Course Code    | Course Title                | PO1  | PO2  | PO3  | PO4  | PO5   | PO6  | PO7  | PO8   |
| <b>ECO7753</b> | <b>Industrial Economics</b> | 3  | 3  | -  | 2  | -   | 3  | -  | -   |

1=weakly mapped

2= moderately mapped

3=strongly mapped



|                         |   |   |   |   |   |
|-------------------------|---|---|---|---|---|
| <b>IBS 8709</b>         | <b>Globalisation and Sectorial Strategies for India</b> | L | T | P | C |
| MBA (2021-23)           | Semester III  | 3 | 0 | 0 | 3 |
| Pre-requisites/Exposure | International Business                                  |   |   |   |   |
| Co-requisites           |   |   |   |   |   |

### **Course Objective**

The purpose of this course is to examine the effects of various international economic policies on India's domestic business. The focus will be on studying the implications of international trade in goods and services in terms of threats, opportunities and preparedness.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

CO1. Analyse the domestic response to globalization at a disaggregated sectorial level

CO2. Comprehend about the strategies in doing business from an India-centric perspective in some emerging fields of global business

CO3. Evaluate competitiveness of Sunrise sectors using some fundamental measures of competitiveness.

### **Course Content:**

#### **Unit I: Basic Ideas**

Globalisation and GATS: Recent developments and challenges thereof in front of India in major sectors.

## **Unit II: Domestic Policy Response to Globalisation**

In Manufacturing Sector: Implications of Make in India Campaign

In Services Sector: Implications of GATS

In Agriculture Sector: Climate Change and Implications of subsidies, tariff and non-tariff barriers in international agri-business

Digital Business: Implications in terms of scale and scope of International Business Activity

Improving Employability: Implications of Skill Development

## **Unit III: Sunrise Sectors in International Business (India)**

|   |                                   |   |                        |          |          |          |          |                |
|---|-----------------------------------|---|------------------------|----------|----------|----------|----------|----------------|
| <b>ENP 8706</b>   | <b>Family Business Management</b> | <b>Component of Evaluation</b>                    |                        | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |                |
| <b>Batch 2021-23</b>  |                                   | <b>MBA Semester III</b>                           |                        | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>Mid Sem</b> |
| <b>Pre-requisites/Exposure</b>                                |                                   | <b>ENP 7701: Introduction to Entrepreneurship</b> |                        |          |          |          |          | <b>20</b>      |
| <b>Co-requisites</b>  |                                   | <b>Weightage (%)</b>                              | <b>Course Outcomes</b> |          |          |          |          |                |
| <b>Components</b>   | <b>MSE</b>                        | <b>Quiz/Assignment/Seminars etc.</b>              | <b>ESE</b>             |          |          |          |          | <b>X</b>       |
| Nature and state of sunrise sectors of international business |                                   | <b>CO 1</b>                                       | <b>Theory</b>          |          |          |          |          | <b>X</b>       |
| and Supply chain  |                                   | <b>CO 2</b>                                       |                        |          |          |          |          | <b>X</b>       |
| Media and Entertainment                                       | <b>20</b>                         | <b>CO 3</b>                                       | <b>60</b>              |          |          |          |          |                |
| FMCG and Retail Energy  |                                   | <b>CO 4</b>                                       |                        |          |          |          |          |                |
|   |                                   | <b>CO 5</b>                                       |                        |          |          |          |          |                |
|   |                                   | <b>CO 6</b>                                       |                        |          |          |          |          |                |

| <b>Mapping between COs and POs</b> |  |                            |            |                                  |   |
|------------------------------------|--|----------------------------|------------|----------------------------------|---|
|                                    | <b>Course Outcomes (COs)</b>   |                            |            | <b>Mapped Programme Outcomes</b> |   |
| <b>CO1</b>                         | Identify the characteristics that differentiate a family business from other businesses  |                            |            | <b>PO3,7</b>                     | Develop an understanding of various management functions such as finance, operations, supply chain, and human resources. Develop the analytical skill for solving business problems |
| <b>CO2</b>                         | Examine the life cycles of family businesses from the perspective of business, family and ownership                              |                            |            | <b>PO7,8</b>                     |   |
| <b>CO3</b>                         | Learn methods to enhance communication ability and conflict resolution with family business owners, managers, and family members |                            |            | <b>PO3,6</b>                     |   |
| <b>CO4</b>                         | Learn to evaluate situations and problems in family businesses   |                            |            | <b>PO1,2</b>                     |   |
| <b>CO5</b>                         | Examine best practices and explore emerging trends in family business management   |                            |            | <b>PO3,5</b>                     |   |
| <b>CO6</b>                         | Develop family business competitive strategies   |                            |            | <b>PO2,8</b>                     |   |
|                                    | <b>Course Code</b>   | <b>Course Title</b>        | <b>PO1</b> | <b>PO2</b>                       |   |
|                                    | ENP 8705   | Family Business Management | 3          | 3                                | 3   |

|   |  |                |
|---|--|----------------|
| <b>Unit IV: Assessing Global Competitiveness of Indian Business</b>                               | <b>Component of Evaluation</b>         |                |
| Tools to measure competitiveness: Domestic Resource Cost Analysis, Revealed Comparative Advantage |  | <b>Mid Sem</b> |
| Intra Industry Trade Index  | <b>Weightage (%) / Course Outcomes</b> | <b>20</b>      |
|   | <b>CO 1</b>                            | <b>X</b>       |
|   | <b>CO 2</b>                            | <b>X</b>       |
|   | <b>CO 3</b>                            | <b>X</b>       |

### Pedagogy:

The goals of this module are motivated from the fact that strong foundations need to be developed. However, it is to be kept in mind that implied understanding also needs to be developed on current issues relating to business scenario in India. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Develop an understanding of building a sustainable business model     | <b>PO3,7</b>                     |
| <b>CO2</b>                         | Critically analyse the new age practices in building a business model | <b>PO7,8</b>                     |
| <b>CO3</b>                         | Experience the very early stage of the MVP                            | <b>PO3,6</b>                     |



## Pedagogy

- Student Lecture: To support the development of concepts and methods.
- Problem Solving Exercises: More interactive learning, including students on a specific problem and solutions to it.
- Data analysis using case studies and Microsoft excel: To expose students to variety of situation and understand them in comprehensive manner

## Examination Scheme

| Component of Evaluation | Internal (40) |   | End Term |
|-------------------------|---------------|---|----------|
|                         | Class Test*   | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.) |          |
| Weightage (%)           | 20            | 20  | 60       |

**\*Minimum 2 class tests to be conducted and average of the two scores will be marked**

## Text & References:

### Core Text:

Cooperative Management, Principles & Techniques: Dr. S. Nakkiran , Dec 2006

### Reference Texts:

1. Management of Cooperative Enterprises: S. K. Sinha, R. Sahaya
2. Cooperative in Agribusiness: C. H. Kirkman
3. Indian Agriculture & Agri-business: S. Diwase

| Mapping between COs and POs |  |                           |
|-----------------------------|--|---------------------------|
|                             | Course Outcomes (COs)  | Mapped Programme Outcomes |
| CO1                         | Demonstrate an understanding of the values and principles of cooperation     | PO 1                      |
| CO2                         | Acquire knowledge of planning and policy making in cooperative management    | PO 1 & 4                  |
| CO3                         | Upgrade their skills to use appropriate techniques for managing cooperatives | PO 1, 4 & 5               |

|             |                        |  |  |  |  |   |   |                                     |
|-------------|------------------------|--|--|--|--|---|---|-------------------------------------|
|             |                        | Develop an understanding of various Agribusiness management functions specifically Agri finance, operations & supply chain in agribusiness sector, Agri Marketing, management & use of information technology in agribusiness sector and Management of human resource in agribusiness sector | Develop the analytical skill for solving business problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
| Course Code | Course Title           | PO1  | PO2  | PO3  | PO4  | PO5   | PO6   | PO7                                 |
| ECO         | Cooperative Management | 3  |  |  | 2  | 1   |   |                                     |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>MKT 8717</b>                | <b>Sales and Distribution Management</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA 2021-23</b>             | Semester III                             | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Marketing Management                     |          |          |          |          |
| <b>Co-requisites</b>           |  |          |          |          |          |

### Course Objectives:

Gaining appropriate access to consumers is fundamental to all marketing effort and is, for many companies, one of the most problematic business areas. This is not least so because this area of marketing involves effective management and coordination through other organisations. The aim of this module is to enable you to work realistically as marketers within the constraints and opportunities offered by the firm's relationships with wholesalers, retailers and others who play a part in the route to market.

The module can be a distinctive selling point for you in marketing careers since it covers areas that are rarely covered in depth in undergraduate study. Specifically the module is particularly tailored to careers in marketing channel management, in brand management and in various aspects of retail management.

### Course Outcomes:

**CO1:** Understanding the core concepts of Selling and sales force management and their role as marketing tools.

**CO2:** Examine the various components of distribution management and the impact of business environment on distribution function.

**CO3:** Evaluate the role of distribution management and sales force management and their impact and contribution to Marketing management as a whole.

### Course Contents:

**Unit I: Introduction** **8**  
**Hrs**

Sales management- Concept, Objectives and functions  
Nature and role of Sales Manager's job  
Sales management as a career  
Emerging trends in sales management

**Unit II: Sales Organization** **8**  
**Hrs**

Purpose of sales organization  
Setting sales organization  
Types of sales organization 17:  
Coordination of selling functions with other marketing activities



Sales forecasting

**Unit III: Controlling the Sales Effort**

**7**

**Hrs**

Concept of sales force management

Recruitment, selection, training and controlling sales force

Sales Budget: Purpose and budgetary procedure

Quotas: Concept, Objectives and Types

Sales Territory: Concept and procedure of devising sales territories

**Unit IV: Distribution & Channel Management**

**7**

**Hrs**

Distribution channels: Concept and need

Distribution Channel Strategy

Managing distribution channel

Features of effective channel design

Channel Conflict

**Pedagogy:**

Following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Discussion exercises: More interactive learning, including students on a specific problem set and solutions to it.
- Presentation and Role play by students as Sales Manager and its functionality.

**Examination Scheme:****Method of Evaluation**

| <b>Component of Evaluation</b>         | <b>Internal (40)</b>      |   | <b>End Term</b> |
|--|---------------------------|---|-----------------|
|  | <b>Mid Semester Exam*</b> | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments ( Reviews (Article, Book, Policy etc.)**</b> |                 |
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b>                 | <b>20</b>   | <b>60</b>       |
| <b>CO 1</b>                            | <b>X</b>                  | <b>X</b>  | <b>X</b>        |
| <b>CO 2</b>                            | <b>X</b>                  | <b>X</b>  | <b>X</b>        |
| <b>CO 3</b>                            |                           | <b>X</b>  | <b>X</b>        |

**\* One Mid Semester Exam (MSE) to be conducted**

**\*\*Minimum 2 assessments methods to be adopted**

**Text and Reference:****Core Texts**

- Still Cundiff, Sales Management Decision Strategies, Fifth Edition, Printice Hall.
- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, 2005, Oxford University Press

**References:**

- Rosenbloom B., Marketing Channels: A Management View. 7/e, Cengage Learning, New Delhi, 2004
- Berman, B., Marketing Channels: John Wiley & Sons, New York, 1999
- Kapoor Ramneek, Fundamentals of Sales Management, 2005, McMillan.
- Sudha GS, Sales & Advertising Management, 2005, Indus Valley Publications.
- Walker, Churchill Ford, Management of Sales Force

| Mapping between COs and POs |   |                           |
|-----------------------------|---|---------------------------|
|                             | Course Outcomes (COs)   | Mapped Programme Outcomes |
| CO1                         | Understanding the core concepts of Selling and sales force management and their role as marketing tools.                                      | PO1&PO3                   |
| CO2                         | Examine the various components of distribution management and the impact of business environment on distribution function.                    | PO1,PO3, ,PO2             |
| CO3                         | Evaluate the role of distribution management and sales force management and their impact and contribution to Marketing management as a whole. | PO6,PO7,PO8,PO10          |

| Course Code | Course Title                    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
|-------------|---------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| MKT8717     | Sales & Distribution Management | 3   | 2   | 3   |     |     | 3   | 2   | 2   |     | 1    |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                  |                                     |          |          |          |          |
|----------------------------------|-------------------------------------|----------|----------|----------|----------|
| <b>OPM 8710</b>                  | <b>Managing Agri. Supply Chains</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021 – 2023</b>         | <b>MBA - Agri. - Sem. III</b>       | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites / Exposure</b> | <b>Supply Chain Management</b>      |          |          |          |          |
| <b>Co-requisites</b>             | NA                                  |          |          |          |          |

### Course Objectives:

The principal objective of this course is to acquaint participants with the key concepts and solutions in the design, operations, control and management of agricultural supply chain as an integrated (farm-to-fork) system. The course first details the fundamentals of agricultural supply chain management, with special focus on value-chain model. Then it follows with the critical issues and challenges embedded in the supply chain of agro-business. The course introduces students to high level agricultural supply chain support-system, and also gives them a good understanding of the technological and strategic concepts. The module then aims at sensitizing participants with the sustainability concepts of agricultural supply chain. Finally, the course includes four context-sensitive case studies from the diverse domains of agro-business, with special emphasis on the Indian context.

### Course Outcomes

On completion of the course it is expected that students will be able to:

- CO1:** Understand of fundamentals of individual components of the agricultural supply chain and the inter-relationships.
- CO2:** Demonstrate strategic problem-solving skills necessary to develop solutions for agricultural supply chain.
- CO3:** Develop the ability to design agricultural supply chain, so that all components are synchronized and fit in with competitive realities, market, and economic needs of the society.

### Course Contents:

#### **Unit I: Basic Elements of Agricultural Supply Chain Management: 10 Hrs**

- Concepts of value chain in agri-business;
- Drivers of agri-supply chain management;
- Players of agri-supply chain and their activities;
- Categorization-based input-suppliers;
- Farm output and market intermediaries;
- Supply chain processors in agri-business;
- Agri-business retailers;
- Farm-to-Fork strategy.

#### **Unit II: Intrinsic Issues with the Supply Chain in Agri-Business: 8 Hrs**

17!

- Classifications of agri-supply chain risks;
- Management of perishability and wastage in agri-supply chain;

- Quality issues and challenges in agri-supply chain;
- Risk management in agri-supply chain.

**Unit III: Support Systems of Supply Chain in Agri-Business:**  
**Hrs**

**10**

- Infrastructure of agri-supply chain:
  - (a) Transportation network;
  - (b) Cold-chain;
  - (c) Commodity storage vs. climate-controlled warehousing;
  - (d) Organized and un-organized markets;
  - (e) Communication networks;
- Role of technology in agri-supply chain management;
- Information Technology (IT) and agri-supply chain management;
- E-commerce based agricultural supply chain;
- Financial systems and commodity value-chain in India;
- Role of Government in supporting agri-supply chain;
- Basics of international agri-supply chain flows.

**Unit IV: Sustainability in Agricultural Supply Chain Management, Case Studies:**  
**Hrs**

**8**

- Need for and implementation of sustainable practices in agri-supply chain;
- Case Study I: ITC e-Choupal: supply chain re-engineering in agri-business;
- Case Study II: Dairy supply chain management of Amul;
- Case Study III: Supply chain study of KFC & Pizza Hut, India (Yum!);
- Case Study IV: Connecting farm and industry through value chain empowerment in India.

Interactive sessions, Case studies - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. There will be profound emphasis on awareness about recent trends in the supply chain management scenario and a constant watch on current journals& business magazines, newspapers etc.

In this course following pedagogical approaches are adopted:

- Class test: To test learning of theoretical concepts.
- Student Presentation: To support the development of theoretical construct.
- Case Studies: To support applicability as well as better understanding of the arguments and reality.

**Text Books**

- Chandrasekaran and Raghuram, “Agribusiness Supply Chain Management”; CRC Press; USA; 2014.

- Williams, “Agricultural Supply Chains and the Challenge of Price Risk”; Routledge, London, UK, 2013.

### Reference Readings

- Vorst, Silva & Trienekens, “Agro-industrial supply chain management: concepts and applications”; “Agricultural Management, Marketing, and Finance Occasional Papers; FAO, Rome, 2007.
- Information Resource Management Association, USA. “Agri-food Supply Chain Management: Breakthrough in Research and Practice”; IGI Global, US, 2017.

### Examination Scheme

| Component of Evaluation         | Internal (40) |   | End Term |
|---------------------------------|---------------|---|----------|
|                                 | Class Test*   | Case Analysis / Quiz/ Simulations/ Modelling etc) / Reviews of Research Article.)** | Theory   |
| Weightage (%) / Course Outcomes | 20            | 20  | 60       |

\* One Mid Term Exam to be conducted.

\*\*Minimum 2 assessment methods to be adopted

| Mapping between COs and Pos |  |                         |
|-----------------------------|--|-------------------------|
|                             | Course Outcomes (COs)  | Mapped Program Outcomes |
| CO1                         | Understand of fundamentals of individual components of the agricultural supply chain and the inter-relationships.  | PO1 & PO2               |
| CO2                         | Demonstrate strategic problem-solving skills necessary to develop solutions for agricultural supply chain.   | PO4 & PO5               |
| CO3                         | Develop the ability to design agricultural supply chain, so that all components are synchronized and fit in with competitive realities, market, and economic needs of the society. | PO3 & PO7               |



|                                |                                   |          |          |          |          |
|--------------------------------|-----------------------------------|----------|----------|----------|----------|
| <b>OPM 8702</b>                | <b>Logistics Management</b>       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA Semester III</b>           | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to Operations Management |          |          |          |          |
| <b>Co-requisites</b>           | N.A                               |          |          |          |          |

### Course Objectives:

Now a days, for any organization, delivery of product and services to the customers has become of critical importance. The course on logistics management familiarizes students with fundamentals of logistics management, how the logistics concept has evolved and how it plays an important role in the economy. The course will cover various strategic issues, warehouse management, transport infrastructure, freight structures, and applications of information technology. The students will also be exposed to latest tools and techniques for efficient inventory, transport management and warehouse management in order to reduce the overall cost of operations. The containerization, emerging role of inland container depot in multimodal transport and significance of logistics in success of E-commerce be discussed in the class with major emphasis.

### Course Outcomes:

On completion of the course it is expected that students will be able to:

**CO1:** Apply the concept of Logistics and Supply management in both Indian and global context

**CO2:** Make use of latest technology in warehousing management, material handling & packaging, transportation, inventory management

**CO3:** Evaluate and take decision on containerization, freight management, transport infrastructure, multimodal transport.

**CO4:** Take effective decision in strategic issues like logistics outsourcing, warehousing, various modes of transportation and design & develop effective logistics for distribution channel

### Course Contents:

**Unit I: Introduction** **6**  
Hrs

Logistics –Definition, System concept and Objectives, Logistics Functions & Scope  
Role of Logistics in Supply Chain, Customer Services for competitiveness  
Global Logistics Management overview.

**Unit II: Warehousing and Inventory Management** **8**  
Hrs

Warehousing Functions, Warehouse options –A strategic Decision, Warehousing in India  
Warehouse Site Selection & Layout Design 17!  
Warehouse Costing, Performance Parameters  
Cold Chain Infrastructure



Role of Inventory in Logistics, Inventory related costs, Inventory Control Models  
 Technology in Warehousing  
 Material Handling, Storage Systems & Packaging

**Unit III: Transportation and Information Technology** **10**  
**Hrs**

Transportation infrastructure –Rail, Roads, Inland Waterways & Ports; Freight Management  
 Role of Shipping and types of Ships, Importance of various Shipping Routes  
 Factors influencing freight cost.  
 Transportation Networks, Route Planning, Multi-Modal Transport System  
 Third Party Logistics (3PL)  
 Reverse Logistics  
 Logistics Information Systems, Automatic Identification Technology (Bar Coding, RFID, GPS)

**Unit IV: Containerization, Inland Container Depot, Freight Structure and Practices** **6**  
**Hrs**

Container –Introduction & Classification, Benefits and Constraints in Containerization  
 Inland Container Depot (ICD)-Roles and Functions  
 Export and Import clearance Procedures at ICDS  
 Container Corporation of India (CONCOR), Establishment and Operation of ICDS under CONCOR  
 Introduction, Types of Freight, Determinations of Freight Rates  
 Freight Rate –Air, Sea and Road, Liner Freight Rate, Tramp Freight Rate  
 Container Freight Stations (CFS) and Container Transport Operations (CTO)

**Pedagogy:**

Following pedagogical approaches are adopted:

- Class Lectures and Presentations: For conceptualization of logistics management
- Case Analysis for developing strategic and tactical thinking for managing logistics
- Problem Solving Exercises: For application of the theoretical concepts. Use of MS Excel for problem solving.
- Assignment and Discussion
- Data analysis and Exercises using Microsoft Excel: To give exposure to analysis of a variety of dataset and presentation of the outcomes.

**Examination Scheme:**

| Component of Evaluation | Internal (40) |   | End Term |
|-------------------------|---------------|---|----------|
|                         | Class Test*   | Case Analysis / Quiz/<br>Simulations/ Modelling |          |

|  |           |   |           |
|--|-----------|---|-----------|
|  |           | <b>etc) / Reviews of Research Article.)**</b> |           |
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b> | <b>20</b>                                     | <b>60</b> |
| <b>CO 1</b>                            | <b>X</b>  | <b>X</b>                                      | <b>X</b>  |
| <b>CO 2</b>                            | <b>X</b>  | <b>X</b>                                      | <b>X</b>  |
| <b>CO 3</b>                            | <b>X</b>  | <b>X</b>                                      | <b>X</b>  |
| <b>CO 4</b>                            |           | <b>X</b>                                      | <b>X</b>  |

**\* One Mid Term examination to be conducted.**

**\*\*Minimum 2 assessment methods to be adopted**

**Text and Reference:**

**Core Text**

- Sople, V. V. (2010), Logistics Management, Pearson Education, 2<sup>nd</sup> Edition

**Supplement Text**

- Ailawadi, S.C., Singh, R. P., Logistics Management, PHI
- Bhattacharya, S. K., Logistics Management, S. Chand publications
- Ismail, R. (2013). Logistics Management, Excel Books
- Agrawal, D. K. (2010), Supply Chain Management-Strategy , Cases and Best Practices, Macmillan India
- Handbook of Logistics and Distribution Management, Kogen Page
- Raghuram, G., Rangaraj, N., (2012), Logistics and Supply Management-Concepts and Cases, Macmillan India
- Bowersox, Donald J., Closs David J., Cooper, M.(2012), Supply Chain Logistics Management, Tata McGraw-Hill, 3<sup>rd</sup> Edition

| <b>Mapping between COs and POs</b> |  |                                  |
|------------------------------------|--|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Apply the concept of Logistics and Supply management in both Indian and global context                                       | <b>PO1, PO2 &amp; PO8</b>        |
| <b>CO2</b>                         | Make use of latest technology in warehousing management, material handling & packaging, transportation, inventory management | <b>PO3</b>                       |
| <b>CO3</b>                         | Evaluate and take decision on containerization, freight management, transport infrastructure, multimodal transport.          | <b>PO1, PO2 &amp; PO6</b>        |

|            |  |                           |
|------------|--|---------------------------|
| <b>CO4</b> | Take effective decision in strategic issues like logistics outsourcing, warehousing, various modes of transportation and design & develop effective logistics for distribution channel | <b>PO2, PO4 &amp; PO6</b> |
|------------|--|---------------------------|

|                |                             | <b>PROGRAMME OUTCOMES</b>  |  |   |  |  |  |   |  |
|----------------|-----------------------------|--|--|---|--|--|--|---|--|
| Course Code    | Course Title                | PO1  | PO2  | PO3   | PO4  | PO5  | PO6  | PO7   | PO8  |
|                |                             | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools | Communication: Develop an ability to effectively communicate with customers and other stakeholders | Teamwork: Develop the capability of working independently and in a team with multidisciplinary | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |
| <b>OPM8702</b> | <b>Logistics Management</b> | 3  | 3  | 3   | 2  | 1  | 3  | 2   | 3  |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |                        |          |          |          |          |
|--------------------------------|------------------------|----------|----------|----------|----------|
| <b>LAW 7791</b>                | <b>Business Laws</b>   | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA Semester IV</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | NA                     |          |          |          |          |
| <b>Co-requisites</b>           | NA                     |          |          |          |          |

## Course Objective

This course is designed to provide the student with relevant knowledge of the legal system in which business operates in India. It provides them with a conceptualization of existing business laws, legal framework and business policies. This course will impart the students the knowledge they need regarding formation of business and help them to make legally-minded professional decisions currently and in the future.

## Course Outcomes:

After completion of the course student will be able to:

**CO1:** Understand the legal conceptualization of business in India.

**CO2:** Analyze basic legal terminology used in business and making judicious reasoning of business legal framework.

**CO3:** Explain basic legal concepts and provisions discussed in different areas covered under the course.

**CO4:** Apply the principles and provisions learnt in analyzing hypothetical factual situations and answering related questions

## Course Content

### Unit I: Law of Contract

Formation of Contract

Intention to Create Legal Relations

Classification of Contracts

-Oral/Verbal Contract

-Written Contract

-Implied Contract

-Contingent Contract

-Quasi Contract

Validity and Enforceability of Contracts

Construction and Discharge of Contracts

Remedies for Breach of Contract

18:

### Unit II : Special Contracts and Law of Sale of Goods

Contract of Indemnity and Guarantee  
Contract of Bailment, Pledge  
Essentials of valid sale  
Conditions and warranties  
Unpaid seller and his rights  
Rights and duties of seller and buyer

### **Unit III: Law of Partnership**

Definition and Partnership  
Formation of Partnership  
Rights, Duties and Liabilities of Partners  
Dissolution of Partnership Firm

#### **Law of Limited Liability Partnership**

Limited Liability Partnership (LLP)  
Nature and Incorporation of LLP  
Partners and Their Relations: LLP  
Winding up and Dissolution

### **Unit IV: Law of Negotiable Instruments**

Negotiable Instruments  
Parties to Negotiable Instruments  
Negotiation of Negotiable Instruments  
Dishonour and Discharge of Negotiable Instruments  
Crossing and Bouncing of Cheques

### **Unit V: Consumer Protection Act and Important Distinctions in Business laws**

Definitions- Consumer, complaint, defect in goods, deficiency in services, unfair trade practice, restricted trade practice  
Procedures for redressal of grievances before district forum, state commission and national commission  
Distinction between Partnership and Limited Liability Partnership  
Distinction between Partnership and Company

### **Pedagogy**

The pedagogy for this module is based upon two principles. First, this module will be interaction-oriented where a continuous interaction among students and tutor will be required thereby making the sessions more active and participative. Second, this module will also involve an instructive and case discussions based strategy, where the emphasis will be on understanding different business situations by case study analysis and discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.

- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies

### 1. Examination Scheme

| <b>Component of Evaluation</b> | <b>Internal</b> | <b>End Term</b> |
|--------------------------------|-----------------|-----------------|
| <b>Weightage (%)</b>           | <b>40</b>       | <b>60</b>       |

### 2. Text & References

#### Core Text

- **Indian Contract Act, 1872**
- **The Company Law, 2013**

#### Supplementary Text

- Avtaar Singh, Law of Contracts and Specific Relief Act, Eastern Book Company
- V.K. Ahuja, Law relating to IPR's, Lexis Nexis
- Mulla, Sale of Goods Act and the Indian Partnership Act, Lexis Nexis

|                                |   |          |          |          |          |
|--------------------------------|---|----------|----------|----------|----------|
| <b>OPM 8721</b>                | <b>Project Management</b>                                 | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>SEMESTER 4</b>   | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | <b>General Management/Operations/Marketing/Finance/HR</b> |          |          |          |          |
| <b>Co-requisites</b>           | <b>MS Excel</b>   |          |          |          |          |

**Course Objectives:**

The objective of this course is to provide an overview of all aspects of project management functions. It includes defining the key project management terms and provides a basic structure for understanding project management. It explains the general business environments in which projects operate and provides a general knowledge of the project management life cycle and project phases. It explains a generalized view of how the various project management processes commonly interact during the project life cycle and project phases and provides an understanding of the project management deliverables. It explores the key roles in project management such as the role of the project manager, project stakeholders, project team and the skills that are required to manage the project to a successful completion. It provides an understanding of the processes required to properly coordinate the various elements of the project and the trade-offs involved among competing project objectives and alternatives to meet stakeholder needs and expectations.

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

- Demonstrate the benefits of the project to the organization, needs and requirements of the organization and the costs associated with the project.
- Evaluate the network diagram of the project and understand the importance of schedule and activity sequencing
- Learn the tools and techniques used to acquire, develop and manage project team.
- Identify stakeholders and develop communication plans for the project.
- Understand the use of MS-Project Software to perform various project related exercises

**Course Contents:**

**Unit 1-Introduction to Project Management (7 hours)**

Project vs. Operations, Project Management Office, Project Manager Role, Iron Triangle, Project Life Cycle, Project phases and nine domains of a project, People associated with project, Project vs. Programme, Selection of projects and Organization structure and culture, Financial and non-financial methods of project selection, Project Evaluation techniques, Project portfolio management system, Applying a selection model, Organizing projects within functional organization, dedicated teams, and matrix forms.

**Unit 2-Defining the project hours)**

(7

Defining project Scope, scope verification, scope check list, Project Charter, Need and process of creating WBS, WBS ,OBS ,PBS .Responsibility Matrix, Estimating project time and cost, Estimating guide lines for Time, cost & resources, Factors effecting time and cost.

Top down vs. Bottom up approach, Types of costs.

**Unit 3- Developing a project Plan**

**(7 hours)**

Crafting the project network from work package, AON Fundamentals and network terminology,(F/W pass, B/W pass),Extended techniques like laddering, lags to reduce schedule, Reducing the duration of project, Time- cost trade off, Project Risk management.

RISK management Process, RISK identification, RISK assessment, RISK response development

**Unit 4-Project Communication and HR management hours)**

(7

Project communication plan, Need and relevance of project communication plan, Project Human Resource Management, Project team development model, High performance project teams, Virtual project teams, Project procurement, Quality management, Project Progress, performance measurement, evaluation and Project closing. Agile Projects.

**Unit 5-MS Project Introduction and Hands on sessions**

**(5 hours)**

Setting the calendar, Different views and their relevance in Microsoft –project, Filtering and highlighting the tasks, Filling up the task detail, Concept of resource scheduling, Types of resource constraints, Benefits of resource scheduling, Resource scheduling to develop a cost base line, Time phase budgeting, Assigning resources, Levelling the resources, Over allocated resources, Setting up the base line, Resource summary and resource cost summary graph.

**Pedagogy:**

The goals of this course are motivated from the fact that strong foundations need to be developed. However, it is to be kept in mind that implied understanding also needs to be developed on current issues relating to business scenario in India. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative manner. Secondly, an instructive strategy is required to understand implications emphasising learning by doing. Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct
- Practical in Computer Lab: to familiarise with different IS
- Case Study Analysis: The understanding of the strategies will be through case studies



**Examination Scheme:**

| Component of Evaluation        | CT                                  | Case Study & Presentation           | SBM (Software Based Modelling)      | End Term (Theory)                   |
|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Weightage (%) / Course Outcome | 20                                  | 10                                  | 10                                  | 60                                  |
| 1                              | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     | <input checked="" type="checkbox"/> |
| 2                              | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     | <input checked="" type="checkbox"/> |
| 3                              |                                     |                                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 4                              | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**Core Text:**

- Clifford F. Gray, Erik W. Larson and Gautam V. Desai, *Project Management: The Managerial Process*, McGraw Hill.

**Supplementary Text:**

- Jack R. Meredith and Samuel J. Mantel, Jr., *Project Management: A Managerial Approach*, John Wiley & Sons.
- John M. Nicholas and Herman Steyn, *Project Management for Business, Engineering and Technology*, Principles and Practices, Elsevier
- Kathy Schwalbe, *Project Management in IT*, Cengage learning
- Kathrin Koster, *International Project Management*, Sage publications
- Mudrick and Ross, *Management Information System*, PHI, New Delhi
- Kanter, J., *Management Information System*, PHI, New Delhi
- Basandra, S.K., *Computers for Managers*, Professional Managers' Library, Global Business Press, N. Delhi.

| Mapping between COs and POs |                             |                           |
|-----------------------------|-----------------------------|---------------------------|
|                             | 18<br>Course Outcomes (COs) | Mapped Programme Outcomes |

|             |  |  |     |     |     |     |     |     |     |
|-------------|--|--|-----|-----|-----|-----|-----|-----|-----|
| <b>CO1</b>  | Demonstrate the benefits of the project to the organization, needs and requirements of the organization and the costs associated with the project. | <b>PO-1,6</b>  |     |     |     |     |     |     |     |
| <b>CO2</b>  | Evaluate the network diagram of the project and understand the importance of schedule and activity sequencing                                      | <b>PO-2,3</b>  |     |     |     |     |     |     |     |
| <b>CO3</b>  | Learn the tools and techniques used to acquire, develop and manage project team.   | <b>PO-1,2,3,5</b>  |     |     |     |     |     |     |     |
| <b>CO4</b>  | Identify stakeholders and develop communication plans for the project  | <b>PO-2,3,4,5</b>  |     |     |     |     |     |     |     |
| <b>CO5</b>  | Understand the use of MS-Project Software to perform various project related exercises   | <b>PO-2,3,4,5</b>  |     |     |     |     |     |     |     |
|             |  |  |     |     |     |     |     |     |     |
|             | Supply Chain Management  | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource |     |     |     |     |     |     |     |
|             |  | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems   |     |     |     |     |     |     |     |
|             |  | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT  |     |     |     |     |     |     |     |
|             |  | Communication: Develop an ability to effectively communicate with customers and other stakeholders   |     |     |     |     |     |     |     |
|             |  | Teamwork: Develop the capability of working independently and in a team with multidisciplinary   |     |     |     |     |     |     |     |
|             |  | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and                                     |     |     |     |     |     |     |     |
|             |  | Ethics: Maintain integrity and ethics in the business environment  |     |     |     |     |     |     |     |
|             |  | Leadership Skills: Develop effective leadership skills   |     |     |     |     |     |     |     |
| Course Code | Course Title   | PO1  | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| OPM8721     | Project Management   | 2  | 3   | 3   | 3   | 3   | 3   | 1   | 2   |

1=weakly mapped

2= moderately mapped

3=strongly mapped

|                                |                     |          |          |           |          |
|--------------------------------|---------------------|----------|----------|-----------|----------|
| <b>GMT 8502</b>                | <b>DISSERTATION</b> | <b>L</b> | <b>T</b> | <b>P</b>  | <b>C</b> |
| <b>Batch 2021-23</b>           | SEM 4               | <b>0</b> | <b>0</b> | <b>12</b> | <b>6</b> |
| <b>Pre-requisites/Exposure</b> | None                |          |          |           |          |
| <b>Co-requisites</b>           | NA                  |          |          |           |          |

### Course Objective

The dissertation module brings an opportunity for students to undertake research on a particular topic subject to their area of interest or specialization. Students will transfer principles and materials from the research methods module into an actual research activity of personal choice. The student's choice of topic matter should be conducted with attention to bridging career aspirations. Thus, the dissertation may be seen as a transition mechanism into future personal development. The overall aim of this module is to enable the student to develop conceptual and academic depth in research knowledge and become competent in planning and undertaking research and in making recommendations for applying findings. The dissertation is major component of the MBA programme which requires student ability to design, conduct and report on an original piece of research. Students will be given a short course on specific research process and dissertation issues derived from proposals (research methods course) to support the process. They will then be assigned a suitable supervisor although it should be recorded that the student is responsible for the completion of the MBA dissertation while complying with the full dissertation process and not the supervisor.

### Learning Outcomes

- Examine critically, strategically and in depth, a topic of interest arising from the programme of study and your area of professional practice.
- Critically review academic, professional and policy literature
- Design and integrate a coherent methodology to underpin the research
- Critically explore and apply relevant research methods and skills
- Justify and mobilize appropriate approaches to data collection and data analysis, where relevant
- Contextualize the research, sustain critical argument and present conclusions related to policy or practice implications
- Synthesize findings and present a coherent account of the entire research process

### Examination Scheme

| <b>Component of Evaluation</b> | <b>Internal Faculty Mentor/Supervisor</b> | <b>End Term External Experts</b> |
|--------------------------------|---|----------------------------------|
| <b>Weightage (%)</b>           | <b>50</b>                                 | <b>50</b>                        |

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>MKT 8702</b>                | <b>International Marketing</b>                         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA 2021-23</b>             | Semester IV  | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | MKT 7701 Marketing Management                          |          |          |          |          |
| <b>Co-requisites</b>           | Oral and written communication and presentation skills |          |          |          |          |

### Course Objectives:

The aim of this course is to provide theoretical knowledge, understanding and practical skills to understand the decision-oriented framework of international marketing; to grasp the analysis, selections, evaluation and actions of a firm to achieve global competitiveness; to design market-responsive programs for Indian firms in international markets.

### Course Outcomes:

On completion of the course it is expected that students will be able to:

- **CO1:** Identify the need for internationalization of a firm.
- **CO2:** Examine how the decision on which markets to enter is arrived at.
- **CO3:** Distinguish between Market Entry Strategies
- **CO4:** Determine the elements of design of an international marketing programme
- **CO5:** Formulate the implementation and monitoring aspects of an international marketing programme

### Course Contents:

|  |          |
|--|----------|
| <b>Unit I: Need for Internationalization</b>             | <b>6</b> |
| <b>Hrs</b>   |          |
| Initiation of internationalization                       |          |
| Models of Internationalization                           |          |
| Global Competitiveness                                   |          |
| <b>Unit II: Deciding Markets</b>                         | <b>6</b> |
| <b>Hrs</b>   |          |
| Studying Global Markets                                  |          |
| PESTEL for International Marketing                       |          |
| International Market Selection Process                   |          |
| <b>Unit III: Market Entry Strategies</b>                 | <b>9</b> |
| <b>Hrs</b>   |          |
| Choice of Entry Modes                                    |          |
| Export Modes   |          |
| Intermediate and Hierarchical Modes                      |          |
| Sourcing Decisions                                       |          |
| <b>Unit IV: International Marketing Programme Design</b> | <b>9</b> |
| <b>Hrs</b>   |          |
| Product Decisions  |          |

Pricing Decisions  
Channel Decisions

**Unit V: Implementation & Monitoring of International Marketing Programme 6 Hrs**

Communication Decisions  
Cross Cultural Aspects  
The Marketing Plan  
Effect of Internet on Global Marketing Strategy

**Pedagogy:**

The pedagogy for this course is based upon two principles. First, this will be interaction-oriented where a continuous interaction among students and tutor, including role plays and group work will be required. Second, this will also involve emphasis will be on understanding different business situations by case study analysis and class discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Lecture Method: This is for understanding of the concepts and various theories and trends and involves extensive use of audio visual stimuli and news articles.
- Role Plays: This will develop the ability of students to apply concepts to simulated situations based on real life examples
- Case Study: Individually or in a group develop clarity on theories and principles and apply the same to solve case questions.
- Class Discussion: To develop quick thinking on a real life case and communication skills and to contribute meaningfully to a group discussion.
- Group Presentation: To develop teamwork abilities and problem solving skills by applying the conceptual framework to business problems.
- Class Test: To be able to apply learnings in the correct manner and context and prepare for final exams.
- Capstone Group Project: To implement learnings to create an International Marketing Plan for a new venture in a particular industry sector and share learnings with rest of the class.

**Examination Scheme:**

| Component of Evaluation        | Internal (40) |                        |  | End Term (60) |
|--------------------------------|---------------|------------------------|--|---------------|
|                                | MidSem Test   | Capstone Group Project |  |               |
| Weightage (%) / Course Outcome | 20            | 20                     |  | 60            |
| C01                            | ☒             |                        |  | ☒             |
| C02                            | ☒             | ☒                      |  | ☒             |
| C03                            | ☒             | ☒                      |  | ☒             |
| C04                            | ☒             | ☒                      |  | ☒             |
| C05                            |               | ☒                      |  | ☒             |

**Text and Reference:****Core Text:**

- Hollensen, S., Banerjee, M.. (2010), *Global Marketing with a special Indian Focus*. Pearson
- Joshi, RM (2005), *International Marketing*, Oxford University Press

**Supplementary Text:**

- Jain, S. C. (2001). *International Marketing*. South-Western Pub.
- Terpstra, V., Foley, J., & Sarathy, R. (2012). *International marketing*. Naper Press.

**Print & AV Resources:**

Handouts/ extracts and copies of articles from Economic Times / Business Standard/ Hindu BusinessLine, TOI/HT/Indian Express, YouTube & Google Videos

**Lecture Notes and Presentations:**

For each of the sessions, lecture notes and presentations in soft copy form shall be provided to Class Representatives for further dissemination among the rest of the class.

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Identify the need for internationalization of a firm.                                       | <b>PO2,PO1</b>                   |
| <b>CO2</b>                         | Examine how the decision on which markets to enter is arrived at.                           | <b>PO6,PO1</b>                   |
| <b>CO3</b>                         | Distinguish between Market Entry Strategies   | <b>PO2,PO5</b>                   |
| <b>CO4</b>                         | Determine the elements of design of an international marketing programme                    | <b>PO5, PO8</b>                  |
| <b>CO5</b>                         | Formulate the implementation and monitoring aspects of an international marketing programme | <b>PO8,PO7</b>                   |

| Course Code | Course Title            | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|-------------------------|--|--|--|--|--|---|---|-------------------------------------|
| MKT 8702    | International Marketing | 2  | 3  |  |  | 3  | 2   | 1   | 2                                   |
|             |                         | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>MKT 8710</b>                | <b>Brand Development and Management</b>                | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA 2021-2023</b>           | Semester IV  | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | MKT 1701 Fundamentals of Marketing                     |          |          |          |          |
| <b>Co-requisites</b>           | Oral and written communication and presentation skills |          |          |          |          |

### 3. Course Objective

The primary objective of this course is to understand the importance of brands and the various steps involved in building a brand, and developing long term sustainable branding strategies. Understand various theories, models, techniques and other tools for better branding decisions which would help enhance the competitive advantage of an organization.

### 4. Course Outcomes

On completion of the course it is expected that students will be able to:

- Recognize the importance of developing a brand in the overall marketing strategy and identify all facets of brand development and management.
- Evaluate the importance of value creation in a brand and communicating the same to the customer for the definite success of any brand. Also ensuring that customers' perception of the brand is in sync with the brand projection.
- Formulate an appropriate product mix strategy under a brand umbrella and to facilitate efficient portfolio management.
- Assess brand equity concept and how it can be leveraged to enter new markets and segments.

### 3. Pre-Requisites

MKT 7701 Marketing Management

### 4. Course Contents

#### Unit I: Introduction

Define Brand (Product vs brand)

Role of brands

Advantages of Strong Branding

#### Unit II: Designing a brand Identity

Differing perspectives on brand identity- Aaker vs Kapferer

Brand Image, Brand Personality and Loyalty

Establishing Brand Positioning

Brand Values

#### Unit III: Brand Development strategy

Brand Elements and nomenclature

Brand-product matrix and hierarchy

Introducing new brands and brand extensions 19!

Brand Sponsorship-manufacturers brand, private brand, licensing, co-branding



Making a brand plan

#### **Unit IV: Managing brands over time**

Brand Repositioning

Revitalising brands

Adjustments to brand portfolio

#### **Unit V: Brand Valuation**

Methods of brand valuation

Brands, balance sheets and measurement

Brand Equity and measuring Brand equity

Recent trends in Branding

### **5. Pedagogy**

Tutorials, Interactive sessions, Case studies, Field visits, Management games, Extensive research projects, Seminars, Weekend experience in companies - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

### **6. Evaluation**

| <b>Component of Evaluation</b> | <b>Internal</b> | <b>End Term</b> |
|--------------------------------|-----------------|-----------------|
| <b>Weightage (%)</b>           | <b>40</b>       | <b>60</b>       |

### **7. Text & References**

#### **Core Text:**

- Keller, *Strategic Brand Management*, Tata McGraw

#### **Supplementary Text:**

- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.
- Aaker, D. A. (2009). *Managing brand equity*. Simon and Schuster
- Aaker, D. A. (2012). *Building strong brands*. Simon and Schuster
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. Kogan page publishers.

#### **Newspapers:**

- Brand Equity (Times of India)

#### **Websites and Blogs:**

- [www.afaqs.com](http://www.afaqs.com)
- [exchange4media.com](http://exchange4media.com)
- <https://www.prophet.com/blog/aakeronbrands>

#### **Evaluation Details**

| Component of Evaluation        | Mid Term                            | Case Analysis / Article Surveys     | Reports and Presentation / Home Assignments | End Term                            |
|--------------------------------|-------------------------------------|-------------------------------------|---|-------------------------------------|
| Weightage (%) / Course Outcome | 20                                  | 10                                  | 10  | 60                                  |
| 1.                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |   | <input checked="" type="checkbox"/> |
| 2.                             | <input checked="" type="checkbox"/> |                                     | <input checked="" type="checkbox"/>         | <input checked="" type="checkbox"/> |
| 3.                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>         | <input checked="" type="checkbox"/> |
| 4.                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>         | <input checked="" type="checkbox"/> |

| Components of Internal Evaluation           | Marks Breakup | Remarks   |
|---|---------------|---|
| Case Analysis / Article Surveys             | 20            | 2 Cases to be analysed based on the questions given prior to the class. |
| Class Test and Quiz                         | 10            | 2 tests. Best of the score will be marked.                              |
| Reports and Presentation / Home Assignments | 10            | 1 project assignment Both report and presentation to be made.           |

### 1. Expected Program Educational Objectives (PEO's)

| S. No. | Program Educational Objectives (PEO's)   |
|--------|--|
| 1.     | The study of organizations, their management and the changing internal and external environment in which these operate |
| 2.     | Produce graduates equipped to integrate a range of functional skills and specializations                               |
| 3.     | Transform graduates into effective managers and efficient leaders  |
| 4.     | Develop socially and ethically responsible professionals   |

### 2. Expected Program Outcomes (PO's)

| S. No. | Program Outcomes   |
|--------|--|
| A.     | Develop an ability to effectively communicate with customers and other stakeholders  |
| B.     | Develop the capability of working independently and in a team  |
| C.     | Creatively solve complex business situations and problems  |
| D.     | Develop flavor for collating and analyzing data and information by effective use of IT tools                                       |
| E.     | Become proficient in using mathematical, analytical and statistical tools.   |
| F.     | Develop an understanding of various management functions such as finance, operations & supply chain, marketing and human resource. |
| G.     | Develop self-confidence and awareness of general issues prevailing in the society  |
| H.     | Develop the trait to be flexible and adaptable in all circumstances and instill lifelong learning                                  |
| I.     | Maintain integrity and ethics in the business environment  |
| J.     | Develop effective leadership quality   |

### 3. PEO's- PO's Relationship Matrix (Indicate the relationships by ☒ )

| PO<br>PEO | A | B | C | D | E | F | G | H | I | J |
|-----------|---|---|---|---|---|---|---|---|---|---|
| 1.        | ☒ |   |   |   |   | ☒ |   |   | ☒ |   |
| 2.        | ☒ |   | ☒ | ☒ | ☒ | ☒ |   | ☒ |   |   |
| 3.        |   | ☒ |   |   |   |   |   |   |   | ☒ |
| 4.        |   |   |   |   |   |   | ☒ | ☒ | ☒ |   |

### 4. Expected Course Outcomes(CO's)

| S. No. | Course Outcomes   |
|--------|---|
| 1.     | Recognize the importance of developing a brand in the overall marketing strategy and identify all facets of brand development and management. |

|    |  |
|----|--|
| 2. | Evaluate the importance of value creation in a brand and communicating the same to the customer for the definite success of any brand. Also ensuring that customers' perception of the brand is in sync with the brand projection. |
| 3. | Formulate an appropriate product mix strategy under a brand umbrella and to facilitate efficient portfolio management.   |
| 4. | Assess brand equity concept and how it can be leveraged to enter new markets and segments.   |

**5. Program – Course Learning Outcomes Relationship Matrix (Indicate the relationships by ☒)**

| <b>Programme Outcomes</b><br><b>Course Outcomes</b> | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> | <b>F</b> | <b>G</b> | <b>H</b> | <b>I</b> | <b>J</b> |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>1.</b>   |          |          | ☒        |          |          | ☒        |          |          |          |          |
| <b>2.</b>   |          | ☒        | ☒        |          |          | ☒        | ☒        | ☒        |          |          |
| <b>3.</b>   |          | ☒        | ☒        |          |          | ☒        |          |          |          |          |
| <b>4.</b>   |          |          | ☒        |          | ☒        | ☒        |          |          |          |          |

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>FIN 8707</b>                | <b>Derivatives and Risk Management</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA Batch 2021-23</b>       |  | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | FIN 7701                               |          |          |          |          |
| <b>Co-requisites</b>           |  |          |          |          |          |

### Course Objectives:

Financial derivatives enable parties to trade specific financial risks such as interest rate risk, currency, equity and commodity price risk, and credit risk etc. to other entities who are more willing, or better suited, to take or manage these risks typically, but not always, without trading in the primary asset or commodity. This course has been designed to provide the students with an insight of various financial derivatives. The course will also focus on use of these instruments for the purpose of financial risk management.

### Course Outcomes:

On completion of the course it is expected that students will be able to:

**CO1.** Explain the concept of financial risk and its management.

**CO2.** Demonstrate knowledge of various financial derivatives.

**CO3.** Use various option trading strategies at the time of trading in options.

**CO4.** Apply option pricing models to calculate the price of an option contract.

**CO5.** Use various financial derivatives for the purpose of hedging i.e. managing financial risk.

### Course Contents:

#### **Unit I: Introduction to Derivatives**

**2**

##### **Hrs**

Concept of Derivatives; Types of Derivatives; Derivatives Market in India; Concept of Financial Risk and Its Management

#### **Unit II: Forward and Future Contracts**

**8**

##### **Hrs**

Forward Contract; Future Contract; Types of Future Contract: Index Futures, Stock Futures and Currency Futures etc.; Difference between Forwards and Futures; Hedging Strategies Using Forwards and Futures

#### **Unit III: Option Contracts**

**10**

##### **Hrs**

Option Contract; Types of Options: Call Option and Put Option, American Option and European Option, Index Option and Stock Option, Currency Option etc.; Factors Affecting Option Prices, Option Greeks; Lower Bound and Upper Bound; Put-Call Parity; Important Trading Strategies Involving Options; Hedging with the Help of Options

#### **Unit IV: Option Pricing Models**

**6**

##### **Hrs**

The Black-Scholes Model; Binomial Pricing

#### **Unit V: Financial Swaps**

**4**

##### **Hrs**

Meaning of Financial Swaps; Interest Rate Swaps; Currency Swaps; Equity Swaps; Hedging Strategies Using Swaps

**Pedagogy:**

This course shall be organised through a mixture of lectures, class discussions, problem solving, cases and dealing with real life problems. Each session shall start with a scenario presentation to lay down the context for the topic to be discussed. Next part of the session shall be dedicated towards concept building and understanding of various tools, techniques and models. The final leg of each session shall be dedicated to the application aspect so that necessary competencies can be developed in students for using financial derivatives for the purpose of hedging.

**Examination Scheme:**

| Component of Evaluation | Internal (40) |                               | End Term |
|-------------------------|---------------|-------------------------------|----------|
|                         | Class Test    | Case Analysis & Presentations |          |
| Weight (%)              | 20            | 20                            | 60       |

**Text and Reference:**

**Core Text:**

- Options, Futures and other derivatives by John C. Hull, 7<sup>th</sup> Edition, Pearson Education, (2009)
- Fundamentals of Financial Derivatives by N R Parasuraman, 2<sup>nd</sup> edition, Wiley India (2011)

**Reference Readings:**

- Gupta, S. L. (2011), Financial Derivatives, Prentice Hall of India, New Delhi.
- Srivastava, Rajiv (2012), “Derivatives and Risk Management”. 1<sup>st</sup> Edition, Oxford University Press, New Delhi.

**Websites:**

www.nseindia.com  
 www.mcxindia.com  
 www.ncdex.com

| Mapping between COs and POs |   |                           |
|-----------------------------|---|---------------------------|
|                             | Course Outcomes (COs)   | Mapped Programme Outcomes |
| CO1                         | Explain the concept of financial risk and its management                                  | PO 1                      |
| CO2                         | Demonstrate knowledge of various financial derivatives                                    | PO 1, 6                   |
| CO3                         | Use various option trading strategies at the time of trading in options                   | PO 3, 5, 6                |
| CO4                         | Apply option pricing models to calculate the price of an option contract                  | PO 3, 6                   |
| CO5                         | Use various financial derivatives for the purpose of hedging i.e. managing financial risk | PO 2, 3, 6                |

|             |                                 | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |
|-------------|---------------------------------|--|--|--|--|--|---|---|-------------------------------------|
| Course Code | Course Title                    | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
| FIN 8707    | Derivatives and Risk Management | 1  | 3  | 3  |  | 2  | 1   |   |                                     |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

|   |   |   |
|---|---|---|
| <b>COURSE TITLE:</b> WEALTH MANAGEMENT  |   | <b>COURSE CODE:</b> FIN 8722                |
| MBA IV Sem  |   |   |
|   |   | <b>COURSE STRUCTURE:</b> L T P C<br>3 0 0 3 |
| <b>OBJECTIVES OF THE COURSE</b>   |   |   |
| The objectives of the course are –  |   |   |
| <ol style="list-style-type: none"> <li>1. To provide comprehensive knowledge about wealth management.</li> <li>2. To enable students to understand how wealth can be created through investments in varied products and be able to identify risk in these products.</li> <li>3. To help students learn how to assess a client's risk profile</li> </ol>             |   |   |
| <b>CODE</b>   | <b>COURSE OUTCOMES</b>  |   |
|   | On completion of the course:  |   |
| COFIN8722.1   | Students will be able to differentiate between financial planning and wealth management and how economy affects the wealth building efforts                               |   |
| COFIN8722.2   | Students will have knowledge of various investment products, how these products can help in long term wealth creation and the risks underlying such products and services |   |
| COFIN8722.3   | Students will be able to assess the risk profile of clients and appreciate how asset allocation is an important element of wealth management                              |   |
| COFIN8722.4   | Students will be competent in various elements of taxation of investments and estate planning   |   |
| <b>COURSE CONTENT/SYLLABUS</b>  |   | <b>TOTAL HOURS:</b> 36                      |
| <b>UNIT-I</b>   |   | 8Hours                                      |
| <b>Introduction to Financial Planning &amp; Wealth Management</b>   |   |   |
| <ol style="list-style-type: none"> <li>a. Role of Financial Planner</li> <li>b. Financial Planning Process</li> <li>c. Wealth Cycle</li> <li>d. Risk Profiling and Asset Allocation</li> <li>e. Systematic Approach to Investing – SIP, SWP and STP</li> <li>f. Financial Plan – Goal based, Comprehensive</li> <li>g. Wealth Management &amp; Economy -</li> </ol> |   |   |
| <b>UNIT-II</b>  |   | 6Hours                                      |
| <b>Investment &amp; Risk Management: Equity, Debt &amp; Alternate Assets</b>  |   |   |
| <u>Equity</u>   |   |   |
| <ol style="list-style-type: none"> <li>a. Role of Equity</li> <li>b. Active and Passive Exposures</li> <li>c. Fundamental and Technical Analysis</li> <li>d. Investment and Speculation</li> <li>e. Leveraging</li> </ol>   |   |   |
| <u>Debt</u>   |   |   |
| <ol style="list-style-type: none"> <li>a. Role of Debt</li> <li>b. Deposits and Debt Securities</li> <li>c. Valuation of Debt Securities</li> <li>d. Yields and Interest Rate Risk</li> <li>e. Credit Exposure and Debt Investments</li> <li>f. Concentration Risk</li> </ol>   |   |   |
|   |   | 20:   |



### Alternate Assets

- a. Gold – Role, Gold Investment Routes, Rupee returns from Gold
- b. Real Estate – Role, Real Estate Investment Routes, Real Estate Indices

UNIT-III

6Hours

### **Investment Products & Services; Evaluation Framework**

- a. Derivatives – Futures, Options
- b. Mutual Fund
- c. Venture Capital / Private Equity Funds
- d. Hedge Funds
- e. Structured Products
- f. Portfolio Management Services (PMS)

### **Investment Evaluation Framework**

- a. Risk-Return Framework
- b. Risk - Standard Deviation, Beta
- c. Risk Adjusted Returns - Sharpe Ratio, Treynor Ratio, Alpha
- d. SSELECTIVVELLY-Invest Classification Scheme for Investment Products

UNIT IV

6Hours

### **Risk: Profiling & Asset Allocation; Management through Insurance**

- a. Risk Profiling
- b. Strategic & Tactical Asset Allocation
- c. Fixed & Flexible Asset Allocation
- d. Asset Allocation Returns in Equity, Debt and Gold
- e. Allocation to Speculation
- f. Diversification in Perspective

### **Risk Management through Insurance**

- a. Risk Assessment
- b. Life Insurance
- c. Health Insurance
- d. General Insurance
- e. Safeguards in Insurance

Unit – V

7Hours

### **Taxation: Elements & taxation of investment products**

- a. Basic Terminology
- b. Income Tax Slabs
- d. Advance Tax & Tax Deducted at Source (TDS)
- f. Exempted Income
- g. Deductions from Income - Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG
- h. Long Term and Short Term Capital Gain / Loss - Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F
- i. Setting Off & Carry Forward

### **Taxation of Investment Products**

20

- a. Dividend Tax / Tax on Income Distributed by Mutual Fund
- b. Securities Transaction Tax (STT)

- c. Capital Gains Taxation
- d. Taxation of Fixed Deposits and Fixed Maturity Plans
- e. Dividend and Growth Options in Mutual Fund schemes
- f. Wealth Tax.

**Unit - VI**

03Hours

**Estate Planning**

- a. Background
- b. Assets & Liabilities
- c. Nomination
- d. Inheritance Law
- e. Will
- f. Trust

CO-PO MAPPING MATRIX

|                        |   |   |   |   |  |  |   |  |   |                                      |
|------------------------|---|---|---|---|--|--|---|--|---|--------------------------------------|
|                        | Develop an ability to effectively communicate with customers and other stakeholders | Develop the capability of working independently and in a team | Creatively solve complex business situations and problems | Develop flavour for collating and analysing data and information by effective use of IT tools | Become proficient in using mathematical, analytical and statistical tools. | Develop an understanding of various management functions such as finance, operations & supply chain, marketing and human resource. | Develop self-confidence and awareness of general issues prevailing in the society | Develop the trait to be flexible and adaptable in all circumstances and instil lifelong learning | Maintain integrity and ethics in the business environment | Develop effective leadership quality |
| CO Code                | PO1   | PO2   | PO3   | PO4   | PO5  | PO6  | PO7   | PO8  | PO9   | PO10                                 |
| COFIN8702.1            |   |   |   |   |  |  | 3   |  |   |                                      |
| COFIN8702.2            |   |   |   |   |  |  | 3   |  |   |                                      |
| COFIN8702.3            |   | 2   |   | 3   | 3  |  | 3   |  |   |                                      |
| COFIN8702.4            |   | 2   |   | 3   | 3  |  | 3   |  |   |                                      |
| Overall CO's (Average) | 0.0   | 1.0   | 0.0   | 1.5   | 1.5  | 0.0  | 3.0   | 0.0  | 0.0   | 0.0                                  |

*Level of Mapping/correlation*

*3- Indicates Highest Correlation*

*2-Indicates Moderate Correlation*

*1-Indicate-Lowest Correlation*

**COURSE PLAN (LECTURE/TUTORIAL/PRACTICAL)**

| S. No. | Date | Lecture/<br>Tutorial<br>(L/T) | Topics / Sub- Topics  | Course<br>(Learning)<br>Outcomes | Pre-Reading             |
|--------|------|-------------------------------|---|----------------------------------|-------------------------|
| 1.     |      | L                             | Introduction to the course  | COFIN8722.1                      | NA                      |
| 2.     |      | L                             | Role of Financial Planner,<br>Financial Planning Process  | COFIN8722.1                      | D&B Ch.1                |
| 3.     |      | L                             | Contract and Documentation;<br>Client Data Collection, Client<br>Data Analysis  | COFIN8722.1                      | D&B Ch.2                |
| 4.     |      | L                             | Life Cycle, Wealth Cycle, Risk<br>Profiling and Asset Allocation;<br>Systematic Approach to<br>Investing – SIP, SWP and STP                   | COFIN8722.1                      | NA                      |
| 5.     |      | L                             | Financial Plan – Goal based,<br>Comprehensive; Financial<br>Blood-Test Report (FBR);<br>Financial Planning in India                           | COFIN8722.1                      | NA                      |
| 6.     |      | L                             | Financial Planning to Wealth<br>Management; Economic Cycles<br>and Indicators – Lag indicators,<br>Co-incident indicators, Lead<br>indicators | COFIN8722.1                      | NA                      |
| 7.     |      | L                             | Interest Rate Views, Currency<br>Exchange Rate  | COFIN8722.1                      | Current news<br>article |
| 8.     |      | L                             | Deficits - Revenue Deficit and<br>Fiscal; Current Account Deficit   | COFIN8722.1                      | NA                      |
| 9.     |      | L                             | Role of Equity, Active and<br>Passive Exposures, Returns<br>from Passive Exposure to S&P<br>CNX Nifty; Sector Exposure and<br>Diversification | COFIN8722.2                      | D&B Ch 4                |
| 10.    |      | L                             | Fundamental and Technical<br>Analysis; Fundamental<br>Valuation Approaches;<br>Investment and Speculation;<br>Leveraging                      | COFIN8722.2                      | NA                      |

|     |  |   |  |             |              |
|-----|--|---|--|-------------|--------------|
| 11. |  | L | Role of Debt; Deposits and Debt Securities; Valuation of Debt Securities   | COFIN8722.2 | NA           |
| 12. |  | L | Yields and Interest Rate Risk; Interest Rate and Debt Investments  | COFIN8722.2 | NA           |
| 13. |  | L | Credit Exposure and Debt Investments; Concentration Risk; Passive Investments in Debt  | COFIN8722.2 | NA           |
| 14. |  | L | Gold – Role, Gold Investment Routes, Rupee returns from Gold; Real Estate – Role, Real Estate Investment Routes, Real Estate Indices | COFIN8722.2 | NA           |
| 15. |  | L | Derivatives – Futures, Options; Mutual Fund; Venture Capital / Private Equity Funds  | COFIN8722.2 | NA           |
| 16. |  | L | Hedge Funds; Structured Products; Portfolio Management Services (PMS)  | COFIN8722.2 | NA           |
| 17. |  | L | Risk-Return Framework; Risk - Standard Deviation, Beta   | COFIN8722.2 | NA           |
| 18. |  | L | Risk Adjusted Returns - Sharpe Ratio, Treynor Ratio, Alpha;  | COFIN8722.2 | NA           |
| 19. |  | T | SSELECTIVVELLY-Invest Classification Scheme for Investment Products  | COFIN8722.2 | NA           |
| 20. |  | L | Recap of course done so far  | COFIN8722.2 | NA           |
| 21. |  | L | Risk Profiling; Why Asset Allocation?  | COFIN8722.3 | D&B Ch.2 & 3 |
| 22. |  | L | Strategic Asset Allocation; Tactical Asset Allocation  | COFIN8722.3 | NA           |
| 23. |  | L | Fixed Asset Allocation; Flexible Asset Allocation  | COFIN8722.3 | NA           |
| 24. |  | L | Asset Allocation Returns in Equity, Debt & Gold - Fixed Asset Allocation with Annual   | COFIN8722.3 | NA           |

|     |  |   |  |             |   |
|-----|--|---|--|-------------|---|
|     |  |   | Re-balancing; Flexible Asset Allocation  |             |   |
| 25. |  | L | Allocation to Speculation; Diversification in Perspective  | COFIN8722.3 | NA  |
| 26. |  | L | Risk management and Insurance  | COFIN8722.3 | D&B Ch 5                                    |
| 27. |  | L | Previous Year and Assessment Year; Gross Total Income; Income Tax Slabs  | COFIN8722.4 | Singhanian & Singhanian Ch 1                |
| 28. |  | L | Advance Tax; Tax Deducted at Source (TDS); Exempted Income   | COFIN8722.4 | NA  |
| 29. |  | L | Deductions from Income - Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG   | COFIN8722.4 | Singhanian & Singhanian Ch on Deductions    |
| 30. |  | L | Long Term and Short Term Capital Gain / Loss - Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F; Setting Off & Carry Forward | COFIN8722.4 | Singhanian & Singhanian Ch on Capital Gains |
| 31. |  | L | Dividend Tax / Tax on Income Distributed by Mutual Fund; Securities Transaction Tax (STT)  | COFIN8722.4 | NA  |
| 32. |  | L | Capital Gains Taxation; Taxation of Fixed Deposits and Fixed Maturity Plans  | COFIN8722.4 | NA  |
| 33. |  | L | Dividend and Growth Options in Mutual Fund schemes; Wealth Tax.  | COFIN8722.4 | NA  |
| 34. |  | L | Background; Assets & Liabilities   | COFIN8722.4 | D&B Ch. 7                                   |
| 35. |  | L | Nomination; Inheritance Law  | COFIN8722.4 | NA  |
| 36. |  | L | Will; Trust  | COFIN8722.4 | NA  |

The marks allocated for internal assessment shall be awarded as per the scheme given below.

**i) Marking Scheme**

| <b>Criteria</b>                              | <b>Maximum Marks</b> |
|--|----------------------|
| Mid Semester Examination                     | 20                   |
| Home assignment                              | 20                   |
| <b>Total Internal Assessment</b>             | <b>40</b>            |
| End Semester Examination                     | 60                   |
| <b>Total (Internal +External Assessment)</b> | <b>100</b>           |

|                                |                                     |          |          |          |          |
|--------------------------------|-------------------------------------|----------|----------|----------|----------|
| <b>OPM8704</b>                 | <b>Enterprise Resource Planning</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | MBA Semester IV                     | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | None                                |          |          |          |          |
| <b>Co-requisites</b>           |                                     |          |          |          |          |

### Course Objectives:

The objective of this course is to expose the students to the strategic importance of Enterprise Resource Planning. To enable them to analyze when is it appropriate to adopt ERP system. It brings forth the essence of ERP and what aspects to evaluate before implementing. It exposes students to how the various ERP modules are related to business functions of an organization.

### Course Outcomes:

On completion of the course it is expected that students will be able to:

CO1: Explain the basics of ERP

CO2: Identify the business modules of ERP

CO3: Compare some popular products in the area of ERP

CO4: Analyze the current and future trends in ERP relative to business objectives

### Course Contents:

#### **Unit 1-Introduction**

**6 hours**

Overview and Benefits of ERP, Foundation, business function, Related technologies, Business process reengineering, Data Warehousing, Data Mining, OLAP, SCM

#### **Unit 2- ERP Implementation**

**6 hours**

ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring

#### **Unit 3- The Business Modules**

**6 hours**

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Supply Chain Management, Operations

#### **Unit 4- ERP Domain**

**6 hours**

MFG/ PRO, IFS/Avalon, SAP R/3, Peoplesoft, Oracle

#### **Unit 5- Future Trends in ERP**

**6 hours**



Enterprise Application Integration – ERP and E-Business – ERP II – Total quality management – Future Directions – Trends in ERP.

**Pedagogy:**

Following pedagogical approaches are adopted:

Tutorials, Interactive sessions, Hands-on Lab Sessions, Case studies, Extensive research projects, Seminars, etc. - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

**Examination Scheme:**

| Component of Evaluation         | Internal (40)            |  | End Term |
|---------------------------------|--------------------------|--|----------|
|                                 | Mid Semester Exam (MSE)* | Case Analysis / Quiz/ Simulations/ Modelling etc) / Reviews of Research Article.** |          |
| Weightage (%) / Course Outcomes | 20                       | 20   | 60       |
| CO 1                            | X                        | X  | X        |
| CO 2                            | X                        | X  | X        |
| CO 3                            | X                        | X  | X        |
| CO 4                            |                          | X  | X        |

\* One MSE to be conducted.

\*\*Minimum 2 assessment methods to be adopted

**Text and Reference:**

*Core Text:*

- Mary Sumner, “Enterprise Resource Planning”, Pearson Education, 2007.

*Supplementary Text:*

- Reddy & Reddy (2014): Enterprise Resource Planning, S K Kataria Publication
- Alexis Leon, “ERP DEMYSTIFIED”, Tata McGraw Hill, Second Edition, 2008.
- Vinod Kumar Garg and Venkitakrishnan N K, “Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi, 2000

|            | <b>Course Outcomes (COs)</b>   | <b>Mapped Programme Outcomes</b> |
|------------|--|----------------------------------|
| <b>CO1</b> | Explain the basics of ERP  | <b>PO1,PO2,PO3</b>               |
| <b>CO2</b> | Identify the business modules of ERP   | <b>PO1,PO2,PO3</b>               |
| <b>CO3</b> | Compare some popular products in the area of ERP                             | <b>PO1,PO2,PO3,PO8</b>           |
| <b>CO4</b> | Analyze the current and future trends in ERP relative to business objectives | <b>PO1,PO2,PO8</b>               |

| <b>PROGRAMME OUTCOMES</b> |                                     |  |  |  |   |  |   |   |  |
|---------------------------|-------------------------------------|--|--|--|---|--|---|---|--|
| <b>Course Code</b>        | <b>Course Title</b>                 | <b>PO1</b>   | <b>PO2</b>   | <b>PO3</b>   | <b>PO4</b>  | <b>PO5</b>   | <b>PO6</b>  | <b>PO7</b>  | <b>PO8</b>   |
| <b>OPM8704</b>            | <b>Enterprise Resource Planning</b> | 3  | 3  | 3  |   |  |   |   | 3  |
|                           |                                     | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and | Communication: Develop an ability to effectively communicate with customers and other stakeholders of the society | Teamwork: Develop the capability of working independently and in a team with multidisciplinary environment | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |

1=weakly mapped  
 2= moderately mapped  
 3=strongly mapped

|                                |                            |          |          |          |          |
|--------------------------------|----------------------------|----------|----------|----------|----------|
| <b>OPM 8716</b>                | <b>Sourcing Management</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>Batch 2021-23</b>           | <b>MBA IV</b>              | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Operations Management      |          |          |          |          |
| <b>Co-requisites</b>           |                            |          |          |          |          |

**Course Objectives:**

Now a days sourcing is playing a vital role in supply chain management. The course would help students in understanding the factors that influence decisions about a supply chain activity performed within the firm our outsourced, performance characteristics of suppliers that affect total cost and also to learn trade-off involved in making sourcing decision to maximize the values at each stage of sourcing relationship

**Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1:** Develop an understanding of sourcing and their inter relationships with other functions of the organization such as marketing, manufacturing, and finance.

**CO2:** Design various kind of tender including e-tender for efficient and effective procurement purposes

**CO3:** Develop the ability to design sourcing strategy in supply chain and logistics systems,

**CO4:** Design and develop effective supplier relationship management so that all components are synchronized and fit in with corporate strategy, competitive realities and market needs.

**Course Contents:**

**Unit 1: Fundamentals of Outsourcing** **3**  
**Hrs**

Sourcing –Definition and concept  
 In-house Vs Outsource 21'  
 Role of sourcing in supply chain

Purchasing (or procurement) fundamentals  
Sourcing in Emerging and Low cost Countries. Trends in sourcing

**Unit II: Purchasing Management** 4  
**Hrs**

Purchase Systems- Concepts and Definition  
Quantitative models in Purchasing  
Purchasing of Capital Equipment  
Public Buying and Legal Aspects of buying  
International Purchasing-Need, Procedure and Documentation.

**Unit III: Sourcing Strategy** 3  
**Hrs**

Strategic Dimensions to sourcing  
Multi sourcing  
Network sourcing  
Single sourcing  
Global Sourcing  
Design collaboration  
Outsourcing strategy for logistic services -3PL and 4PL  
Indian scenario of logistics outsourcing

**Unit IV: Supplier Sourcing –I** 4  
**Hrs**

Supplier (Vendor) Selection Process  
Need assessment, Source Searching, Tendering, Business proposal, evaluation and negotiation  
Auction  
Supplier Rating –Methodology for rating (SCOR model),  
Cost approach for scoring and assessing supplier  
Supplier development

**Unit V: Supplier Sourcing –II (Spend Analysis)** 4  
**Hrs**

Fundamentals of Spend Analysis  
Relevance and characteristics  
Implementing a successful Spend Analysis Program –Opportunity identification  
Anatomy of Spend Transactions  
Spend Analysis components

**Unit VI: Total Cost of Ownership (TCO)** 4  
**Hrs**

TCO-Concept  
Hidden costs  
Types of total cost modals 21!  
Total Landed Cost models

Supplier Performance models  
 Life Cycle cost Models  
 Four A's of Total Cost Data

**Unit VII: Supplier Relationship** **4**  
**Hrs**

Introduction, Types of relationship  
 Need of partnering relationship in supply chain,  
 Principles of supplier relations  
 Conflict resolution strategy in relationship

**Unit VIII: Risk Management** **4**  
**Hrs**

Understanding Risk (local and global)  
 Categories of Global Risk  
 Vendor (Supplier) Risk portfolio  
 Supply chain contract  
 Identifying, Preventing and Managing risk, Risk sharing  
 Supply chain performance

**Pedagogy:**

The concepts will be introduced and explained gradually in a series of lectures followed by a seminar session. The main learning medium for Lectures will be interactive sessions wherein the students would learn the conceptual paradigm of the course through MS-Power Point slides using multimedia techniques. Seminar sessions would include discussions of real world case studies, quizzes, role plays, solving mathematical queries and the software workshops. The students would be provided certain exercises that they have to perform in real world environment. Along with this, there will be an industrial trip so that the students can experience the actual working place.

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies

**Examination Scheme:**

| Component of Evaluation                | Internal (40) |  | End Term  |
|--|---------------|--|-----------|
|  | MSE*          | Case Analysis / Quiz/ Simulations / Computer Based Exercise)** | Theory    |
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b>     | 21( <b>20</b>  | <b>60</b> |

|             |          |          |          |
|-------------|----------|----------|----------|
| <b>CO 1</b> | <b>X</b> | <b>X</b> | <b>X</b> |
| <b>CO 2</b> | <b>X</b> | <b>X</b> | <b>X</b> |
| <b>CO 3</b> |          | <b>X</b> | <b>X</b> |
| <b>CO 4</b> | <b>X</b> |          | <b>X</b> |

**\* One MSE (Mid Semester Exam) to be conducted.**

**\*\*Minimum 2 assessment methods to be adopted**

**Text and Reference:**

***Core Text***

- Burt, D.N., Dobler, D. W. and Starling, S. L. (2014), World Class Supply Management, 7th Edition, McGraw Hill

***Supplement Text***

- Chopra, S., Meindl, P., Kalra, D. V. (2013), Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition
- Trent, Robert J., Llewellyn, Roberts R. (2010), Managing Global Supply and Risk, J.Ross Publishing
- Pandit, K., Marmanis, H. (2010), Spend Analysis –The Window into Strategic Sourcing, J. Ross Publishing
- Mukherjee, S.N. (2008), Strategic Sourcing for Competitive Advantage, ICFAI University Press

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | Develop an understanding of sourcing and their inter relationships with other functions of the organization such as marketing, manufacturing, and finance.                        | <b>PO1</b>                       |
| <b>CO2</b>                         | Design various kind of tender including e-tender for efficient and effective procurement purposes   | <b>PO2</b>                       |
| <b>CO3</b>                         | Develop the ability to design sourcing strategy in supply chain and logistics systems,  | <b>PO2 &amp; PO4</b>             |
| <b>CO4</b>                         | Design and develop effective supplier relationship management so that all components are synchronized and fit in with corporate strategy, competitive realities and market needs. | <b>PO6 &amp; PO8</b>             |

| Course Code | Course Title        | PROGRAMME OUTCOMES  |     |     |     |     |     |     |     |
|-------------|---------------------|---|-----|-----|-----|-----|-----|-----|-----|
|             |                     | PO1   | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| OPM8716     | Sourcing Management | 3   | 3   | 2   | 2   | 1   | 3   | 2   | 3   |
|             |                     | <p>Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain</p> <p>Problem analysis and Critical thinking: Develop the analytical skill for solving business problems</p> <p>Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools</p> <p>Communication: Develop an ability to effectively communicate with customers and other stakeholders</p> <p>Teamwork: Develop the capability of working independently and in a team with multidisciplinary</p> <p>Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and</p> <p>Ethics: Maintain integrity and ethics in the business environment</p> <p>Leadership Skills: Develop effective leadership skills</p> |     |     |     |     |     |     |     |

| HRM 8709                | HR Analytics                          |   |   |   |
|-------------------------|---------------------------------------|---|---|---|
| Batch 2021-2023         | L                                     | T | P | C |
| MBA IV SEM              | 3                                     | 0 | 0 | 3 |
| Pre-requisites/Exposure | Exposure to Human Resource Management |   |   |   |
| Co-requisites           |                                       |   |   |   |

### **Course Objectives:**

The course introduces students to the fundamental logic, metrics, analysis, and interpretation that are central to HR analytics. While the emphasis is on applied methodology rather than statistical issues, rigorous methodology as it pertains to HR metrics will be covered. Strategic management issues related to workforce forecasting, and calculating absenteeism and turnover costs will be discussed. By the conclusion of the course, students should be capable of integrating, analyzing and interpreting data to make more information decisions about managing human resources.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Describe the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance

**CO2.** Employ measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards

**CO3.** Learn how to create meaningful HR reports and to use predictive modeling techniques

**CO4.** Learn how to measure and forecast budget numbers for HR costs

**CO5.** Demonstrate how to connect HR results to business results

### **Course Contents:**

#### **Unit I: Introduction to HR Analytics**

Decision Science influences HR measurement, The LAMP Framework, Data, measurement and analysis, traditional vs. contemporary HR measures, fundamental analytical concepts from statistics and research

#### **Unit II: Creating business understanding for HR costs**

Employee absenteeism, analytics and measures for employee absenteeism, estimating cost of employee absenteeism, Employee Turnover, compute turnover costs, Employee Health, Wellness, and Welfare, Employee Attitudes and Engagement, Staffing Utility: The Concept and Its Measurement, Costs and Benefits of HR Development Programs

#### **Unit III: Predictive modelling in HR**

Turning Data into Business Intelligence, Predictive Analytics for Human Capital Management, Predictive Analytics in Action, Using Human Capital Data for Performance Management During Economic Uncertainty, Using HR Metrics to Make a Difference

#### **Unit IV: Case studies**

Impacting Productivity and the Bottom Line: Ingram Content Group; Leveraging Human Capital Analytics for Site Selection: Monster and Enterprise Rent-A-Car; Predictive Management at Descon Engineering; UnitedHealth Group Leverages Predictive Analytics for Enhanced Staffing and Retention

### **Pedagogy:**

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They may also be required



to work on field projects. Students are expected to read management news and articles also to improve their understanding of the said areas.

**Examination Scheme:**

| Component of Evaluation         | Internal (40) |   | End Term |
|---------------------------------|---------------|---|----------|
|                                 | MSE*          | Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)** | Theory   |
| Weightage (%) / Course Outcomes | 20            | 20  | 60       |
| CO 1                            | X             | X   | X        |
| CO 2                            | X             | X   | X        |
| CO 3                            | X             | X   | X        |
| CO 4                            | X             | X   | X        |
| CO 5                            | X             | X   | X        |

\*One MSE (Mid Semester Exam) to be conducted

\*\*Minimum 2 assessment methods to be adopted

**Text and Reference:**

**Core Texts:**

- Cascio, W. and Boudreau, J. (2010). *Investing in People: Financial Impact of Human Resource Initiatives*, 2nd Edition, ISBN-13: 978-0137070923
- Edwards, M. R., & Edwards, K. (2016). *Predictive HR analytics: Mastering the HR metric*. London: Kogan Page.
- Fitz-enz, J. (2010). *The new HR analytics: Predicting the economic value of your company's human capital investments*. New York: AMACOM.

**Reference Books:**

- Smith, T. (2013). *HR Analytics: The What, Why and How*. Numerical Insights LLC.

| Mapping between COs and POs |                             |                           |
|-----------------------------|-----------------------------|---------------------------|
|                             | 22<br>Course Outcomes (COs) | Mapped Programme Outcomes |

|            |   |                |
|------------|---|----------------|
| <b>CO1</b> | Describe the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance | <b>PO1,PO2</b> |
| <b>CO2</b> | Employ measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards         | <b>PO1,PO2</b> |
| <b>CO3</b> | Learn how to create meaningful HR reports and to use predictive modeling techniques   | <b>PO1,PO2</b> |
| <b>CO4</b> | Learn how to measure and forecast budget numbers for HR costs   | <b>PO1,PO2</b> |
| <b>CO5</b> | Demonstrate how to connect HR results to business results   | <b>PO1,PO2</b> |

| Course Code | Course Title | PO1  | PO2  | PO3  | PO4  | PO5  | PO6   | PO7   | PO8                                 |
|-------------|--------------|--|--|--|--|--|---|---|-------------------------------------|
| HRM 8709    | HR Analytics | 3  | 3  |  |  |  |   |   |                                     |
|             |              | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment | Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped

| <b>HRM 8711</b>                | <b>Training and Development</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|---------------------------------|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA IV                          | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Exposure to HRM                 |          |          |          |          |
| <b>Co-requisites</b>           | None                            |          |          |          |          |

### **Course Objectives:**

This paper is designed to help students understand how training and development practices plays a crucial role in success of any organization and for any Manager. Especially for HR practitioner it is compulsory to understand and practice principles of Management of Training and Development. The aim of this subject is to develop students' understanding of the concepts of Training and Development. In particular the subject is designed to develop the underpinning knowledge and skills required to Manage, organize and conduct Training & Development. It will introduce the students to the various concepts in Training and Development. It familiarizes them with the various methods and techniques of training and development in detail.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1** To discuss how training can help companies gain a competitive advantage.

**CO2** To design a training environment to maximize learning.

**CO3** To understand how assessment, relationships, courses, and job experiences can be used for development.

**CO4** To propose activities that companies should engage in to effectively manage a diverse workforce.

**CO5** To understand the issues that employees experience in their career development and what companies can do to help them deal with these issues.

### **Course Contents:**

#### **UNIT I: Training: Aims, Contexts, Choices and Dynamics 7 Hrs**

What is training?; Culture and other contexts; Choosing goals, A Dominant Orientation and best Modality; Training Strategy; Training Process – Overview and steps, Training process outsourcing; Organizing training department; Training and development policies; Linking training and development to company's strategy.

#### **UNIT II: Training in process: The Visible Tip 7 Hrs**

Fine-tuning objectives and preparing the partners; Setting the stage; methods to highlight experience and share reflective observations; methods for heightening understanding and improving planning; designing the program; developing group and the climate; trainers and training styles; evaluating training and follow-on support; Moving from Training to Performance.

#### **UNIT III: Training and Training System Development 8 Hrs**

The Training system; Training centers and like institutions; Human Performance Improvement; Counseling techniques with reference to development employees, society and organization; development of competency-based training programs; Strategic Training: Adventure learning, action learning, business games.

#### **UNIT IV: The Future Development of Training**

**8 Hrs**

Building competence, support and the profession; Building institutional supports for major innovations and developments; Role of Development officers: administrators, consultants, designers and instructors; Usefulness of training; New technologies in training; Special issues in training and development; E-learning environment; Flexible learning modules; Self-development; Training and development initiatives of some selected companies from private and public sectors and MNCs.

#### **Pedagogy:**

The following will be employed as training techniques:

1. Lecture
2. Simulation
3. Autopsy

#### **Examination Scheme:**

| <b>Component of Evaluation</b>         | <b>Internal (40)</b>            |   | <b>End Term</b> |
|--|---------------------------------|---|-----------------|
|  | <b>Mid Semester Exam (MSE)*</b> | <b>Case Analysis / Project Report &amp; Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)**</b> |                 |
| <b>Weightage (%) / Course Outcomes</b> | <b>20</b>                       | <b>20</b>   | <b>60</b>       |
| <b>CO 1</b>                            | <b>X</b>                        | <b>X</b>  | <b>X</b>        |
| <b>CO 2</b>                            | <b>X</b>                        | <b>X</b>  | <b>X</b>        |
| <b>CO 3</b>                            |                                 | <b>X</b>  | <b>X</b>        |
| <b>CO4</b>                             | <b>X</b>                        |   | <b>X</b>        |
| <b>CO5</b>                             | <b>X</b>                        | <b>X</b>  | <b>X</b>        |

**\*One MSE to be conducted**

**\*\*Minimum 2 assessments method to be adopted**

#### **Text and Reference:**

##### **Core Text:**

1. Training and Development by Rolf P. Lynton and Udai Pareek; Sage Publishing, 3<sup>rd</sup> Edition.
2. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

### Reference Readings:

1. Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York.
2. Employee Training And Development – Raymond Noe.
3. Every Trainers Handbook- Devendra Agochia

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | To discuss how training can help companies gain a competitive advantage.  | <b>P01, P05, P06</b>             |
| <b>CO2</b>                         | To design a training environment to maximize learning.  | <b>P01, P05, P06</b>             |
| <b>CO3</b>                         | To understand how assessment, relationships, courses, and job experiences can be used for development.  | <b>P01, P05, P06</b>             |
| <b>CO4</b>                         | To propose activities that companies should engage in to effectively manage a diverse workforce.  | <b>P01, P05, P06</b>             |
| <b>CO5</b>                         | To understand the issues that employees experience in their career development and what companies can do to help them deal with these issues. | <b>P01, P05, P06</b>             |

| Course Code | Course Title             | P01  | P02  | P03   | P04   | P05  | P06   | P07   | P08  |
|-------------|--------------------------|--|--|---|---|--|---|---|--|
| HRM 8711    | Training and Development | 3  |  |   |   | 3  | 3   |   |  |
|             |                          | Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Problem analysis and Critical thinking: Develop the analytical skill for solving business problems | Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Communication: Develop an ability to effectively communicate with customers and other stakeholders of the society | Teamwork: Develop the capability of working independently and in a team with multidisciplinary environment | Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Ethics: Maintain integrity and ethics in the business environment | Leadership Skills: Develop effective leadership skills |

1=weakly mapped    2= moderately mapped    3=strongly mapped

| <b>IBS 8704</b>                | <b>Export and Import Management and Documentation</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------------------|---|----------|----------|----------|----------|
| <b>Batch 2021-23</b>           | MBA IV  | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | Business in Globalized Markets                        |          |          |          |          |
| <b>Co-requisites</b>           |   |          |          |          |          |

**Course Objectives:** The purpose of this course is to familiarize the students with procedures and documentation relating to foreign Trade operations and to train them to handle the export-import business and relates the procedures to be adopted to set up and manage export units and import the requirement. The curriculum covers the aspects such as to set up an export unit, procedures of international trade, Documents required for different modes of export and import documentation etc. With these inputs students will be able to work in export houses executives or start their own unit.

#### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1.** Understand government policies on procedures and documentation of import and export

**CO2.** Understand the terminology used in export and import business

**CO3.** Analyze the documentation for international trade

**CO4:** Apply the understanding of the international trade environment in setting up an export business and preparing the export and import documentation as required in the business.

#### **Course Content:**

##### **Unit 1:**

**IMPORT PROCEDURE :** How to import – Introduction; Principal law & import-export policy (under ‘regulatory framework’); Registration with regional licensing authority and obtaining IEC code ; Licence application fees ; Validity of licence ; Conditions of licence; Imports under special scheme for exporters ;Selecting the overseas supplier; Negotiation and finalising the terms of import ; Payment against imports ; Scrutiny of documents and retirement of documents; Evidence of import; Mode of payment & time limit for import remittance (under ‘regulatory framework’); Customs clearance of imported goods; Classification of customs tariff and levy of customs duty; Warehousing of imported goods; Import by export of services; Import through courier; Import for personal use ; Import of samples, prototype; Import of computer, computer parts and computer software, INCOTERMS

##### **Unit 2:**



**IMPORT DOCUMENTATION:** Export Promotion Capital Goods Scheme (EPCG) license, Duty exemption scheme, Duty Entitlement Pass Book Scheme (DEPBS), Import formalities for 100% EOUs and SEZs - Import Risk Management.

### **Unit 3:**

**EXPORT PROCEDURE:** How to export; Preliminaries for starting export; Regulatory framework for exporters; Registration; Register with export promotion council; Despatching samples; Appointing agents – issues; Negotiation, sales agreement – terms of payment and other components; Export license Export credit insurance; Finance for exports; Exchange rates & risk management; Procuring/manufacturing goods for export, their statutory inspection; Labelling, packaging, packing & marking goods; Excise and customs procedure; Using freight forwarders, Exporting through export houses.

### **Unit 4:**

**Export Documentation:** Significance of Export Documents, Type of documents – Transport, Negotiation and Insurance documents, Trade documents and Regulatory documents.

### **Pedagogy:**

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability of the concepts in reality.
- Problem Solving and Simulation Exercises: More interactive learning, including students on a specific problem set and solutions to it.

### **Examination Scheme:**

| <b>Component of Evaluation</b> | <b>Mid Semester Exam (MSE) *</b> | <b>Project</b> | <b>End Term</b> |
|--------------------------------|----------------------------------|----------------|-----------------|
| <b>Weightage (%)</b>           | <b>20</b>                        | <b>20</b>      | <b>60</b>       |

**\*One MSE will be conducted**

### **Text & References:**

#### **Text Books:**

1. P K Khurana (2007).Export Management”, Galgotia publishing company, New Delhi
2. Aseem Kumar (2007) “Export and Import Management”, Excel Books, New Delhi

#### **Suggested Readings:**

1. Jeevanandam C (2002). Foreign Exchange: Practices Concepts and control. Sultan Chand Publications.
2. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
3. Export and Import Manual, Nabhi Publications, New Delhi.
4. World Development Indicator, World Bank Publication
5. Customs and Excise Law, various issues<sup>22</sup>
6. Excise Law Times, various issues.

7. IIFT, various publications.
8. IMPEX Times, various issues.
9. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
10. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
11. Ram, Paras, Exports: What, Where and How? Anupam Publications, New Delhi.

| Mapping between COs and POs |  |                           |
|-----------------------------|--|---------------------------|
|                             | Course Outcomes (COs)  | Mapped Programme Outcomes |
| CO1                         | Understand government policies on procedures and documentation of import and export.   | PO1, 8 & 10               |
| CO2                         | Understand the terminology used in export and import business  | PO2, 3 & 8                |
| CO3                         | Analyse the documentation for international trade  | PO1                       |
| CO4                         | Apply the understanding of the international trade environment in setting up an export business and preparing the export and import documentation as required in the business. | PO2                       |

| Course Code | Course Title                                   | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
|-------------|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| IBS 8704    | Export and Import Management and Documentation | 2   | 1   | 1   | 22% |     | 2   | 3   | 3   | 1   |      |

|                                |  |          |          |          |          |
|--------------------------------|--|----------|----------|----------|----------|
| <b>ENP 8703</b>                | <b>Social Entrepreneurship</b>                         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
| <b>MBA 2021-23</b>             | Semester IV  | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |
| <b>Pre-requisites/Exposure</b> | None   |          |          |          |          |
| <b>Co-requisites</b>           | Oral and written communication and presentation skills |          |          |          |          |

### **Course Objectives:**

Social entrepreneurship is a significant new field of business in a rapidly changing world. In a world where all businesses are increasingly expected to focus not just on profits but follow a triple-bottom-line (people, planet and profits) approach, social entrepreneurial enterprises lead the way. These enterprises deftly combine commerce with caring; adopting a responsible approach towards society and the environment. Unlike non-profit organizations, social entrepreneurial enterprises aim for profit, but are driven by purpose to impact society and/or the environment positively. Motivated by a higher noble purposes one hand, these business still follow the rigour of management principles on the other. Frequently they are powered by innovation, just like any entrepreneurial venture, using technological breakthroughs, creativity and new frontiers in management science to address problems. Further, within larger for-profit organizations, social Intrapreneure may emerge to create and lead socially or environmentally focused business initiatives, using innovative ideas and practices to solve a community problem. This course is aims to be a socially relevant academic experience which will help students to gain in-depth insights into economic and social value creation across a number of sectors.

### **Course Outcomes:**

On completion of the course it is expected that students will be able to:

**CO1:** To provide students with a working knowledge of the concepts and characteristics of social entrepreneurship.

**CO2:** To understand the challenges faced by social entrepreneurial enterprises and how to overcome them

**CO3:** To demonstrate the role of social entrepreneurship in creating innovative responses to critical needs in global and Indian contexts

**CO4:** To help prepare personally and professionally for creating social entrepreneurial enterprises

## Course Contents:

**Unit I: Introduction to the concepts of Entrepreneurship** **8 Hrs**  
Concepts of Entrepreneurship Development  
Evolution of the concept of Entrepreneur  
Entrepreneur Vs. Intrapreneur,  
Entrepreneur Vs. Entrepreneurship,  
Entrepreneur Vs. Manager  
Attributes and Characteristics of a successful Entrepreneur  
Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development  
Women and entrepreneurship

**Unit II- Social Entrepreneurship** **8 Hrs**  
What is Social Entrepreneurship?  
Global movement and pioneers  
Differentiating Social Entrepreneurships from others  
Problem and Challenges faced by social entrepreneurs.  
Importance of Social Entrepreneurship in India and Developing Countries

**Unit III: Addressing Social Entrepreneurship** **10 Hrs**  
Prioritizing Social and Environmental issues  
Assessing Social Venture opportunities  
Financing considerations  
Attracting and retaining talent  
Building scale and evaluating impact

**Unit III: Inspiring Change makers Developing a Social Venture Plan** **12Hrs**  
The Naked Truth: Goonj  
Clear Purpose: Sulabh International  
Rags to Riches: Conserve India  
Changing destinies: Super 30  
The problem and the opportunity for Social Entrepreneurs  
Vision and mission of Social enterprise and the Success factors

## Pedagogy:

The pedagogy for this course is aimed at being more inspirational than instructional. First, this will be participative course where there is a continuous exchange takes place among students and tutor, including class participation and street-plays (Nukkad Natak) conducted by students themselves. Second, this will also involve emphasis on learning from best in class real-life case studies of social ventures. The former requires more interactive pedagogical approaches whereas the latter inspires independent thinking. Thirdly, students will work on a live project with a social venture of their choice and get hands-on experience. Through case studies, lectures, and classroom dialogue, students will learn to think strategically and act opportunistically with a socially-conscious business mindset. The purpose is to inspire students to launch their own social entrepreneurship venture.

Following pedagogical approaches are adopted:

- Lecture Method: This is for understanding of the concepts and various theories and trends and involves extensive use of audio visual stimuli and news articles.

- Analysis of Case Studies: To learn how to combine commerce with caring from exemplary social entrepreneurship enterprises
- Street Plays (Nukkad Natak): To develop teamwork abilities, idea generation skills, as well as communication and problem solving skills.
- Live Project: To learn by doing by applying the conceptual framework to business problems.
- MidSem Tests: To be able to apply learnings in the correct manner and context and prepare for final exams.

### Examination Scheme:

| Component of Evaluation        | Internal (40)                       |  | End Term (60)                       |
|--------------------------------|-------------------------------------|--|-------------------------------------|
| Weightage (%) / Course Outcome | MidSem Tests*                       |  | Live Project                        |
|                                | 20                                  |  | 20                                  |
| CO1                            | <input checked="" type="checkbox"/> |  | <input checked="" type="checkbox"/> |
| CO2                            | <input checked="" type="checkbox"/> |  | <input checked="" type="checkbox"/> |
| CO3                            | <input checked="" type="checkbox"/> |  | <input checked="" type="checkbox"/> |
| CO4                            | <input checked="" type="checkbox"/> |  | <input checked="" type="checkbox"/> |

\*1 Midsem tests to be conducted along with one project

### Text and Reference:

#### Core Text:

Kummitha, R.K.R. ( 2016). *Social entrepreneurship: Working towards greater inclusiveness*. (1st Ed.). Sage Publishing, Tokyo.

#### Supplementary Text:

Bansal, R. (2011). *I have a dream: Inspiring stories of 20 social entrepreneurs* (1st ed). Westland, New Delhi, India.

### Additional readings:

1. **Ben & Jerry's: The Inside Scoop by Fred Chico Lager**

2. **Getting Started by Blake Mycoskies**

#### Print & AV Resources:

1. Blog:

Social Entrepreneurship: What is it and why everyone is talking about it?

<https://blog.hubspot.com/sales/social-entrepreneurship>

2. E-Book:

Bornstein, D. & Davis, S.(2010). *Social Entrepreneurship: What everyone needs to know*, Oxford University Press, 1<sup>st</sup> edition, New York.

3. Handouts/ extracts and copies of articles from Economic Times / Business Standard/ Hindu BusinessLine, TOI/HT/Indian Express, YouTube & Google Videos

**Lecture Notes and Presentations:**

For each of the sessions, lecture notes and presentations in soft copy form shall be provided to Class Representatives for further dissemination among the rest of the class.

**Recommended additional online courses:**

- coursera.org - Identifying Social Entrepreneurship Opportunities by Copenhagen Business School
- coursera.org - Social Business Model and Planning for Social Innovation

| <b>Mapping between COs and POs</b> |   |                                  |
|------------------------------------|---|----------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Programme Outcomes</b> |
| <b>CO1</b>                         | To provide students with a working knowledge of the concepts and characteristics of social entrepreneurship.                        | <b>PO6,PO1, PO4</b>              |
| <b>CO2</b>                         | To understand the challenges faced by social entrepreneurial enterprises and how to overcome them                                   | <b>PO4, PO5</b>                  |
| <b>CO3</b>                         | To demonstrate the role of social entrepreneurship in creating innovative responses to critical needs in global and Indian contexts | <b>PO6, PO7</b>                  |
| <b>CO4</b>                         | To help prepare personally and professionally for creating social entrepreneurial enterprises                                       | <b>PO7, PO8, PO5</b>             |

|  |  |   |   |   |  |   |  |   |   |
|--|--|---|---|---|--|---|--|---|---|
|  |  |   |   |   |  |   |  |   |   |
|  |  | Apply the knowledge of management fundamentals, marketing, HR, finance, international business and entrepreneurship | Enhance quantitative skills necessary to analyze a firm's quantifiable numerical data and to make intelligent and | Develop acumen in document, spreadsheet and presentation tools. | Analyze the Political, Economic, Social, Technological, Legal and Environmental context of business. | Manage contemporary societal and global issues resulting from diversity | Appreciate individual ethical behavior and discharge community responsibilities in organization and society. | To explore and develop Leadership, Team work, Social, Legal and Ethical responsibilities in Business and Society. | To achieve appropriate communication skills and higher levels of verbal and non-verbal skills proficiency for successful career in Industry, Business and Entrepreneurship. |

| Course Code | Course Title            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|-------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| ENP 8703    | Social Entrepreneurship | 3   |     | 3   | 3   |     | 2   | 3   | 3   |

1=weakly mapped; 2=moderately mapped; 3=Strongly mapped

**Course: Marketing of Agricultural Inputs**

**Course Code : MKT 8719**

**Credit Units : 03**

**Prerequisites: Fundamentals of Marketing**

**Program: MBA- Agribusiness**

**Course Objectives:**

Agricultural inputs include seeds, fertilizers, herbicides and other plant protection chemicals, organic and biotech products, water and irrigation management devices, farm equipment and machinery and animal products and feeds et al. The objective of this course is to introduce to students' a professional approach to the marketing of these agri-inputs. The course builds an overall awareness as well as an in-depth appreciation of the challenges of agri-input marketing. Through this course students would know how to apply the fundamental concepts of marketing to this particular sector and will gain specific knowledge about consumer behaviour, segmentation-targeting-positioning, pricing and distribution, logistics and financing aspects and effective communication and promotional methods. The course comprehensively addresses the need for agri-input business managers to formulate impactful marketing strategies.

**Learning Outcomes:**

On completion of the course it is expected that students will be able to:

- **CO1** Analyse the marketing environment for agri-inputs and interpret consumer behaviour
- **CO2** Develop applied learning of concepts of segmentation-targeting-positioning
- **CO3** Use appropriate marketing research tools and forecasting techniques
- **CO4** Formulate marketing strategy appropriate for product life cycle including pricing, distribution and logistics strategies for agri-input business

### **Course Contents:**

#### **Unit I: Marketing Environment and Consumer Behaviour** **10Hrs**

Agricultural Input Marketing- meaning & importance  
Farm & Non Farm Agri Inputs  
Role of Cooperative, Public & Private sectors  
Consumer behaviour principles  
Purchase process

#### **Unit II: STP and Branding** **8Hrs**

Segmentation: concepts and applications  
Targeting strategies for agricultural-inputs  
Positioning statement  
Brand elements

#### **Unit III: Marketing Research and Forecasting** **6Hrs**

Primary and secondary research  
Qualitative vs quantitative methods  
Sampling  
Research instruments  
Demand Forecasting techniques  
Factors effecting demand

#### **Unit IV: Marketing Strategy Formulation** **12Hrs**

5 levels of Product & Product Life Cycle  
Pricing strategy  
Channel development & planning with special focus on:  
-Seeds  
-Fertilizers & Plant Protection chemicals  
-Farm equipment & machinery  
Promotional strategy

### **Pedagogy:**

The sessions will be a blend of concepts and applications typical of post graduate management education. The sessions will use a variety of cases and teaching materials on agricultural input marketing and will involve substantial discussion and sharing across the participants. Study of the reading material before<sup>23</sup> the class sessions will be a must. There would also be a group project exercise on marketing strategy formulation & implementation,



and will involve working on and making of comprehensive presentations by the participants. In addition, for more up-to-date learning senior executives from agricultural input industries would be invited to share their knowledge and experience on specific topics.

Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Project Work: More interactive learning, including students on a specific problem set and solutions to it.

#### Examination Scheme:

| Component of Evaluation        | Internal (40) |                    | End Term (60) |
|--------------------------------|---------------|--------------------|---------------|
|                                | Mid-Sem Tests | Group Presentation |               |
| Weightage (%) / Course Outcome | 20            | 20                 | 60            |
| C01                            | ☒             |                    | ☒             |
| C02                            | ☒             | ☒                  | ☒             |
| C03                            | ☒             | ☒                  | ☒             |

#### Text and Reference:

##### *Core Text:*

Singh, Sukhpal (2008). *Rural Marketing- Focus on Agricultural Inputs*. First edition, Vikas Publishing House.

##### *Reference Readings:*

- Venugopal, Pingali (2014). *Agri-Input Marketing in India*. First edition. Sage Publishing.
- Philip Kotler 12<sup>th</sup> Ed, *Marketing Management: A South Asian Perspective*, PHI publications
- Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4<sup>th</sup> Ed. Oxford & IBH.
- Singh AK & Pandey S. 2005. *Rural Marketing*. New Age.

**Course: Marketing of Agricultural Inputs**  
**Course Code : MKT 8719**  
**Credit Units : 03**  
**Prerequisites: Fundamentals of Marketing**  
**Program: MBA- Agribusiness**

| <b>Mapping between COs and POs</b> |   |                                |
|------------------------------------|---|--------------------------------|
|                                    | <b>Course Outcomes (COs)</b>  | <b>Mapped Program Outcomes</b> |
| <b>CO1</b>                         | Analyse the marketing environment for agri-inputs and interpret consumer behaviour                            | <b>PO1,PO5, PO2</b>            |
| <b>CO2</b>                         | Develop application based learning of concepts of segmentation-targeting-positioning                          | <b>PO3, PO2,PO6</b>            |
| <b>CO3</b>                         | Use appropriate marketing research tools and forecasting techniques   | <b>PO1,PO4</b>                 |
| <b>CO4</b>                         | Formulate marketing strategy including pricing, distribution and logistics strategies for agri-input business | <b>PO5,PO6,PO2</b>             |

| Course Code     | Course Title                            | PO1  | PO2  | PO3  | PO4  | PO5   | PO6   | PO7   | PO8                                 |
|-----------------|---|--|--|--|--|---|---|---|-------------------------------------|
| <b>MKT 8719</b> | <b>Marketing of Agricultural Inputs</b> | 2  | 2  |  | 2  | 3   | 3   |   |                                     |
|                 |   | Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource | Develop the analytical skill for solving business problems | Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems | Develop an ability to effectively communicate with customers and other stakeholders of the society | Develop the capability of working independently and in a team with multidisciplinary environment in the society | : Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society | Maintain integrity and ethics in the business environment | Develop effective leadership skills |

1=weakly mapped  
2= moderately mapped  
3=strongly mapped