

**MADHAV UNIVERSITY, SIROHI**  
**CENTRE FOR DISTANCE AND ONLINE**  
**EDUCATION**



**PROGRAMME PROJECT REPORT**  
**MASTER OF BUSINESS**  
**ADMINISTRATION**  
**2026-27**

---

*Table of Contents*

---

<b>S. No.</b>	<b>Contents</b>
1.	Program Mission and Objectives
2.	Program Relevance with the University Mission & Goals
3.	Nature of Prospective Target Group of Learners
4.	Program Appropriateness for conduction in ODL mode
5.	Instructional Design
6.	Procedure for Admission, Curriculum Transaction and Evaluation
7.	Requirement of Laboratory Support & Library Resources
8.	Cost Estimate of the Program & Provisions
9.	Quality Assurance Mechanism

## 1. Program Mission and Objectives

Madhav University, Sirohi, established in 2014, is a leading private University of Rajasthan. **Madhav University, Sirohi is accredited with Grade A by National Assessment and Accreditation Council (NAAC)**, offers courses in the field of Engineering, Architecture, Design, Basic and Applied Sciences, Management, Commerce, Hotel Management, Pharmacy, Computer Applications, Law, Agriculture, Journalism & Mass communication, Humanities and Social Sciences. Following the principles of Madhav University and driven by intellectual creativity and critical thinking. The university is well-known in Rajasthan for its brilliance in technical education, practical research, innovation, entrepreneurship, and industrial consultancy.

Madhav University, is committed to promote quality education, training, research, consultancy, and enhance employability and entrepreneurial skills of our students. To integrate industry with academics in order to prepare our students in an immersive way for the world of work developing an effective interface with the industry and other institutes within and outside the country is the cornerstone of our approach. To meet these ends, we encourage and nurture the development of students' physical, mental, emotional, secular, and spiritual faculties. The programme aims to strengthen the critical and creative thinking of the learners by offering a broad range of social, political, historical and professional courses of study.

The program aims to achieve the following objectives:

- To equip students with in-depth knowledge of various functional areas of management such as finance, marketing, human resources, and operations.
- To develop analytical, logical, and critical thinking abilities for effective managerial decision-making.
- To enhance leadership qualities and managerial skills required to lead organizations successfully.
- To foster innovation, creativity, and an entrepreneurial mind set among students.
- To build strong communication, interpersonal, and teamwork skills.
- To provide exposure to real-world business situations through case studies, projects, and industry interaction.

## 2. Relevance of the Program with Madhav University, Sirohi Mission and Goals

Madhav University was established with a vision to become a university with a commitment to excellence in education, research, and innovation aimed towards human advancement.

The proposed program is highly relevant to the MU's mission, i.e.

- Facilitate holistic education through knowledge sharing, skilling, research, and development.
- Integrate academic and research work towards the nation's development.
- Mentor students' physical, mental, emotional, secular, and spiritual attributes to become a valued human resource as it aims to provide quality education to those aspiring candidates who are deprived of higher education due to the limited number of intakes in the conventional mode of education in the Universities.

Moreover, to keep the quality intact, the curriculum and syllabus have been designed at par with the conventional mode, keeping in mind the specific needs and acceptability of the learners' ODL mode. In keeping with the aims and objectives of the University, it also ensures the industry and future skills relevance.

## 3. Nature of Prospective Target Group of Learners

The curriculum of Master of Business Administration is designed to provide basic understanding about Management education and to train the students in communication skills effectively which inculcate entrepreneurship skills. The students are prepared to explore opportunities being newly created in management profession. The program will target the learners who want to enhance their knowledge, skills and build careers in entrepreneurial and business world. The learners who are not bounded by a fixed schedule but want to enhance their knowledge along with learning flexibility.

The target group of learners will be those students who are deprived of admission in the regular mode due to limited intake capacity, dropouts primarily due to social, financial, and economic compulsions as well as demographic reasons, population of any age and those living in remote areas where higher education institutes are not easily accessible.

Delivery through ODL mode also contributes towards Gross Enrolment Ratio (GER) of 50% by 2035, as envisaged by the Government of India.

#### **4. Appropriateness of programme to be conducted in ODL Mode to acquire specific skills and competence**

The Master of Business Administration programme is well-suited for delivery through the Open and Distance Learning (ODL) mode as it provides flexibility and accessibility to a diverse group of learners, including working professionals, entrepreneurs, and individuals in remote areas. The ODL mode enables learners to acquire managerial knowledge and skills at their own pace without compromising their professional or personal commitments. Through a blend of self-learning materials, case studies, assignments, and virtual interactions, the programme effectively develops analytical, decision-making, leadership, and problem-solving skills.

Additionally, the use of digital platforms, discussion forums, webinars, and project-based learning ensures practical exposure and application of concepts in real-world business scenarios. The ODL mode also encourages self-discipline, time management, and independent learning, which are essential competencies for management professionals. Therefore, the MBA programme delivered through ODL mode is appropriate and effective in building both theoretical understanding and practical managerial skills required in today's dynamic business environment.

### **5. Instructional Design**

#### **5.1 Curriculum Design**

The curriculum for the Master of Business Administration programme is thoughtfully designed by experts in the field of Management, Industry Professionals, and Academicians, keeping in view the dynamic nature of the global business environment. It incorporates contemporary subjects such as Strategic Management, Business Analytics, Digital Marketing, Entrepreneurship, Sustainability, and Corporate Governance to ensure industry relevance and practical applicability. Special emphasis is placed on developing managerial competencies, leadership skills, ethical decision-making, and environmental and social responsibility.

The programme follows a learner-centric and outcome-based approach, integrating case studies, project work, internships, and experiential learning to bridge the gap between theory and practice. The curriculum is periodically updated to align with emerging business trends, technological advancements, and global standards.

The curriculum has been rigorously reviewed and approved by the **Board of Studies, the Centre for Internal Quality Assurance, and the University Academic Council**, ensuring high academic standards and relevance.

## 5.2 Programme Structure and Detailed Syllabus

<b>Name of programme</b>	<b>Master of Business Administration</b>
<b>Programme Outcome</b>	<p><b>PO1: Management Knowledge</b> Apply advanced management concepts, theories, and practices to solve complex business problems.</p> <p><b>PO2: Critical Thinking &amp; Decision Making</b> Analyze business situations using logical, analytical, and data-driven approaches to make effective decisions.</p> <p><b>PO3: Leadership Skills</b> Demonstrate leadership abilities, team management, and interpersonal skills in diverse organizational settings.</p> <p><b>PO4: Entrepreneurial Skills</b> Develop entrepreneurial mindset and capabilities to identify business opportunities and create innovative ventures.</p> <p><b>PO5: Communication Skills</b> Exhibit effective oral and written communication skills for professional and business environments.</p> <p><b>PO6: Ethical &amp; Social Responsibility</b> Understand and apply ethical principles, corporate governance, and social responsibility in business decisions.</p>
<b>Programme Specific Outcome</b>	<p><b>PSO1: Functional Expertise:</b> Gain in-depth knowledge in core areas such as Finance, Marketing, Human Resource Management, Operations, and International Business.</p>

**PSO2: Strategic Management Skills:**

Develop the ability to formulate, implement, and evaluate business strategies for organizational growth.

**PSO3: Industry Readiness:**

Acquire practical exposure through internships, case studies, and projects to meet industry requirements.

**PSO4: Entrepreneurship & Innovation:**

Build capability to start and manage new ventures and foster innovation within organizations.

**PSO5: Analytical & Research Skills:**

Apply research methodologies and analytical tools to solve business problems and support decision-making.

**PSO6: Sustainable Business Practices:**

Incorporate environmental, social, and governance (ESG) considerations into managerial decisions.

**Teaching and Examination Scheme for Master of Business Administration (2026-27)**  
**(Applicable for both Regular Mode & Distance Mode Education)**

**Year – I | Semester – I**

**Semester: AUTUMN/PAVAS**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	MBA9101T	Managerial Communication	4	0	0	0	4	30	70	100
2	MBA9102T	Managerial Practices & Organisational Behaviour	4	0	0	0	4	30	70	100
3	MBA9103T	Financial & Management Accounting	4	0	0	0	4	30	70	100
4	MBA9104T	Managerial Economics	4	0	0	0	4	30	70	100
5	MBA9105T	Statistical for Management	4	0	0	0	4	30	70	100
6	MBA9106T	Marketing Management	4	0	0	0	4	30	70	100
7	MBA9107T	Business Ethics & Corporate Social Responsibility	4	0	0	0	4	30	70	100
		<b>Grand Total</b>					<b>28</b>			<b>700</b>

**Year – I | Semester – II**

**Semester: SPRING/BASANT**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	MBA9201T	Business Law	4	0	0	0	4	30	70	100
2	MBA9202T	Research Methodology	4	0	0	0	4	30	70	100
3	MBA9203T	Human Resource Management	4	0	0	0	4	30	70	100
4	MBA9204T	Financial Management	4	0	0	0	4	30	70	100
5	MBA9205T	Operations Management	4	0	0	0	4	30	70	100
6	MBA9206T	Leadership Development	4	0	0	0	4	30	70	100
7	MBA9207T	Data Base Management System	4	0	0	0	4	30	70	100
		<b>Grand Total</b>					<b>28</b>			<b>700</b>

**Teaching and Examination Scheme for Master of Business Administration (2026-27)**  
**(Applicable for both Regular Mode & Distance Mode Education)**

**Year – II | Semester – III**

**Semester: AUTUMN/PAVAS**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	MBA9301T	Entrepreneurship Development & Business Plan	4	0	0	0	4	30	70	100
2	MBA9302T	Decision Support System & Management Information System	4	0	0	0	4	30	70	100
3		<b>Specialization Group1- ELECTIVE 1*</b>	4	0	0	0	4	30	70	100
4		<b>Specialization Group1- ELECTIVE 2*</b>	4	0	0	0	4	30	70	100
5		<b>Specialization Group2- ELECTIVE 1*</b>	4	0	0	0	4	30	70	100
6		<b>Specialization Group2 ELECTIVE 2*</b>	4	0	0	0	4	30	70	100
		<b>Grand Total</b>					<b>24</b>			<b>600</b>

**Year – II | Semester – IV**

**Semester: SPRING/BASANT**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	MBA9401T	Business Policy & Strategic Management	4	0	0	0	4	30	70	100
2	MBA9403P	Project	6	0	0	0	4	70	30	100
3	MBA9203T	<b>Specialization Group1- ELECTIVE 3*</b>	4	0	0	0	4	30	70	100
4	MBA9204T	<b>Specialization Group1- ELECTIVE 4*</b>	4	0	0	0	4	30	70	100
5	MBA9205T	<b>Specialization Group2- ELECTIVE 3*</b>	4	0	0	0	4	30	70	100
6	MBA9206T	<b>Specialization Group2- ELECTIVE 4*</b>	4	0	0	0	4	30	70	100
		<b>Grand Total</b>					<b>26</b>			<b>600</b>

**TABLE: ELECTIVE COURSES**

<b>Functional Area</b>	<b>Elective Courses</b>
<b>FINANCE MANAGEMENT</b>	<b>(Elective1&amp;2)</b>
	Security Analysis and Portfolio Management
	Management of Financial Services
	Banking & Financial System
	International Financial Management
	Corporate Finance
	<b>(Elective3&amp;4)</b>
	Financial Derivatives
	Strategic financial Management
	Taxation
	Behavioural Finance
	Project & Micro Finance
<b>MARKETING MANAGEMENT</b>	<b>(Elective1&amp;2)</b>
	Distribution Channel & Sales Force
	Customer Relationship Management
	Service Marketing
	Product & Brand Management
	Supply Chain Management
	<b>(Elective3&amp;4)</b>
	Business to Business
	Consumer Behaviour
	Digital Marketing
	International Marketing

	Advertising Management
<b>HUMAN RESOURCES MANAGEMENT</b>	<b>(Elective1&amp;2)</b>
	Training & Development
	Labour Law
	Performance Management
	Industrial Relations
	Human Resource Planning
	<b>(Elective3&amp;4)</b>
	Compensation Management
	Cross Cultural Human Resource Management
	Organization Development & Change Management
	Strategic Human Resource Management
	Human Resource Analytics
	<b>INTERNATIONAL BUSINESS</b>
Legal Dimension in International Business	
Foreign Exchange Management	
Cross Culture Global Management	
International Management	
International Business Environment	
<b>(Elective3&amp;4)</b>	
International Marketing	
International Marketing Research	
International Business Laws	
EXIM Documentation	
India Foreign Trade & Policy	
<b>PRODUCTION &amp; OPERATIONS MANAGEMENT</b>	
	Operation Strategy

	Total Quality Management
	Environment & Safety Management
	Production Planning & Control
	Decision Models & Optimization
	<b>(Elective3&amp;4)</b>
	Quantative Analysis of Risk & Uncertainty
	Technology, Innovation & New Product Management
	Advanced Operation Management
	Inventory Management
	Supply Chain Management

# **SYLLABUS**

## **(SEMESTER I)**

**Programme Name:** Master of Business Administration (MBA)

Course Name: Managerial Communication	Course Code: MBA9101T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

## Course Objectives

The objectives of this course are to:

1. Develop an understanding of the principles and importance of communication in managerial functions.
2. Enhance verbal, non-verbal, and written communication skills required for managerial effectiveness.
3. Build interpersonal, group, and organizational communication competencies.
4. Equip students with persuasive, negotiation, cross-cultural, and digital communication skills.
5. Promote ethical, leadership, and corporate communication abilities in contemporary business organizations.

## Topic and Contents

### BLOCK I: Fundamentals of Managerial Communication

#### Unit 1: Introduction to Communication

- Meaning, Nature, And Importance Of Communication
- Communication As A Managerial Function
- Objectives And Principles Of Effective Communication
- Types Of Communication—Formal And Informal

- Internal And External

## **Unit 2: Communication Process and Barriers**

- Elements Of The Communication Process
- Models Of Communication—Shannon–Weaver
- Smcr
- Transactional
- Barriers To Communication—Physical
- Psychological
- Semantic
- Organizational
- Techniques To Overcome Communication Barriers

## **Unit 3: Verbal and Non-Verbal Communication**

- Verbal Communication—Oral And Written
- Non-Verbal Communication—Kinesics
- Facial Expressions, Gestures, Posture
- Paralanguage, Proxemics, Chronemics
- Role Of Non-Verbal Communication In Managerial Effectiveness

## **BLOCK II: Interpersonal and Organizational Communication**

### **Unit 1: Interpersonal Communication**

- Self-Concept And Perception

- Johari Window

- Emotional Intelligence And Empathy

- Feedback Mechanisms

- Listening Skills

### **Unit 2: Organizational Communication**

- Communication Flow—Upward

- Downward, Horizontal, Diagonal

- Formal And Informal Communication Networks

- Grapevine Communication

- Communication Climate And Organizational Culture

### **Unit 3: Group and Team Communication**

- Group Communication Process

- Team Communication And Collaboration

- Conducting Effective Meetings

- Communication In Conflict Management And Resolution

## **BLOCK III: Business and Professional Communication**

### **Unit 1: Written Business Communication**

- Business Letters

- Business Letters

- Email Writing And Etiquette

- Report Writing—Types And Structure

- Proposal Writing

### **Unit 2: Oral Business Communication**

- Business Presentations—Planning And Delivery
- Public Speaking Skills
- Interview Communication
- Telephonic And Virtual Communication

### **Unit 3: Listening and Presentation Skills**

- Types of listening and barriers to listening
- active and empathetic listening
- use of audio-visual aids
- handling questions and objections

## **BLOCK IV: Persuasive, Cross-Cultural, and Digital Communication**

### **Unit 1: Persuasive and Negotiation Communication**

- Principles and techniques of persuasion
- negotiation process and strategies
- bargaining and conflict resolution through communication

### **Unit 2: Cross-Cultural Communication**

- Culture And Communication
- Hofstede's Cultural Dimensions
- Intercultural Communication Barriers

- Managing Diversity

- Ethics In Cross-Cultural Communication

### **Unit 3: Digital and Social Media Communication**

- Digital communication tools in business

- Social media for managerial communication

- virtual teams and remote collaboration

- professional digital etiquette

## **BLOCK V: Leadership and Corporate Communication**

### **Unit 1: Leadership Communication**

- Leadership Styles And Communication

- Motivational Communication

- Coaching And Mentoring

- Communication For Organizational Change

### **Unit 2: Corporate Communication and Public Relations**

- Corporate Identity And Image

- Internal And External Corporate Communication

- Media Relations

- Crisis Communication

### **Unit 3: Ethics and Emerging Trends in Managerial Communication**

- Ethical Issues In Managerial Communication

- |   |
|---|
| <ul style="list-style-type: none"><li>• Corporate Social Responsibility Communication</li></ul> |
| <ul style="list-style-type: none"><li>• Legal Aspects Of Business Communication</li></ul>       |
| <ul style="list-style-type: none"><li>• Emerging Trends And Future Perspectives</li></ul>       |

### **Course Outcomes:**

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

CO1: Explain the concepts, models, and processes of managerial communication.

CO2: Apply effective verbal, non-verbal, and written communication skills in managerial contexts.

CO3: Demonstrate interpersonal, group, and organizational communication abilities.

CO4: Analyze and employ persuasive, cross-cultural, and digital communication strategies.

CO5: Exhibit ethical, leadership-oriented, and professional communication competencies for managerial roles.

### **References:**

1. Bovee, C. L., & Thill, J. V. (2021). Business communication today (14th ed.). Pearson.
2. Cardon, P. W. (2020). Business communication: Developing leaders for a networked world (4th ed.). McGraw-Hill.
3. Locker, K. O., & Kienzler, D. S. (2019). Business and administrative communication (11th ed.). McGraw-Hill.
4. Lesikar, R. V., Flatley, M. E., & Rentz, K. (2018). Business communication: Making connections in a digital world (13th ed.). McGraw-Hill.
5. Guffey, M. E., & Loewy, D. (2022). Essentials of business communication (12th ed.). Cengage.

**Programme Name:** Master of Business Administration (MBA)

Course Name: Managerial Practices & Organizational Behavior	Course Code: MBA9102T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

## Course Objectives

The objectives of this course are to:

1. Develop an understanding of managerial functions, roles, and practices in modern organizations.
2. Provide insights into individual, group, and organizational behavior at the workplace.
3. Analyze the impact of personality, perception, motivation, and leadership on employee behavior.
4. Equip students with skills to manage teams, conflict, stress, and organizational change effectively.
5. Foster ethical, responsible, and people-centric managerial decision-making.

<b>Topic and Contents</b>
<b>BLOCK I: Fundamentals of Management and Organizational Behavior</b>
<b>Unit 1: Introduction to Management</b>
<ul style="list-style-type: none"> <li>• Concept, nature, and importance of management</li> </ul>
<ul style="list-style-type: none"> <li>• managerial functions—planning, organizing, staffing, directing, and controlling</li> </ul>
<ul style="list-style-type: none"> <li>• managerial roles and skills</li> </ul>
<ul style="list-style-type: none"> <li>• levels of management</li> </ul>
<b>Unit 2: Evolution of Management Thought</b>

<ul style="list-style-type: none"> <li>• Classical, neo-classical, and modern management theories</li> </ul>
<ul style="list-style-type: none"> <li>• scientific management</li> </ul>
<ul style="list-style-type: none"> <li>• human relations approach</li> </ul>
<ul style="list-style-type: none"> <li>• systems and contingency approaches</li> </ul>
<b>Unit 3: Introduction to Organisational Behavior</b>
<ul style="list-style-type: none"> <li>• Meaning, nature, and scope of organizational behavior</li> </ul>
<ul style="list-style-type: none"> <li>• contributing disciplines</li> </ul>
<ul style="list-style-type: none"> <li>• challenges and opportunities for managers; OB models</li> </ul>
<b>BLOCK II: Individual Behavior in Organizations</b>
<b>Unit 1: Personality and Perception</b>
<ul style="list-style-type: none"> <li>• Determinants of personality</li> </ul>
<ul style="list-style-type: none"> <li>• personality theories</li> </ul>
<ul style="list-style-type: none"> <li>• perception and perceptual process</li> </ul>
<ul style="list-style-type: none"> <li>• perceptual errors and their managerial implications</li> </ul>
<b>Unit 2: Learning, Attitudes, and Values</b>
<ul style="list-style-type: none"> <li>• Theories of learning</li> </ul>
<ul style="list-style-type: none"> <li>• attitudes and attitude formation</li> </ul>
<ul style="list-style-type: none"> <li>• job satisfaction</li> </ul>
<ul style="list-style-type: none"> <li>• values and their influence on behavior</li> </ul>
<b>Unit 3: Motivation and Stress Management</b>
<ul style="list-style-type: none"> <li>• Motivation—concept and importance</li> </ul>
<ul style="list-style-type: none"> <li>• content and process theories of motivation</li> </ul>

- stress—causes and consequences

- stress management techniques

### **BLOCK III: Group Behavior and Team Dynamics**

#### **Unit 1: Group Dynamics**

- Types of groups
- stages of group development
- group norms; group decision-making techniques

#### **Unit 2: Team Building and Conflict Management**

- Meaning and types of teams
- team effectiveness
- sources and types of conflict
- conflict management strategies

#### **Unit 3: Communication and Interpersonal Relations**

- Interpersonal communication process
- barriers to communication
- transactional analysis
- improving interpersonal relations

### **BLOCK IV: Leadership and Organizational Processes**

#### **Unit 1: Leadership**

- Meaning and importance of leadership
- leadership theories—trait
- behavioral, contingency
- leadership styles

- leadership effectiveness

### **Unit 2: Power, Politics, and Organizational Culture**

- Sources of power
- organizational politics
- organizational culture—types and functions
- managing culture

### **Unit 3: Organizational Change and Development**

- Forces of change
- resistance to change
- managing change
- organizational development interventions

## **BLOCK V: Contemporary Issues in Managerial Practices**

### **Unit 1: Organizational Design and Work Life**

- Organizational structure and design
- work design
- quality of work life
- employee engagement

### **Unit 2: Ethics, Values, and Corporate Social Responsibility**

- Managerial ethics
- ethical decision-making
- values in organizations
- corporate social responsibility

### **Unit 3: Emerging Trends in Management and OB**

<ul style="list-style-type: none"><li>• Globalization and workforce diversity</li></ul>
<ul style="list-style-type: none"><li>• technology and OB</li></ul>
<ul style="list-style-type: none"><li>• emotional intelligence</li></ul>
<ul style="list-style-type: none"><li>• future challenges for managers</li></ul>

## Course Outcomes

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

1. Explain managerial functions, roles, and management theories relevant to organizational practices.
2. Analyze individual behavior in organizations using OB concepts such as personality, perception, and motivation.
3. Demonstrate skills in managing groups, teams, communication, and conflict.
4. Apply leadership, change management, and organizational development concepts in business situations.
5. Exhibit ethical, responsible, and contemporary managerial practices in organizational settings.

## References:

1. Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson.
2. Luthans, F. (2019). Organizational behavior (13th ed.). McGraw-Hill.
3. McShane, S. L., & Von Glinow, M. A. (2021). Organizational behavior (9th ed.). McGraw-Hill.
4. Daft, R. L. (2021). Management (14th ed.). Cengage.
5. Griffin, R. W. (2020). Management (13th ed.). Cengage.

**Programme Name::** Master of Business Administration (MBA)

Course Name: Financial & Management Accounting	Course Code: MBA9103T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of accounting concepts, principles, and standards relevant to business decision-making.
2. Enable students to analyze and interpret financial statements for managerial and investment decisions.
3. Equip students with management accounting tools for planning, control, and performance evaluation.
4. Provide knowledge of cost behavior, budgeting, and responsibility accounting systems.
5. Foster analytical, ethical, and strategic thinking in financial and managerial accounting practices.

<b>Topic and Contents</b>
<b>BLOCK I: Fundamentals of Financial Accounting</b>
<b>Unit 1: Introduction to Accounting</b>
<ul style="list-style-type: none"> <li>• Meaning, scope, and objectives of accounting</li> </ul>
<ul style="list-style-type: none"> <li>• Accounting principles and concepts</li> </ul>
<ul style="list-style-type: none"> <li>• Accounting standards; users of accounting information</li> </ul>
<ul style="list-style-type: none"> <li>• Role of accounting in business</li> </ul>
<b>Unit 2: Accounting Process and Financial Statements</b>

<ul style="list-style-type: none"> <li>Journal, ledger, trial balance</li> </ul>
<ul style="list-style-type: none"> <li>Preparation of final accounts</li> </ul>
<ul style="list-style-type: none"> <li>Profit and loss account and balance sheet</li> </ul>
<ul style="list-style-type: none"> <li>Adjustments</li> </ul>
<ul style="list-style-type: none"> <li>Introduction to cash flow statement</li> </ul>
<b>Unit 3: Analysis and Interpretation of Financial Statements</b>
<ul style="list-style-type: none"> <li>Financial statement analysis</li> </ul>
<ul style="list-style-type: none"> <li>Ratio analysis—liquidity, solvency, profitability, and activity ratios</li> </ul>
<ul style="list-style-type: none"> <li>Trend and comparative statement analysis</li> </ul>
<ul style="list-style-type: none"> <li>Limitations of financial analysis</li> </ul>
<b>BLOCK II: Cost Accounting and Cost Control</b>
<b>Unit 1: cost accounting concepts</b>
<ul style="list-style-type: none"> <li>Meaning and scope of cost accounting</li> </ul>
<ul style="list-style-type: none"> <li>Cost concepts and classifications</li> </ul>
<ul style="list-style-type: none"> <li>Elements of cost</li> </ul>
<ul style="list-style-type: none"> <li>Cost sheet preparation</li> </ul>
<b>Unit 2: Costing Methods and Techniques</b>
<ul style="list-style-type: none"> <li>Job costing, batch costing, contract costing, process costing</li> </ul>
<ul style="list-style-type: none"> <li>Marginal costing; break-even analysis</li> </ul>
<b>Unit 3: Cost Control and Reduction</b>
<ul style="list-style-type: none"> <li>Budgetary control</li> </ul>
<ul style="list-style-type: none"> <li>Standard costing</li> </ul>
<ul style="list-style-type: none"> <li>Variance analysis</li> </ul>

<ul style="list-style-type: none"> <li>• Cost reduction techniques</li> </ul>
<b>Block III: management accounting tools</b>
<b>Unit 1: management accounting – an overview</b>
<ul style="list-style-type: none"> <li>• Meaning, scope, and functions of management accounting</li> </ul>
<ul style="list-style-type: none"> <li>• Difference between financial and management accounting</li> </ul>
<ul style="list-style-type: none"> <li>• Role of management accounting in decision-making</li> </ul>
<b>Unit 2: Budgeting and Forecasting</b>
<ul style="list-style-type: none"> <li>• Types of budgets—functional, master, and flexible budgets</li> </ul>
<ul style="list-style-type: none"> <li>• Zero-based budgeting</li> </ul>
<ul style="list-style-type: none"> <li>• Forecasting techniques</li> </ul>
<b>Unit 3: decision-making techniques</b>
<ul style="list-style-type: none"> <li>• Relevant costing</li> </ul>
<ul style="list-style-type: none"> <li>• Make or buy decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Pricing decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Shutdown and continuation decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Risk and uncertainty</li> </ul>
<b>BLOCK IV: Performance Measurement and Control</b>
<b>Unit 1: responsibility accounting</b>
<ul style="list-style-type: none"> <li>• Concept and significance</li> </ul>
<ul style="list-style-type: none"> <li>• Responsibility centers—cost, profit, and investment centers</li> </ul>
<ul style="list-style-type: none"> <li>• Transfer pricing</li> </ul>
<b>Unit 2: performance measurement systems</b>
<ul style="list-style-type: none"> <li>• Return on investment (ROI)</li> </ul>

<ul style="list-style-type: none"> <li>Residual income</li> </ul>
<ul style="list-style-type: none"> <li>Balanced scorecard</li> </ul>
<ul style="list-style-type: none"> <li>Key performance indicators</li> </ul>
<b>Unit 3: management control systems</b>
<ul style="list-style-type: none"> <li>Concept and process of management control</li> </ul>
<ul style="list-style-type: none"> <li>Strategic control</li> </ul>
<ul style="list-style-type: none"> <li>Operational control</li> </ul>
<ul style="list-style-type: none"> <li>Behavioral aspects of control systems</li> </ul>
<b>BLOCK V: Contemporary Issues in Accounting</b>
<b>Unit 1: Accounting for Planning and Control</b>
<ul style="list-style-type: none"> <li>Strategic management accounting</li> </ul>
<ul style="list-style-type: none"> <li>Value chain analysis</li> </ul>
<ul style="list-style-type: none"> <li>Activity-based costing (ABC)</li> </ul>
<ul style="list-style-type: none"> <li>Life-cycle costing</li> </ul>
<b>Unit 2: Accounting Standards and Ethical Issues</b>
<ul style="list-style-type: none"> <li>Indian accounting standards (ind as)</li> </ul>
<ul style="list-style-type: none"> <li>Ethical issues in accounting</li> </ul>
<ul style="list-style-type: none"> <li>Corporate governance</li> </ul>
<ul style="list-style-type: none"> <li>Role of auditors</li> </ul>
<b>Unit 3: Emerging Trends in Accounting</b>
<ul style="list-style-type: none"> <li>Accounting in the digital era</li> </ul>
<ul style="list-style-type: none"> <li>Accounting information systems</li> </ul>
<ul style="list-style-type: none"> <li>Sustainability and social accounting</li> </ul>

- Recent developments in accounting practices

### **Course Outcomes**

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

1. Understand and apply accounting principles and standards in preparing financial statements.
2. Analyze and interpret financial statements using appropriate accounting tools and techniques.
3. Apply cost and management accounting methods for planning, control, and decision-making.
4. Evaluate organizational performance using responsibility accounting and control systems.
5. Demonstrate ethical, analytical, and strategic thinking in financial and managerial accounting practices.

### **References:**

1. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). Cost accounting: A managerial emphasis (17th ed.). Pearson.
2. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2020). Financial accounting (10th ed.). Wiley.
3. Atrill, P., & McLaney, E. (2019). Management accounting for decision makers (9th ed.). Pearson.
4. Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2021). Managerial accounting (17th ed.). McGraw-Hill.
5. Bhattacharya, S. K., & Dearden, J. (2018). Accounting for management. Vikas Publishing.

**Programme Name::** Master of Business Administration (MBA)

Course Name: Managerial Economics	Course Code: MBA9104T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

The objectives of this course are to:

1. Provide an understanding of economic principles and tools relevant to managerial decision-making.
2. Analyze consumer and producer behavior using microeconomic concepts.
3. Apply demand, cost, and pricing theories to business decisions.
4. Examine market structures and their implications for firm strategy.
5. Develop the ability to assess macroeconomic variables affecting business environments.

<b>Topic and Contents</b>
<b>BLOCK I: Introduction to Managerial Economics</b>
<b>Unit 1: Nature and Scope of Managerial Economics</b>
<ul style="list-style-type: none"> <li>• Meaning, nature, and scope of managerial economics</li> </ul>
<ul style="list-style-type: none"> <li>• Role of managerial economics in decision-making</li> </ul>
<ul style="list-style-type: none"> <li>• Relationship with other disciplines</li> </ul>
<ul style="list-style-type: none"> <li>• Basic economic concepts</li> </ul>
<b>Unit 2: demand analysis</b>
<ul style="list-style-type: none"> <li>• Meaning of demand</li> </ul>
<ul style="list-style-type: none"> <li>• Demand determinants</li> </ul>

<ul style="list-style-type: none"> <li>• Law of demand</li> </ul>
<ul style="list-style-type: none"> <li>• Demand function</li> </ul>
<ul style="list-style-type: none"> <li>• Elasticity of demand—price, income, cross, and advertising elasticity</li> </ul>
<ul style="list-style-type: none"> <li>• Managerial applications of elasticity</li> </ul>
<b>Unit 3: demand forecasting</b>
<ul style="list-style-type: none"> <li>• Need and importance of demand forecasting</li> </ul>
<ul style="list-style-type: none"> <li>• Qualitative and quantitative methods of demand forecasting</li> </ul>
<ul style="list-style-type: none"> <li>• Criteria of a good forecasting method</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations</li> </ul>
<b>BLOCK II: Theory of Consumer and Producer Behavior</b>
<b>Unit 1: Theory of Consumer Behavior</b>
<ul style="list-style-type: none"> <li>• Utility analysis—cardinal and ordinal approaches</li> </ul>
<ul style="list-style-type: none"> <li>• Law of diminishing marginal utility</li> </ul>
<ul style="list-style-type: none"> <li>• Indifference curve analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Consumer equilibrium</li> </ul>
<b>Unit 2: production theory</b>
<ul style="list-style-type: none"> <li>• Production function</li> </ul>
<ul style="list-style-type: none"> <li>• Law of variable proportions</li> </ul>
<ul style="list-style-type: none"> <li>• Returns to scale</li> </ul>
<ul style="list-style-type: none"> <li>• Isoquants and isocosts</li> </ul>
<ul style="list-style-type: none"> <li>• Producer equilibrium</li> </ul>
<b>Unit 3: cost theory</b>

- Concepts of cost
- Short-run and long-run cost curves
- Relationship between production and cost
- Economies and diseconomies of scale

### **BLOCK III: Market Structures and Pricing**

#### **Unit 1: market structures**

- Perfect competition—features and price determination
- Monopoly—price output determination
- Monopolistic competition
- Oligopoly—features and price rigidity

#### **Unit 2: Pricing Theories and Practices**

- Cost-based pricing
- Demand-based pricing
- Competition-based pricing
- Price discrimination
- Pricing under different market structures

#### **Unit 3: revenue analysis**

- Concept of revenue
- Total, average, and marginal revenue
- Relationship between AR and MR under different market conditions
- Profit maximization

### **BLOCK IV: Profit, Investment, and Risk Analysis**

#### **Unit 1: profit analysis**

<ul style="list-style-type: none"> <li>• Concept of profit</li> </ul>
<ul style="list-style-type: none"> <li>• Accounting vs economic profit</li> </ul>
<ul style="list-style-type: none"> <li>• Theories of profit</li> </ul>
<ul style="list-style-type: none"> <li>• Profit planning and measurement</li> </ul>
<b>Unit 2: capital budgeting</b>
<ul style="list-style-type: none"> <li>• Nature and importance of capital budgeting</li> </ul>
<ul style="list-style-type: none"> <li>• Investment appraisal techniques—payback period, NPV, IRR, profitability index</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations</li> </ul>
<b>Unit 3: Risk and Uncertainty</b>
<ul style="list-style-type: none"> <li>• Concept of risk and uncertainty</li> </ul>
<ul style="list-style-type: none"> <li>• Risk measurement</li> </ul>
<ul style="list-style-type: none"> <li>• Decision-making under risk and uncertainty</li> </ul>
<ul style="list-style-type: none"> <li>• Risk management techniques</li> </ul>
<b>BLOCK V: Macroeconomic Environment and Business Decisions</b>
<b>Unit 1: National Income and Business Cycles</b>
<ul style="list-style-type: none"> <li>• Concepts of national income</li> </ul>
<ul style="list-style-type: none"> <li>• Methods of measurement</li> </ul>
<ul style="list-style-type: none"> <li>• Business cycles—phases and impact on business decisions</li> </ul>
<b>Unit 2: Monetary and Fiscal Policy</b>
<ul style="list-style-type: none"> <li>• Objectives and instruments of monetary policy</li> </ul>
<ul style="list-style-type: none"> <li>• Objectives and tools of fiscal policy</li> </ul>
<ul style="list-style-type: none"> <li>• Impact on business environment</li> </ul>
<b>Unit 3: Inflation, Globalization, and Business Environment</b>

<ul style="list-style-type: none"><li>• Inflation—types and effects</li></ul>
<ul style="list-style-type: none"><li>• Globalization and liberalization</li></ul>
<ul style="list-style-type: none"><li>• Role of government in economic development</li></ul>
<ul style="list-style-type: none"><li>• Contemporary economic issues</li></ul>

### **Course Outcomes**

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

1. Explain economic concepts and principles relevant to managerial decision-making.
2. Analyze demand, consumer behavior, production, and cost structures in business contexts.
3. Apply pricing and market structure theories to managerial strategies.
4. Evaluate investment decisions and manage risk under uncertainty.
5. Assess macroeconomic factors and their impact on business and managerial decisions.

### **References:**

1. Salvatore, D. (2020). Managerial economics in a global economy (9th ed.). Oxford University Press.
2. Thomas, C. R., & Maurice, S. C. (2019). Managerial economics (12th ed.). McGraw-Hill.
3. Pindyck, R. S., & Rubinfeld, D. L. (2018). Microeconomics (9th ed.). Pearson.
4. Baye, M. R., & Prince, J. T. (2022). Managerial economics and business strategy (10th ed.). McGraw-Hill.
5. Varian, H. R. (2019). Intermediate microeconomics (9th ed.). Norton.

**Programme Name::** Master of Business Administration (MBA)

Course Name: Statistics for Management	Course Code: MBA9105T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

The objectives of this course are to:

1. Provide a strong foundation in statistical concepts and techniques for managerial decision-making.
2. Enable students to collect, classify, present, and analyze business data effectively.
3. Develop the ability to apply probability and probability distributions in managerial problems.
4. Equip students with inferential statistical tools for estimation, hypothesis testing, and forecasting.
5. Foster analytical and quantitative skills for data-driven management decisions.

<b>Topic and Contents</b>
<b>BLOCK I: Introduction to Statistics`</b>
<b>Unit 1: Nature and Scope of Statistics</b>
<ul style="list-style-type: none"> <li>• Meaning, scope, and importance of statistics in management</li> </ul>
<ul style="list-style-type: none"> <li>• Functions and limitations of statistics; types of data</li> </ul>
<ul style="list-style-type: none"> <li>• Sources of data</li> </ul>
<b>Unit 2: Data Collection and Presentation</b>
<ul style="list-style-type: none"> <li>• Methods of data collection</li> </ul>
<ul style="list-style-type: none"> <li>• Classification and tabulation of data</li> </ul>
<ul style="list-style-type: none"> <li>• Diagrammatic and graphical presentation</li> </ul>

- Frequency distributions

### **Unit 3: Measures of Central Tendency**

- Arithmetic mean, median, mode
- Properties and applications
- Weighted average
- Merits and limitations

## **BLOCK II: Measures of Dispersion and Skewness**

### **Unit 1: Measures of Dispersion**

- Range; quartile deviation
- Mean deviation
- Standard deviation and variance
- Coefficient of variation
- Managerial applications

### **Unit 2: Skewness and Kurtosis**

- Concept of skewness
- Measures of skewness
- Kurtosis and its types
- ; Interpretation in business data

### **Unit 3: correlation analysis**

- Meaning and significance of correlation
- Types of correlation
- Methods of studying correlation—Karl Pearson's coefficient and Spearman's rank correlation

### **BLOCK III: Regression and Time Series Analysis**

#### **Unit 1: regression analysis**

- Meaning and significance of regression
- Simple linear regression
- Regression equations
- Applications in business forecasting

#### **Unit 2: time series analysis**

- Meaning and components of time series
- Methods of measuring trend—moving averages and least squares method

#### **Unit 3: index numbers**

- Meaning and uses of index numbers
- Types of index numbers
- Methods of construction
- Tests of adequacy
- Limitations

### **BLOCK IV: Probability and Probability Distributions**

#### **Unit 1: probability theory**

- Concept and importance of probability
- Classical, empirical, and axiomatic approaches
- Addition and multiplication theorems

#### **Unit 2: probability distributions**

- Discrete probability distributions—binomial and Poisson
- Continuous probability distribution—normal distribution

<ul style="list-style-type: none"> <li>• Applications in management</li> </ul>
<b>Unit 3: Sampling and Sampling Distributions</b>
<ul style="list-style-type: none"> <li>• Concept of sampling</li> </ul>
<ul style="list-style-type: none"> <li>• Methods of sampling</li> </ul>
<ul style="list-style-type: none"> <li>• Sampling errors</li> </ul>
<ul style="list-style-type: none"> <li>• Sampling distribution of mean</li> </ul>
<b>BLOCK V: Statistical Inference and Decision Making</b>
<b>Unit 1: Estimation and Hypothesis Testing</b>
<ul style="list-style-type: none"> <li>• Concept of estimation</li> </ul>
<ul style="list-style-type: none"> <li>• Point and interval estimation</li> </ul>
<ul style="list-style-type: none"> <li>• Hypothesis testing procedure</li> </ul>
<ul style="list-style-type: none"> <li>• Errors in hypothesis testing</li> </ul>
<b>Unit 2: Tests of Significance</b>
<ul style="list-style-type: none"> <li>• Parametric tests—z-test, t-test; chi-square test</li> </ul>
<ul style="list-style-type: none"> <li>• Analysis of variance (ANOVA)</li> </ul>
<ul style="list-style-type: none"> <li>• Applications in business decisions.</li> </ul>
<b>Unit 3: statistical decision making</b>
<ul style="list-style-type: none"> <li>• Role of statistics in managerial decision-making</li> </ul>
<ul style="list-style-type: none"> <li>• Statistical quality control</li> </ul>
<ul style="list-style-type: none"> <li>• Use of statistical software</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations of statistical analysis</li> </ul>

### Course Outcomes

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

1. Understand and apply basic statistical concepts in business and management contexts.
2. Analyze and interpret data using descriptive statistical tools.
3. Apply correlation, regression, and time-series techniques for managerial analysis.
4. Use probability and inferential statistics for decision-making under uncertainty.
5. Develop data-driven and analytical approaches to managerial problem-solving.

### **References:**

1. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2020). Statistics for business and economics (14th ed.). Cengage.
2. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2021). Statistics for managers using Microsoft Excel (9th ed.). Pearson.
3. Keller, G. (2018). Statistics for management and economics (11th ed.). Cengage.
4. Black, K. (2019). Business statistics (10th ed.). Wiley.
5. Aczel, A. D., & Sounderpandian, J. (2018). Complete business statistics (8th ed.). McGraw-Hill.

**Programme Name::** Master of Business Administration (MBA)

Course Name: Marketing Management	Course Code: MBA9106T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of marketing concepts, principles, and functions.
2. Enable students to analyze market opportunities and consumer behavior for effective decision-making.
3. Equip students with skills to design and implement marketing strategies.
4. Provide knowledge of marketing mix decisions in a competitive environment.
5. Foster ethical, customer-centric, and sustainable marketing practices.

<b>Topic and Contents</b>
<b>BLOCK I: Fundamentals of Marketing</b>
<b>Unit 1: Introduction to Marketing</b>
<ul style="list-style-type: none"> <li>• Meaning, nature, and scope of marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Evolution of marketing concepts</li> </ul>
<ul style="list-style-type: none"> <li>• Role of marketing in business and society</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of marketing</li> </ul>
<b>Unit 2: marketing environment</b>
<ul style="list-style-type: none"> <li>• Micro and macro marketing environment</li> </ul>
<ul style="list-style-type: none"> <li>• Factors affecting marketing decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Scanning and analysis of marketing environment</li> </ul>

<b>Unit 3: consumer behavior</b>
----------------------------------

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Meaning and importance of consumer behavior</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Factors influencing consumer behavior—cultural, social, personal, and psychological</li> </ul> |
| <ul style="list-style-type: none"> <li>• Buying decision process</li> </ul>   |

<b>BLOCK II: Market Analysis and Segmentation</b>
---

<b>Unit 1: marketing research</b>
-----------------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Meaning and importance of marketing research</li> </ul> |
| <ul style="list-style-type: none"> <li>• Marketing research process</li> </ul>                   |
| <ul style="list-style-type: none"> <li>• Data collection methods</li> </ul>                      |
| <ul style="list-style-type: none"> <li>• Marketing information system</li> </ul>                 |

<b>Unit 2: Market Segmentation, Targeting, and Positioning</b>
--

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Bases for market segmentation</li> </ul> |
| <ul style="list-style-type: none"> <li>• Target market selection</li> </ul>       |
| <ul style="list-style-type: none"> <li>• Positioning strategies</li> </ul>        |
| <ul style="list-style-type: none"> <li>• Perceptual mapping</li> </ul>            |

<b>Unit 3: Demand Forecasting and Sales Analysis</b>
--

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Concept of demand forecasting</li> </ul> |
| <ul style="list-style-type: none"> <li>• Methods of demand forecasting</li> </ul> |
| <ul style="list-style-type: none"> <li>• Sales analysis and control</li> </ul>    |

<b>BLOCK III: Product and Pricing Decisions</b>
---

<b>Unit 1: product decisions</b>
----------------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Product concept and classification</li> </ul> |
| <ul style="list-style-type: none"> <li>• Product life cycle</li> </ul>                 |
| <ul style="list-style-type: none"> <li>• Branding and packaging decisions</li> </ul>   |

<ul style="list-style-type: none"> <li>• New product development</li> </ul>
<b>Unit 2: pricing decisions</b>
<ul style="list-style-type: none"> <li>• Pricing objectives and factors affecting pricing</li> </ul>
<ul style="list-style-type: none"> <li>• Pricing methods and strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Price adjustments</li> </ul>
<b>Unit 3: Distribution and Logistics</b>
<ul style="list-style-type: none"> <li>• Marketing channels—types and functions</li> </ul>
<ul style="list-style-type: none"> <li>• Channel design decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Logistics and supply chain management</li> </ul>
<b>BLOCK IV: Promotion and Marketing Communication</b>
<b>Unit 1: promotion mix</b>
<ul style="list-style-type: none"> <li>• Concept and elements of promotion mix</li> </ul>
<ul style="list-style-type: none"> <li>• Advertising, sales promotion, personal selling, and public relations</li> </ul>
<b>Unit 2: Advertising and Sales Promotion</b>
<ul style="list-style-type: none"> <li>• Advertising objectives and media decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Advertising copy</li> </ul>
<ul style="list-style-type: none"> <li>• Sales promotion tools</li> </ul>
<ul style="list-style-type: none"> <li>• Effectiveness evaluation</li> </ul>
<b>Unit 3: Personal Selling and Direct Marketing</b>
<ul style="list-style-type: none"> <li>• Personal selling process</li> </ul>
<ul style="list-style-type: none"> <li>• Sales force management</li> </ul>
<ul style="list-style-type: none"> <li>• Direct marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Digital and social media marketing</li> </ul>
<b>BLOCK V: Strategic and Contemporary Marketing Issues</b>

<b>Unit 1: Marketing Strategy and Planning</b>
<ul style="list-style-type: none"> <li>• Marketing strategy formulation</li> </ul>
<ul style="list-style-type: none"> <li>• Marketing planning process</li> </ul>
<ul style="list-style-type: none"> <li>• Competitive marketing strategies</li> </ul>
<b>Unit 2: Services and Relationship Marketing</b>
<ul style="list-style-type: none"> <li>• Services marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Service quality and customer satisfaction</li> </ul>
<ul style="list-style-type: none"> <li>• Relationship marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Crm</li> </ul>
<b>Unit 3: Ethics and Emerging Trends in Marketing</b>
<ul style="list-style-type: none"> <li>• Marketing ethics</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainable and green marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Rural and international marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Recent trends in marketing</li> </ul>

### **Course Outcomes**

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

1. Explain marketing concepts, principles, and environmental factors influencing business decisions.
2. Analyze consumer behavior and market dynamics for effective marketing decisions.
3. Apply marketing mix strategies for product, pricing, promotion, and distribution decisions.
4. Develop marketing strategies and plans in competitive business environments.
5. Demonstrate ethical, sustainable, and contemporary marketing practices.

## References:

- Kotler, P., & Keller, K. L. (2022). Marketing management (16th ed.). Pearson.
- Armstrong, G., & Kotler, P. (2021). Principles of marketing (18th ed.). Pearson.
- Lamb, C. W., Hair, J. F., & McDaniel, C. (2020). MKTG (13th ed.). Cengage.
- Grewal, D., & Levy, M. (2022). Marketing (8th ed.). McGraw-Hill.
- Stanton, W. J., Etzel, M. J., & Walker, B. J. (2018). Fundamentals of marketing. McGraw-Hill.

**Programme Name::** Master of Business Administration (MBA)

Course Name: Business Ethics & Corporate Social Responsibility	Course Code: MBA9107T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

After completing this course, learners will be able to:

1. Understand the fundamental concepts, theories, and principles of Business Ethics.
2. Analyze ethical dilemmas in business decision-making.
3. Examine corporate governance mechanisms and ethical leadership practices.
4. Understand the concept, evolution, and legal framework of Corporate Social Responsibility (CSR).
5. Develop ethical strategies for sustainable and socially responsible business management.

### Course Content

<b>BLOCK I: Foundations of Business Ethics</b>
<b>Unit 1: Introduction to Business Ethics</b>
<ul style="list-style-type: none"> <li>• Meaning, Nature, and Scope of Ethics</li> <li>• Business Ethics: Concept and Importance</li> <li>• Ethics vs Law vs Morality</li> <li>• Ethical Issues in Modern Business</li> </ul>
<b>Unit 2: Ethical Theories and Approaches</b>
<ul style="list-style-type: none"> <li>• Teleological and Deontological Theories</li> <li>• Utilitarianism, Kantian Ethics</li> <li>• Virtue Ethics</li> </ul>

<ul style="list-style-type: none"> <li>Justice and Fairness Theory</li> </ul>
<b>Unit 3: Ethical Decision-Making</b>
<ul style="list-style-type: none"> <li>Ethical Decision-Making Models</li> </ul>
<ul style="list-style-type: none"> <li>Individual vs Organizational Ethics</li> </ul>
<ul style="list-style-type: none"> <li>Factors Influencing Ethical Behaviour</li> </ul>
<ul style="list-style-type: none"> <li>Ethical Dilemmas in Business</li> </ul>
<b>BLOCK II: Corporate Governance and Ethical Leadership</b>
<b>Unit 4: Corporate Governance</b>
<ul style="list-style-type: none"> <li>Concept and Principles of Corporate Governance</li> </ul>
<ul style="list-style-type: none"> <li>Governance Mechanisms</li> </ul>
<ul style="list-style-type: none"> <li>Role of Board of Directors</li> </ul>
<ul style="list-style-type: none"> <li>Transparency and Accountability</li> </ul>
<b>Unit 5: Ethical Leadership and Corporate Culture</b>
<ul style="list-style-type: none"> <li>Leadership Styles and Ethics</li> </ul>
<ul style="list-style-type: none"> <li>Creating Ethical Organizational Culture</li> </ul>
<ul style="list-style-type: none"> <li>Code of Conduct and Ethics Committees</li> </ul>
<ul style="list-style-type: none"> <li>Whistle Blowing Mechanism</li> </ul>
<b>Unit 6: Corporate Governance in India</b>
<ul style="list-style-type: none"> <li>Governance Reforms in India</li> </ul>
<ul style="list-style-type: none"> <li>SEBI Guidelines and Regulatory Framework</li> </ul>
<ul style="list-style-type: none"> <li>Role of Independent Directors</li> </ul>
<ul style="list-style-type: none"> <li>Case Studies of Corporate Failures</li> </ul>
<b>BLOCK III: Corporate Social Responsibility (CSR)</b>
<b>Unit 7: Concept and Evolution of CSR</b>
<ul style="list-style-type: none"> <li>Meaning and Scope of CSR</li> </ul>
<ul style="list-style-type: none"> <li>Historical Development of CSR</li> </ul>
<ul style="list-style-type: none"> <li>Philanthropy vs Strategic CSR</li> </ul>
<ul style="list-style-type: none"> <li>Global Perspectives on CSR</li> </ul>
<b>Unit 8: Legal Framework of CSR in India</b>
<ul style="list-style-type: none"> <li>Companies Act 2013 and CSR Provisions</li> </ul>

<ul style="list-style-type: none"> <li>• CSR Policy and Implementation</li> </ul>
<ul style="list-style-type: none"> <li>• CSR Reporting and Disclosure</li> </ul>
<ul style="list-style-type: none"> <li>• CSR Committees</li> </ul>
<b>Unit 9: CSR and Stakeholder Management</b>
<ul style="list-style-type: none"> <li>• Stakeholder Theory</li> </ul>
<ul style="list-style-type: none"> <li>• Identifying and Prioritizing Stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>• Community Engagement</li> </ul>
<ul style="list-style-type: none"> <li>• CSR and Corporate Reputation</li> </ul>
<b>BLOCK IV: Ethics, Sustainability and Emerging Issues</b>
<b>Unit 10: Business Ethics and Sustainability</b>
<ul style="list-style-type: none"> <li>• Triple Bottom Line Concept</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainable Development Goals (SDGs)</li> </ul>
<ul style="list-style-type: none"> <li>• Environmental Ethics</li> </ul>
<ul style="list-style-type: none"> <li>• Climate Change and Corporate Responsibility</li> </ul>
<b>Unit 11: Ethical Issues in Functional Areas</b>
<ul style="list-style-type: none"> <li>• Marketing Ethics</li> </ul>
<ul style="list-style-type: none"> <li>• Financial Ethics and Insider Trading</li> </ul>
<ul style="list-style-type: none"> <li>• HR Ethics and Workplace Diversity</li> </ul>
<ul style="list-style-type: none"> <li>• IT and Data Privacy Ethics</li> </ul>
<b>Unit 12: Globalization and Ethical Challenges</b>
<ul style="list-style-type: none"> <li>• Ethics in Global Business</li> </ul>
<ul style="list-style-type: none"> <li>• Cross-Cultural Ethical Issues</li> </ul>
<ul style="list-style-type: none"> <li>• Corruption and Bribery</li> </ul>
<ul style="list-style-type: none"> <li>• International Codes and Standards</li> </ul>
<b>BLOCK V: CSR Implementation and Reporting</b>
<b>Unit 13: CSR Strategy and Implementation</b>
<ul style="list-style-type: none"> <li>• Designing CSR Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• CSR Budgeting and Project Management</li> </ul>
<ul style="list-style-type: none"> <li>• NGO Partnerships</li> </ul>
<ul style="list-style-type: none"> <li>• Monitoring and Evaluation</li> </ul>

<b>Unit 14: CSR Reporting and Social Audit</b>
<ul style="list-style-type: none"> <li>• CSR Reporting Standards (GRI, ESG)</li> </ul>
<ul style="list-style-type: none"> <li>• Social Accounting</li> </ul>
<ul style="list-style-type: none"> <li>• Social Audit and Impact Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainability Reporting</li> </ul>
<b>Unit 15: Case Studies in Business Ethics and CSR</b>
<ul style="list-style-type: none"> <li>• Corporate Ethical Scandals</li> </ul>
<ul style="list-style-type: none"> <li>• CSR Best Practices</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical Crisis Management</li> </ul>
<ul style="list-style-type: none"> <li>• Lessons from Indian and Global Corporations</li> </ul>

### Course Outcomes

After successful completion of this course, learners will be able to:

1. Apply ethical theories to business decision-making situations.
2. Evaluate corporate governance practices and ethical leadership styles.
3. Analyze CSR policies under Indian legal framework.
4. Develop sustainable and socially responsible business strategies.
5. Critically assess ethical issues in domestic and global business environments.

### References

1. Crane, A. & Matten, D. (2019). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford University Press.
2. Carroll, A. B. & Buchholtz, A. K. (2014). Business and Society: Ethics, Sustainability and Stakeholder Management. Cengage Learning.
3. Velasquez, M. G. (2017). Business Ethics: Concepts and Cases. Pearson Education.
4. Fernando, A. C. (2010). Business Ethics and Corporate Governance. Pearson.
5. Companies Act, 2013 (India) – CSR Provisions.

# **SYLLABUS**

## **(SEMESTER II)**

**Programme Name:** Master of Business Administration (MBA)

Course Name: Business Law	Course Code: MBA9201T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

The objectives of this course are to:

1. Provide comprehensive knowledge of legal principles governing business activities.
2. Familiarize students with laws related to contracts, sales, partnerships, and companies.
3. Enable understanding of negotiable instruments, consumer protection, and cyber laws.
4. Develop the ability to identify legal issues and apply appropriate legal provisions in business decisions.
5. Promote legal awareness, compliance, and ethical conduct in managerial practices.

<b>Topic and Contents</b>
<b>BLOCK I: Introduction to Business Law</b>
<b>Unit 1: Nature and Scope of Business Law</b>
<ul style="list-style-type: none"> <li>• Meaning and nature of law</li> <li>• Sources of business law</li> <li>• Objectives and importance of business law</li> <li>• Relationship between law and business</li> <li>• Legal environment of business</li> </ul>
<b>Unit 2: indian contract act, 1872 – general principles</b>
<ul style="list-style-type: none"> <li>• Meaning and elements of a valid contract</li> <li>• Types of contracts</li> <li>• Offer and acceptance</li> <li>• Consideration</li> </ul>

<ul style="list-style-type: none"> <li>• Capacity of parties</li> </ul>
<ul style="list-style-type: none"> <li>• Free consent</li> </ul>
<b>Unit 3: Performance and Discharge of Contract</b>
<ul style="list-style-type: none"> <li>• Performance of contract</li> </ul>
<ul style="list-style-type: none"> <li>• Discharge of contract</li> </ul>
<ul style="list-style-type: none"> <li>• Breach of contract</li> </ul>
<ul style="list-style-type: none"> <li>• Remedies for breach of contract</li> </ul>
<ul style="list-style-type: none"> <li>• Quasi contracts</li> </ul>
<b>Block ii: special contracts</b>
<b>Unit 1: Contract of Indemnity and Guarantee</b>
<ul style="list-style-type: none"> <li>• Meaning and nature of indemnity and guarantee</li> </ul>
<ul style="list-style-type: none"> <li>• Rights and liabilities of indemnifier, indemnity holder, surety, principal debtor, and creditor</li> </ul>
<b>Unit 2: Bailment and Pledge</b>
<ul style="list-style-type: none"> <li>• Meaning and kinds of bailment</li> </ul>
<ul style="list-style-type: none"> <li>• Rights and duties of bailor and bailee</li> </ul>
<ul style="list-style-type: none"> <li>• Finder of lost goods</li> </ul>
<ul style="list-style-type: none"> <li>• Pledge—rights and duties of pawnor and pawnee</li> </ul>
<b>Unit 3: Contract of Agency</b>
<ul style="list-style-type: none"> <li>• Meaning and creation of agency</li> </ul>
<ul style="list-style-type: none"> <li>• Types of agents; rights and duties of agent and principal</li> </ul>
<ul style="list-style-type: none"> <li>• Termination of agency</li> </ul>
<b>BLOCK III: Sale of Goods and Partnership</b>
<b>Unit 1: Sale of Goods Act, 1930</b>
<ul style="list-style-type: none"> <li>• Contract of sale; conditions and warranties</li> </ul>
<ul style="list-style-type: none"> <li>• Transfer of ownership</li> </ul>
<ul style="list-style-type: none"> <li>• Performance of contract of sale</li> </ul>
<ul style="list-style-type: none"> <li>• Unpaid seller and his rights</li> </ul>
<b>Unit 2: indian partnership act, 1932</b>
<ul style="list-style-type: none"> <li>• Meaning and nature of partnership</li> </ul>
<ul style="list-style-type: none"> <li>• Formation of partnership</li> </ul>

<ul style="list-style-type: none"> <li>• Rights and duties of partners</li> </ul>
<ul style="list-style-type: none"> <li>• Dissolution of partnership</li> </ul>
<b>Unit 3: limited liability partnership (llp)</b>
<ul style="list-style-type: none"> <li>• Concept and features of LLP</li> </ul>
<ul style="list-style-type: none"> <li>• Incorporation of LLP</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages of LLP</li> </ul>
<ul style="list-style-type: none"> <li>• Differences between partnership LLP, and company</li> </ul>
<b>BLOCK IV: Company Law and Negotiable Instruments</b>
<b>Unit 1: company law – basic concepts</b>
<ul style="list-style-type: none"> <li>• Meaning and types of companies</li> </ul>
<ul style="list-style-type: none"> <li>• Incorporation of a company</li> </ul>
<ul style="list-style-type: none"> <li>• Memorandum and articles of association</li> </ul>
<ul style="list-style-type: none"> <li>• Doctrine of ultra vires</li> </ul>
<b>Unit 2: Management of Companies</b>
<ul style="list-style-type: none"> <li>• Company management</li> </ul>
<ul style="list-style-type: none"> <li>• Directors—appointment, powers, and duties</li> </ul>
<ul style="list-style-type: none"> <li>• Meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Corporate governance overview</li> </ul>
<b>Unit 3: negotiable instruments act, 1881</b>
<ul style="list-style-type: none"> <li>• Meaning and types of negotiable instruments</li> </ul>
<ul style="list-style-type: none"> <li>• Promissory note</li> </ul>
<ul style="list-style-type: none"> <li>• Bill of exchange, cheque</li> </ul>
<ul style="list-style-type: none"> <li>• Endorsement and dishonour of cheque</li> </ul>
<b>BLOCK V: Consumer Protection and Contemporary Laws</b>
<b>Unit 1: consumer protection act, 2019</b>
<ul style="list-style-type: none"> <li>• Concept of consumer</li> </ul>
<ul style="list-style-type: none"> <li>• Consumer rights</li> </ul>
<ul style="list-style-type: none"> <li>• Consumer disputes redressal agencies</li> </ul>
<ul style="list-style-type: none"> <li>• Product liability</li> </ul>
<ul style="list-style-type: none"> <li>• E-commerce and consumer protection</li> </ul>
<b>Unit 2: Cyber Law and Information Technology Act, 2000</b>

<ul style="list-style-type: none"> <li>• Cyber crimes</li> </ul>
<ul style="list-style-type: none"> <li>• Digital signatures</li> </ul>
<ul style="list-style-type: none"> <li>• Electronic contracts</li> </ul>
<ul style="list-style-type: none"> <li>• Data protection and privacy issues</li> </ul>
<b>Unit 3: Intellectual Property Rights and Emerging Laws</b>
<ul style="list-style-type: none"> <li>• Introduction to IPR</li> </ul>
<ul style="list-style-type: none"> <li>• Patents, trademarks, copyrights</li> </ul>
<ul style="list-style-type: none"> <li>• Relevance of IPR in business</li> </ul>
<ul style="list-style-type: none"> <li>• Emerging legal issues in business</li> </ul>

### Course Outcomes

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

1. Understand fundamental legal concepts and the framework governing business operations.
2. Interpret and apply contract laws in managerial and commercial situations.
3. Analyze legal aspects related to sales, partnerships, companies, and negotiable instruments.
4. Apply consumer protection, cyber law, and IPR provisions in business contexts.
5. Demonstrate legal awareness and compliance-oriented decision-making in management practices.

### References

1. Clarkson, K. W., Miller, R. L., & Cross, F. B. (2022). Business law: Text and cases (15th ed.). Cengage.
2. Cheeseman, H. R. (2020). Business law (11th ed.). Pearson.
3. Mallor, J. P., Barnes, A. J., & Langvardt, A. W. (2019). Business law: The ethical, global, and e-commerce environment (17th ed.). McGraw-Hill.
4. Kapoor, N. D. (2018). Elements of mercantile law. Sultan Chand.
5. Kuchhal, M. C. (2019). Business law. Vikas Publishing.

**Programme:** Master of Business Administration (MBA)

Course Name: Research Methodology	Course Code: MBA9202T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

## Course Objectives

The objectives of this course are to:

1. Provide a comprehensive understanding of research concepts, methods, and processes in management studies.
2. Develop the ability to identify research problems and formulate research objectives and hypotheses.
3. Equip students with quantitative and qualitative research techniques for data collection and analysis.
4. Enable students to apply statistical tools and software for managerial research and decision-making.
5. Foster ethical research practices and scientific report-writing skills.

<b>Topic and Contents</b>
<b>BLOCK I: Foundations of Research</b>
<b>Unit 1: Introduction to Research</b>
<ul style="list-style-type: none"> <li>• Meaning, nature, and objectives of research</li> <li>• types of research—basic, applied, exploratory, descriptive, and causal</li> <li>• role of research in management</li> </ul>
<b>Unit 2: Research Process</b>
<ul style="list-style-type: none"> <li>• Steps in the research process</li> <li>• identification and formulation of research problems</li> </ul>

<ul style="list-style-type: none"> <li>• literature review</li> </ul>
<ul style="list-style-type: none"> <li>• research gap analysis</li> </ul>
<b>Unit 3: Research Design</b>
<ul style="list-style-type: none"> <li>• Concept and importance of research design</li> </ul>
<ul style="list-style-type: none"> <li>• types of research design—exploratory, descriptive, diagnostic, and experimental</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations</li> </ul>
<b>BLOCK II: Research Planning and Hypothesis</b>
<b>Unit 1: Formulation of Hypothesis</b>
<ul style="list-style-type: none"> <li>• Meaning and types of hypothesis</li> </ul>
<ul style="list-style-type: none"> <li>• null and alternative hypothesis</li> </ul>
<ul style="list-style-type: none"> <li>• characteristics of a good hypothesis</li> </ul>
<ul style="list-style-type: none"> <li>• testing of hypothesis</li> </ul>
<b>Unit 2: Sampling Design</b>
<ul style="list-style-type: none"> <li>• Concept of population and sample</li> </ul>
<ul style="list-style-type: none"> <li>• sampling techniques—probability and non-probability sampling</li> </ul>
<ul style="list-style-type: none"> <li>• sample size determination</li> </ul>
<ul style="list-style-type: none"> <li>• sampling errors</li> </ul>
<b>Unit 3: Measurement and Scaling Techniques</b>
<ul style="list-style-type: none"> <li>• Concept of measurement</li> </ul>
<ul style="list-style-type: none"> <li>• levels of measurement</li> </ul>
<ul style="list-style-type: none"> <li>• scaling techniques—Likert, semantic differential, Thurstone, and Guttman scales</li> </ul>
<b>BLOCK III: Data Collection Methods</b>
<b>Unit 1: Primary Data Collection Methods</b>
<ul style="list-style-type: none"> <li>• Observation method</li> </ul>
<ul style="list-style-type: none"> <li>• interview method</li> </ul>
<ul style="list-style-type: none"> <li>• questionnaire and schedule</li> </ul>
<ul style="list-style-type: none"> <li>• advantages and limitations</li> </ul>
<b>Unit 2: Secondary Data Collection</b>
<ul style="list-style-type: none"> <li>• Sources of secondary data—internal and external</li> </ul>
<ul style="list-style-type: none"> <li>• government publications</li> </ul>
<ul style="list-style-type: none"> <li>• reports and databases</li> </ul>

<ul style="list-style-type: none"> <li>reliability of secondary data</li> </ul>
<b>Unit 3: Questionnaire Design</b>
<ul style="list-style-type: none"> <li>Types of questions</li> </ul>
<ul style="list-style-type: none"> <li>principles of questionnaire design</li> </ul>
<ul style="list-style-type: none"> <li>pilot study</li> </ul>
<ul style="list-style-type: none"> <li>reliability and validity of instruments</li> </ul>
<b>BLOCK IV: Data Analysis and Interpretation</b>
<b>Unit 1: Data Processing and Editing</b>
<ul style="list-style-type: none"> <li>Data editing, coding, classification, and tabulation</li> </ul>
<ul style="list-style-type: none"> <li>data cleaning; use of statistical software</li> </ul>
<b>Unit 2: Statistical Tools for Analysis</b>
<ul style="list-style-type: none"> <li>Descriptive statistics</li> </ul>
<ul style="list-style-type: none"> <li>correlation and regression analysis</li> </ul>
<ul style="list-style-type: none"> <li>hypothesis testing—t-test, z-test, chi-square, ANOVA</li> </ul>
<b>Unit 3: Interpretation and Presentation of Data</b>
<ul style="list-style-type: none"> <li>Interpretation of results</li> </ul>
<ul style="list-style-type: none"> <li>tables, charts, and diagrams; managerial implications of research findings</li> </ul>
<b>BLOCK V: Report Writing, Ethics, and Applications</b>
<b>Unit 1: Research Report Writing</b>
<ul style="list-style-type: none"> <li>Types of research reports</li> </ul>
<ul style="list-style-type: none"> <li>structure and components of a research report</li> </ul>
<ul style="list-style-type: none"> <li>referencing and bibliography; plagiarism</li> </ul>
<b>Unit 2: Research Ethics</b>
<ul style="list-style-type: none"> <li>Ethical issues in research</li> </ul>
<ul style="list-style-type: none"> <li>informed consent</li> </ul>
<ul style="list-style-type: none"> <li>data confidentiality</li> </ul>
<ul style="list-style-type: none"> <li>ethical guidelines in management research</li> </ul>
<b>Unit 3: Application of Research in Management</b>
<ul style="list-style-type: none"> <li>Research applications in marketing, finance, HR, and operations</li> </ul>
<ul style="list-style-type: none"> <li>business analytics overview</li> </ul>
<ul style="list-style-type: none"> <li>case-based research applications</li> </ul>

## Course Outcomes

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

1. Understand research concepts, designs, and methodologies relevant to management studies.
2. Identify research problems and formulate appropriate research objectives and hypotheses.
3. Apply suitable data collection and sampling techniques for managerial research.
4. Analyze and interpret data using appropriate statistical tools and software.
5. Prepare ethical, systematic, and professionally written research reports for managerial decision-making.

## References

1. Creswell, J. W., & Creswell, J. D. (2018). Research design (5th ed.). Sage.
2. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson.
3. Kothari, C. R. (2019). Research methodology: Methods and techniques. New Age.
4. Sekaran, U., & Bougie, R. (2020). Research methods for business (8th ed.). Wiley.
5. Cooper, D. R., & Schindler, P. S. (2020). Business research methods (13th ed.). McGraw-Hill.

**Programme Name:** Master of Business Administration (MBA)

Course Name: Human Resource Management	Course Code: MBA9203T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

## Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of the concepts, functions, and significance of Human Resource Management in organizations.
2. Familiarize students with HR planning, recruitment, selection, training, and development practices.
3. Enable learners to understand performance management, compensation, and employee welfare systems.
4. Develop insights into industrial relations, labor laws, and employee engagement practices.
5. Equip students with contemporary HR practices and strategic HRM perspectives for managerial effectiveness.

<b>Topic and Contents</b>
<b>BLOCK I: Introduction to Human Resource Management</b>
<b>Unit 1: Nature and Scope of HRM</b>
<ul style="list-style-type: none"> <li>• Meaning and definition of HRMQ</li> </ul>
<ul style="list-style-type: none"> <li>• Evolution of HRM</li> </ul>
<ul style="list-style-type: none"> <li>• objectives and functions of HRM</li> </ul>
<ul style="list-style-type: none"> <li>• role of HR manager</li> </ul>
<ul style="list-style-type: none"> <li>• HRM vs personnel management</li> </ul>
<b>Unit 2: strategic human resource management</b>
<ul style="list-style-type: none"> <li>• HRM as a strategic partner</li> </ul>

<ul style="list-style-type: none"> <li>• HR strategies and business strategies</li> </ul>
<ul style="list-style-type: none"> <li>• HR metrics; role of HR in organizational effectiveness</li> </ul>
<b>Unit 3: human resource planning</b>
<ul style="list-style-type: none"> <li>• Meaning and importance of HR planning</li> </ul>
<ul style="list-style-type: none"> <li>• Forecasting demand and supply of human resources</li> </ul>
<ul style="list-style-type: none"> <li>• Succession planning</li> </ul>
<ul style="list-style-type: none"> <li>• HR information systems</li> </ul>
<b>BLOCK II: Procurement and Development of Human Resources</b>
<b>Unit 1: recruitment</b>
<ul style="list-style-type: none"> <li>• Concept and sources of recruitment</li> </ul>
<ul style="list-style-type: none"> <li>• Internal and external recruitment</li> </ul>
<ul style="list-style-type: none"> <li>• Recruitment process</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges in recruitment</li> </ul>
<b>Unit 2: Selection and Placement</b>
<ul style="list-style-type: none"> <li>• Selection process</li> </ul>
<ul style="list-style-type: none"> <li>• Selection tests</li> </ul>
<ul style="list-style-type: none"> <li>• Interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Placement and induction</li> </ul>
<ul style="list-style-type: none"> <li>• Barriers to effective selection</li> </ul>
<b>Unit 3: Training and Development</b>
<ul style="list-style-type: none"> <li>• Concept and importance of training</li> </ul>
<ul style="list-style-type: none"> <li>• Training needs assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Methods of training</li> </ul>
<ul style="list-style-type: none"> <li>• Executive and management development programs</li> </ul>
<b>BLOCK III: Performance and Compensation Management</b>
<b>Unit 1: performance management system</b>
<ul style="list-style-type: none"> <li>• Meaning and objectives</li> </ul>
<ul style="list-style-type: none"> <li>• Performance appraisal methods—traditional and modern</li> </ul>
<ul style="list-style-type: none"> <li>• Feedback and counseling</li> </ul>
<ul style="list-style-type: none"> <li>• Appraisal errors</li> </ul>
<b>Unit 2: compensation management</b>

<ul style="list-style-type: none"> <li>• Concept of wages and salary</li> </ul>
<ul style="list-style-type: none"> <li>• Factors influencing compensation</li> </ul>
<ul style="list-style-type: none"> <li>• Job evaluation</li> </ul>
<ul style="list-style-type: none"> <li>• Incentive plans</li> </ul>
<ul style="list-style-type: none"> <li>• Executive compensation</li> </ul>
<b>Unit 3: Employee Motivation and Engagement</b>
<ul style="list-style-type: none"> <li>• Theories of motivation</li> </ul>
<ul style="list-style-type: none"> <li>• Financial and non-financial incentives</li> </ul>
<ul style="list-style-type: none"> <li>• Employee engagement strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Job satisfaction and morale</li> </ul>
<b>BLOCK IV: Employee Relations and Legal Framework</b>
<b>Unit 1: industrial relations</b>
<ul style="list-style-type: none"> <li>• Concept and importance of industrial relations</li> </ul>
<ul style="list-style-type: none"> <li>• Trade unions</li> </ul>
<ul style="list-style-type: none"> <li>• Collective bargaining</li> </ul>
<ul style="list-style-type: none"> <li>• Worker participation in management</li> </ul>
<b>Unit 2: labor laws</b>
<ul style="list-style-type: none"> <li>• Overview of important labor legislations—Factories Act, Industrial Disputes Act, Minimum Wages Act, Payment of Wages Act</li> </ul>
<b>Unit 3: Discipline and Grievance Handling</b>
<ul style="list-style-type: none"> <li>• Meaning and causes of indiscipline</li> </ul>
<ul style="list-style-type: none"> <li>• Disciplinary procedures</li> </ul>
<ul style="list-style-type: none"> <li>• Grievance handling mechanisms</li> </ul>
<ul style="list-style-type: none"> <li>• Employee counseling</li> </ul>
<b>BLOCK V: Contemporary Issues in Human Resource Management</b>
<b>Unit 1: talent management</b>
<ul style="list-style-type: none"> <li>• Concept and importance of talent management</li> </ul>
<ul style="list-style-type: none"> <li>• Talent acquisition, retention, and development</li> </ul>
<ul style="list-style-type: none"> <li>• Succession management</li> </ul>
<b>Unit 2: HR Analytics and Technology</b>
<ul style="list-style-type: none"> <li>• HR analytics</li> </ul>

<ul style="list-style-type: none"> <li>• HR metrics</li> </ul>
<ul style="list-style-type: none"> <li>• Role of HRIS</li> </ul>
<ul style="list-style-type: none"> <li>• Use of AI and digital tools in HRM</li> </ul>
<b>Unit 3: Emerging Trends in HRM</b>
<ul style="list-style-type: none"> <li>• Global HRM</li> </ul>
<ul style="list-style-type: none"> <li>• Diversity and inclusion</li> </ul>
<ul style="list-style-type: none"> <li>• Work-life balance</li> </ul>
<ul style="list-style-type: none"> <li>• Green HRM</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical issues in HRM</li> </ul>

### Course Outcomes

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

1. Understand the principles, functions, and strategic role of Human Resource Management.
2. Apply HR planning, recruitment, selection, and training techniques in organizational contexts.
3. Analyze performance appraisal and compensation systems for employee effectiveness.
4. Interpret industrial relations practices and labor laws affecting organizations.
5. Evaluate contemporary HR practices and apply them to modern business environments.

### References

1. Dessler, G. (2020). Human resource management (16th ed.). Pearson.
2. Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice (15th ed.). Kogan Page.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Human resource management (12th ed.). McGraw-Hill.
4. Mondy, R. W., & Martocchio, J. J. (2019). Human resource management (15th ed.). Pearson.
5. Aswathappa, K. (2020). Human resource management. McGraw-Hill India.

**Programme Name:** Master of Business Administration (MBA)

Course Name: Financial Management	Course Code: MBA9204T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

## Course Objectives

The objectives of this course are to:

1. Provide a strong conceptual framework of financial management and its role in business decision-making.
2. Develop analytical skills for financial planning, analysis, and control.
3. Enable students to understand investment, financing, and dividend decisions.
4. Familiarize learners with working capital management and risk-return analysis.
5. Equip students with contemporary financial practices and strategic financial decision tools.

<b>Topic and Contents</b>
<b>BLOCK I: Introduction to Financial Management</b>
<b>Unit 1: Nature and Scope of Financial Management</b>
<ul style="list-style-type: none"> <li>• Meaning, definition, and objectives of financial management</li> <li>• Role of finance manager</li> <li>• Relationship between finance and other business functions</li> </ul>
<b>Unit 2: Financial Planning and Forecasting</b>
<ul style="list-style-type: none"> <li>• Concept and significance of financial planning</li> <li>• Financial forecasting</li> <li>• Sources and uses of funds; preparation of financial plans</li> </ul>
<b>Unit 3: Time Value of Money</b>
<ul style="list-style-type: none"> <li>• Concept of time value of money</li> <li>• Compounding and discounting techniques</li> <li>• Present and future value</li> </ul>

<ul style="list-style-type: none"> <li>• Annuities</li> </ul>
<b>Block ii: investment decisions (capital budgeting)</b>
<b>Unit 1: capital budgeting process</b>
<ul style="list-style-type: none"> <li>• Meaning and importance of capital budgeting</li> </ul>
<ul style="list-style-type: none"> <li>• Capital budgeting process</li> </ul>
<ul style="list-style-type: none"> <li>• Types of capital investment decisions.</li> </ul>
<b>Unit 2: capital budgeting techniques</b>
<ul style="list-style-type: none"> <li>• Traditional and discounted cash flow techniques—Payback Period, ARR, NPV, IRR, and Profitability Index</li> </ul>
<b>Unit 3: Risk and Uncertainty in Capital Budgeting</b>
<ul style="list-style-type: none"> <li>• Risk analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Sensitivity analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Certainty equivalent approach</li> </ul>
<ul style="list-style-type: none"> <li>• Probability approach</li> </ul>
<b>Block iii: financing decisions</b>
<b>Unit 1: Cost of Capital</b>
<ul style="list-style-type: none"> <li>• Meaning and significance</li> </ul>
<ul style="list-style-type: none"> <li>• Cost of debt, equity, preference shares, and retained earnings</li> </ul>
<ul style="list-style-type: none"> <li>• Weighted average cost of capital</li> </ul>
<b>Unit 2: capital structure</b>
<ul style="list-style-type: none"> <li>• Theories of capital structure—NI, NOI, MM approach</li> </ul>
<ul style="list-style-type: none"> <li>• Optimal capital structure</li> </ul>
<ul style="list-style-type: none"> <li>• Leverage analysis</li> </ul>
<b>Unit 3: Sources of Long-Term Finance</b>
<ul style="list-style-type: none"> <li>• Equity shares, preference shares, debentures, term loans, and venture capital</li> </ul>
<ul style="list-style-type: none"> <li>• Lease financing</li> </ul>
<b>BLOCK IV: Dividend and Working Capital Management</b>
<b>Unit 1: dividend decisions</b>
<ul style="list-style-type: none"> <li>• Meaning and forms of dividend</li> </ul>
<ul style="list-style-type: none"> <li>• Dividend policy</li> </ul>
<ul style="list-style-type: none"> <li>• Theories of dividend—Walter and Gordon models</li> </ul>

<ul style="list-style-type: none"> <li>• Factors affecting dividend policy</li> </ul>
<b>Unit 2: working capital management</b>
<ul style="list-style-type: none"> <li>• Concept, nature, and types of working capital</li> </ul>
<ul style="list-style-type: none"> <li>• Operating cycle</li> </ul>
<ul style="list-style-type: none"> <li>• Estimation of working capital requirements</li> </ul>
<b>Unit 3: Management of Current Assets</b>
<ul style="list-style-type: none"> <li>• Cash management, receivables management, inventory management</li> </ul>
<ul style="list-style-type: none"> <li>• Short-term financing sources</li> </ul>
<b>BLOCK V: Financial Analysis and Contemporary Issues</b>
<b>Unit 1: financial statement analysis</b>
<ul style="list-style-type: none"> <li>• Objectives and techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Ratio analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Trend analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Common-size statements</li> </ul>
<b>Unit 2: Risk, Return, and Portfolio Analysis</b>
<ul style="list-style-type: none"> <li>• Concept of risk and return</li> </ul>
<ul style="list-style-type: none"> <li>• Portfolio theory</li> </ul>
<ul style="list-style-type: none"> <li>• Diversification</li> </ul>
<ul style="list-style-type: none"> <li>• CAPM overview</li> </ul>
<b>Unit 3: Contemporary Issues in Financial Management</b>
<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>
<ul style="list-style-type: none"> <li>• Financial restructuring</li> </ul>
<ul style="list-style-type: none"> <li>• Mergers and acquisitions</li> </ul>
<ul style="list-style-type: none"> <li>• Role of technology in finance</li> </ul>

## Course Outcomes

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

1. Understand core concepts and functions of financial management in business organizations.
2. Apply financial planning and capital budgeting techniques for investment decisions.

3. Analyze financing options and capital structure decisions.
4. Manage dividend policies and working capital effectively.
5. Interpret financial statements and evaluate contemporary financial issues for strategic decisions.

## **References**

1. Brigham, E. F., & Houston, J. F. (2022). Fundamentals of financial management (16th ed.). Cengage.
2. Van Horne, J. C., & Wachowicz, J. M. (2018). Fundamentals of financial management (13th ed.). Pearson.
3. Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing.
4. Khan, M. Y., & Jain, P. K. (2020). Financial management (8th ed.). McGraw-Hill.
5. Ross, S. A., Westerfield, R., & Jordan, B. (2022). Fundamentals of corporate finance (13th ed.). McGraw-Hill.

**Programme Name:** Master of Business Administration (MBA)

Course Name: Operations Management	Course Code: MBA9205T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

## Course Objectives

The objectives of this course are to:

1. Develop an understanding of the role and importance of operations management in business organizations.
2. Familiarize students with production systems, process design, and facility planning decisions.
3. Enable learners to apply quantitative and qualitative techniques for efficient operations planning and control.
4. Provide knowledge of quality management, supply chain management, and inventory control systems.
5. Equip students with contemporary operations strategies to enhance productivity and competitiveness.

<b>Topic and Contents</b>
<b>BLOCK I: Introduction to Operations Management</b>
<b>Unit 1: Nature and Scope of Operations Management</b>
<ul style="list-style-type: none"> <li>• Concept, objectives, and scope of operations management</li> </ul>
<ul style="list-style-type: none"> <li>• Role of operations manager</li> </ul>
<ul style="list-style-type: none"> <li>• Operations strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Manufacturing and service operations</li> </ul>
<b>Unit 2: Production Systems and Processes</b>
<ul style="list-style-type: none"> <li>• Types of production systems—job, batch, mass, and continuous</li> </ul>
<ul style="list-style-type: none"> <li>• Process selection</li> </ul>

<ul style="list-style-type: none"> <li>• Product-process matrix</li> </ul>
<b>Unit 3: Operations Strategy and Competitiveness</b>
<ul style="list-style-type: none"> <li>• Competitive priorities</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic role of operations</li> </ul>
<ul style="list-style-type: none"> <li>• Productivity and performance measurement</li> </ul>
<b>BLOCK II: Product and Facility Design</b>
<b>Unit 1: Product Design and Development</b>
<ul style="list-style-type: none"> <li>• Product planning and development process</li> </ul>
<ul style="list-style-type: none"> <li>• Value engineering</li> </ul>
<ul style="list-style-type: none"> <li>• Standardization and simplification</li> </ul>
<ul style="list-style-type: none"> <li>• Product life cycle</li> </ul>
<b>Unit 2: facility location</b>
<ul style="list-style-type: none"> <li>• Factors affecting plant location</li> </ul>
<ul style="list-style-type: none"> <li>• Location decision models</li> </ul>
<ul style="list-style-type: none"> <li>• Globalization and location strategies</li> </ul>
<b>Unit 3: facility layout</b>
<ul style="list-style-type: none"> <li>• Types of layouts—process, product, fixed-position, and cellular layout</li> </ul>
<ul style="list-style-type: none"> <li>• Layout planning techniques</li> </ul>
<b>BLOCK III: Operations Planning and Control</b>
<b>Unit 1: demand forecasting</b>
<ul style="list-style-type: none"> <li>• Need and importance of forecasting</li> </ul>
<ul style="list-style-type: none"> <li>• Qualitative and quantitative forecasting methods</li> </ul>
<ul style="list-style-type: none"> <li>• Forecasting accuracy</li> </ul>
<b>Unit 2: Production Planning and Control</b>
<ul style="list-style-type: none"> <li>• Aggregate planning; master production schedule</li> </ul>
<ul style="list-style-type: none"> <li>• Material requirements planning (MRP)</li> </ul>
<b>Unit 3: Capacity Planning and Scheduling</b>
<ul style="list-style-type: none"> <li>• Capacity planning concepts</li> </ul>
<ul style="list-style-type: none"> <li>• Bottleneck analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Scheduling techniques—Gantt charts, sequencing rules</li> </ul>
<b>BLOCK IV: Quality and Inventory Management</b>

<b>Unit 1: quality management</b>
<ul style="list-style-type: none"> <li>• Concept of quality</li> </ul>
<ul style="list-style-type: none"> <li>• Quality planning and control</li> </ul>
<ul style="list-style-type: none"> <li>• Total quality management (tqm)</li> </ul>
<ul style="list-style-type: none"> <li>• ISO standards</li> </ul>
<b>Unit 2: statistical quality control</b>
<ul style="list-style-type: none"> <li>• Control charts for variables and attributes</li> </ul>
<ul style="list-style-type: none"> <li>• Acceptance sampling</li> </ul>
<ul style="list-style-type: none"> <li>• Six Sigma overview</li> </ul>
<b>Unit 3: inventory management</b>
<ul style="list-style-type: none"> <li>• Objectives of inventory management</li> </ul>
<ul style="list-style-type: none"> <li>• EOQ models</li> </ul>
<ul style="list-style-type: none"> <li>• ABC analysis</li> </ul>
<ul style="list-style-type: none"> <li>• JIT inventory systems</li> </ul>
<b>BLOCK V: Supply Chain and Contemporary Issues</b>
<b>Unit 1: supply chain management</b>
<ul style="list-style-type: none"> <li>• Concept and components of supply chain</li> </ul>
<ul style="list-style-type: none"> <li>• Supply chain design</li> </ul>
<ul style="list-style-type: none"> <li>• Logistics and distribution management</li> </ul>
<b>Unit 2: Maintenance and Reliability Management</b>
<ul style="list-style-type: none"> <li>• Types of maintenance</li> </ul>
<ul style="list-style-type: none"> <li>• Preventive and breakdown maintenance</li> </ul>
<ul style="list-style-type: none"> <li>• Reliability and replacement decisions</li> </ul>
<b>Unit 3: Contemporary Issues in Operations Management</b>
<ul style="list-style-type: none"> <li>• Lean operations</li> </ul>
<ul style="list-style-type: none"> <li>• Business process reengineering</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainable operations</li> </ul>
<ul style="list-style-type: none"> <li>• Use of technology and analytics</li> </ul>

## Course Outcomes

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

1. Understand the concepts, scope, and strategic importance of operations management.
2. Apply appropriate techniques for product design, facility planning, and layout decisions.
3. Analyze and implement effective operations planning, scheduling, and capacity decisions.
4. Evaluate quality management and inventory control systems for operational efficiency.
5. Assess supply chain strategies and contemporary operational practices for competitive advantage.

## References

1. Heizer, J., Render, B., & Munson, C. (2020). Operations management (13th ed.). Pearson.
2. Stevenson, W. J. (2021). Operations management (14th ed.). McGraw-Hill.
3. Slack, N., Brandon-Jones, A., & Burgess, N. (2022). Operations management (10th ed.). Pearson.
4. Krajewski, L., Ritzman, L., & Malhotra, M. (2019). Operations management: Processes and supply chains (12th ed.). Pearson.
5. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). Operations and supply chain management (15th ed.). McGraw-Hill.

**Programme Name:** Master of Business Administration (MBA)

Course Name: Leadership Development	Course Code: MBA9206T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

The objectives of this course are to:

1. Develop a comprehensive understanding of leadership concepts, theories, and styles relevant to modern organizations.
2. Enhance self-awareness and personal leadership capabilities among management students.
3. Equip students with skills to lead teams, manage change, and resolve conflicts effectively.
4. Foster ethical, emotional, and inclusive leadership practices for sustainable organizational growth.
5. Prepare students for leadership roles through experiential learning, reflection, and applied leadership tools.

<b>Topic and Contents</b>
<b>BLOCK I: Foundations of Leadership</b>
<b>Unit 1: Concept and Nature of Leadership</b>
<ul style="list-style-type: none"> <li>• Meaning and definitions of leadership</li> </ul>
<ul style="list-style-type: none"> <li>• Leadership vs management</li> </ul>
<ul style="list-style-type: none"> <li>• Importance of leadership in organizations</li> </ul>
<ul style="list-style-type: none"> <li>• Leadership competencies</li> </ul>
<b>Unit 2: leadership theories</b>
<ul style="list-style-type: none"> <li>• Trait theory</li> </ul>
<ul style="list-style-type: none"> <li>• Behavioral theories</li> </ul>
<ul style="list-style-type: none"> <li>• Contingency and situational theories</li> </ul>

<ul style="list-style-type: none"> <li>• Path-goal theory</li> </ul>
<b>Unit 3: leadership styles</b>
<ul style="list-style-type: none"> <li>• Autocratic, democratic, and laissez-faire leadership</li> </ul>
<ul style="list-style-type: none"> <li>• Transactional and transformational leadership</li> </ul>
<ul style="list-style-type: none"> <li>• Servant leadership</li> </ul>
<b>BLOCK II: Self and Interpersonal Leadership</b>
<b>Unit 1: Self-Awareness and Emotional Intelligence</b>
<ul style="list-style-type: none"> <li>• Concept of self-awareness</li> </ul>
<ul style="list-style-type: none"> <li>• Emotional intelligence and its components</li> </ul>
<ul style="list-style-type: none"> <li>• Role of EI in effective leadership</li> </ul>
<b>Unit 2: Personality, Values, and Attitudes</b>
<ul style="list-style-type: none"> <li>• Personality traits and leadership effectiveness</li> </ul>
<ul style="list-style-type: none"> <li>• Values and belief systems</li> </ul>
<ul style="list-style-type: none"> <li>• Attitude formation and change</li> </ul>
<b>Unit 3: Communication and Influence</b>
<ul style="list-style-type: none"> <li>• Leadership communication skills</li> </ul>
<ul style="list-style-type: none"> <li>• Persuasion and influence tactics</li> </ul>
<ul style="list-style-type: none"> <li>• Power and politics in organizations</li> </ul>
<b>BLOCK III: Team and Organizational Leadership</b>
<b>Unit 1: team leadership</b>
<ul style="list-style-type: none"> <li>• Group dynamics</li> </ul>
<ul style="list-style-type: none"> <li>• Team formation and development</li> </ul>
<ul style="list-style-type: none"> <li>• Leadership roles in teams</li> </ul>
<ul style="list-style-type: none"> <li>• Virtual teams</li> </ul>
<b>Unit 2: Motivation and Coaching</b>
<ul style="list-style-type: none"> <li>• Motivational theories and leadership</li> </ul>
<ul style="list-style-type: none"> <li>• Coaching and mentoring</li> </ul>
<ul style="list-style-type: none"> <li>• Feedback and performance improvement</li> </ul>
<b>Unit 3: Conflict Management and Negotiation</b>
<ul style="list-style-type: none"> <li>• Sources of conflict</li> </ul>
<ul style="list-style-type: none"> <li>• Conflict management styles</li> </ul>

<ul style="list-style-type: none"> <li>Negotiation strategies and skills for leaders</li> </ul>
<b>BLOCK IV: Leadership in Change and Diversity</b>
<b>Unit 1: Leadership and Change Management</b>
<ul style="list-style-type: none"> <li>Nature of organizational change</li> </ul>
<ul style="list-style-type: none"> <li>Resistance to change</li> </ul>
<ul style="list-style-type: none"> <li>Leadership role in managing change</li> </ul>
<b>Unit 2: Ethical Leadership and Corporate Governance</b>
<ul style="list-style-type: none"> <li>Ethical decision-making</li> </ul>
<ul style="list-style-type: none"> <li>Values-based leadership</li> </ul>
<ul style="list-style-type: none"> <li>Corporate governance and social responsibility</li> </ul>
<b>Unit 3: Diversity, Equity, and Inclusive Leadership</b>
<ul style="list-style-type: none"> <li>Managing workforce diversity</li> </ul>
<ul style="list-style-type: none"> <li>Inclusive leadership practices</li> </ul>
<ul style="list-style-type: none"> <li>Cross-cultural leadership</li> </ul>
<b>BLOCK V: Contemporary and Applied Leadership</b>
<b>Unit 1: Strategic and Global Leadership</b>
<ul style="list-style-type: none"> <li>Strategic leadership skills</li> </ul>
<ul style="list-style-type: none"> <li>Leadership in global organizations</li> </ul>
<ul style="list-style-type: none"> <li>Geopolitical and cultural challenges</li> </ul>
<b>Unit 2: Leadership Development and Succession Planning</b>
<ul style="list-style-type: none"> <li>Leadership development programs</li> </ul>
<ul style="list-style-type: none"> <li>Assessment centers</li> </ul>
<ul style="list-style-type: none"> <li>Succession planning</li> </ul>
<ul style="list-style-type: none"> <li>Talent pipelines</li> </ul>
<b>Unit 3: Future Trends in Leadership</b>
<ul style="list-style-type: none"> <li>Digital leadership</li> </ul>
<ul style="list-style-type: none"> <li>Leadership in VUCA environments</li> </ul>
<ul style="list-style-type: none"> <li>Sustainability and responsible leadership</li> </ul>

### Course Outcomes

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

1. Explain leadership theories, styles, and competencies relevant to managerial roles.
2. Demonstrate self-awareness, emotional intelligence, and ethical decision-making as leaders.
3. Apply leadership skills in team management, motivation, and conflict resolution.
4. Analyze leadership challenges in change, diversity, and global business environments.
5. Design personal leadership development plans aligned with organizational goals.

## **References**

1. Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). Sage.
2. Yukl, G. (2020). Leadership in organizations (9th ed.). Pearson.
3. Daft, R. L. (2021). The leadership experience (7th ed.). Cengage.
4. Kouzes, J. M., & Posner, B. Z. (2018). The leadership challenge (6th ed.). Wiley.
5. Goleman, D. (2017). Leadership that gets results. Harvard Business Review Press.

**Programme Name:** Master of Business Administration (MBA)

Course Name: Database Management System	Course Code: MBA9207T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

## Course Objectives

The objectives of this course are to:

1. Provide a clear understanding of database concepts, architecture, and database management systems.
2. Enable students to design, implement, and manage databases for business applications.
3. Develop skills in data modeling, relational database design, and normalization techniques.
4. Familiarize students with SQL and database querying for managerial decision support.
5. Introduce students to database security, transaction management, and emerging database technologies.

<b>Topic and Contents</b>
<b>BLOCK I: Introduction to Database Management Systems</b>
<b>Unit 1: Database Concepts and Applications</b>
<ul style="list-style-type: none"> <li>• Data, information, and database concepts</li> <li>• Limitations of file processing systems</li> <li>• Database approach</li> <li>• Applications of DBMS in business</li> </ul>
<b>Unit 2: database system architecture</b>
<ul style="list-style-type: none"> <li>• DBMS architecture</li> <li>• Three-level architecture</li> </ul>

<ul style="list-style-type: none"> <li>• Data abstraction</li> </ul>
<ul style="list-style-type: none"> <li>• Data independence</li> </ul>
<ul style="list-style-type: none"> <li>• Roles of DBA and database users</li> </ul>
<b>Unit 3: data models</b>
<ul style="list-style-type: none"> <li>• Hierarchical, network, relational, and object-oriented data models</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages and limitations</li> </ul>
<b>BLOCK II: Database Design and Modeling</b>
<b>Unit 1: entity relationship (er) model</b>
<ul style="list-style-type: none"> <li>• Entities, attributes, relationships</li> </ul>
<ul style="list-style-type: none"> <li>• ER diagrams</li> </ul>
<ul style="list-style-type: none"> <li>• Cardinality and participation constraints</li> </ul>
<ul style="list-style-type: none"> <li>• Weak entities</li> </ul>
<b>Unit 2: relational model</b>
<ul style="list-style-type: none"> <li>• Relational concepts</li> </ul>
<ul style="list-style-type: none"> <li>• Tables, tuples, attributes</li> </ul>
<ul style="list-style-type: none"> <li>• Keys—primary, candidate, foreign</li> </ul>
<ul style="list-style-type: none"> <li>• Integrity constraints</li> </ul>
<b>Unit 3: normalization</b>
<ul style="list-style-type: none"> <li>• Functional dependencies</li> </ul>
<ul style="list-style-type: none"> <li>• Normal forms—1NF, 2NF, 3NF, BCNF</li> </ul>
<ul style="list-style-type: none"> <li>• Denormalization and its applications</li> </ul>
<b>Block iii: structured query language (sql)</b>
<b>Unit 1: Introduction to SQL</b>
<ul style="list-style-type: none"> <li>• SQL basics</li> </ul>
<ul style="list-style-type: none"> <li>• Data definition language (DDL)</li> </ul>
<ul style="list-style-type: none"> <li>• Data manipulation language (DML)</li> </ul>
<ul style="list-style-type: none"> <li>• Data control language (DCL)</li> </ul>
<b>Unit 2: SQL Queries and Functions</b>
<ul style="list-style-type: none"> <li>• SELECT statements</li> </ul>
<ul style="list-style-type: none"> <li>• Joins; subqueries</li> </ul>
<ul style="list-style-type: none"> <li>• Aggregate functions</li> </ul>

<ul style="list-style-type: none"> <li>• Views and indexes</li> </ul>
<b>Unit 3: advanced sql concepts</b>
<ul style="list-style-type: none"> <li>• Stored procedures</li> </ul>
<ul style="list-style-type: none"> <li>• Triggers; cursors</li> </ul>
<ul style="list-style-type: none"> <li>• Introduction to PL/SQL</li> </ul>
<b>BLOCK IV: Transaction and Database Management</b>
<b>Unit 1: transaction management</b>
<ul style="list-style-type: none"> <li>• Transaction concepts</li> </ul>
<ul style="list-style-type: none"> <li>• ACID properties</li> </ul>
<ul style="list-style-type: none"> <li>• Transaction states</li> </ul>
<ul style="list-style-type: none"> <li>• Concurrency control problems</li> </ul>
<b>Unit 2: Concurrency Control and Recovery</b>
<ul style="list-style-type: none"> <li>• Lock-based protocols</li> </ul>
<ul style="list-style-type: none"> <li>• Deadlocks</li> </ul>
<ul style="list-style-type: none"> <li>• Recovery techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Backup and restore methods</li> </ul>
<b>Unit 3: database security</b>
<ul style="list-style-type: none"> <li>• Security threats</li> </ul>
<ul style="list-style-type: none"> <li>• Authorization and authentication</li> </ul>
<ul style="list-style-type: none"> <li>• Database auditing</li> </ul>
<ul style="list-style-type: none"> <li>• Role-based access control</li> </ul>
<b>BLOCK V: Advanced and Contemporary Database Systems</b>
<b>Unit 1: Distributed and Cloud Databases</b>
<ul style="list-style-type: none"> <li>• Distributed database concepts</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages and challenges</li> </ul>
<ul style="list-style-type: none"> <li>• Cloud-based databases</li> </ul>
<b>Unit 2: nosql and Big Data Databases</b>
<ul style="list-style-type: none"> <li>• Introduction to nosql databases</li> </ul>
<ul style="list-style-type: none"> <li>• Types—key-value, document, column-family</li> </ul>
<ul style="list-style-type: none"> <li>• Business applications</li> </ul>
<b>Unit 3: Database Applications in Business Analytics</b>

- |   |
|---|
| <ul style="list-style-type: none"><li>• Role of databases in decision support systems</li></ul> |
| <ul style="list-style-type: none"><li>• Data warehousing and data mining overview</li></ul>     |

## Course Outcomes

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

1. Understand fundamental database concepts and DBMS architecture for business applications.
2. Design efficient database schemas using ER modeling and normalization techniques.
3. Apply SQL commands to retrieve, manipulate, and manage data effectively.
4. Analyze transaction management, security, and recovery mechanisms in DBMS.
5. Evaluate contemporary database technologies for managerial and analytical decision-making.

## References

1. Silberschatz, A., Korth, H. F., & Sudarshan, S. (2020). Database system concepts (7th ed.). McGraw-Hill.
2. Elmasri, R., & Navathe, S. B. (2017). Fundamentals of database systems (7th ed.). Pearson.
3. Coronel, C., & Morris, S. (2019). Database systems: Design, implementation, and management (13th ed.). Cengage.
4. Ramakrishnan, R., & Gehrke, J. (2018). Database management systems (3rd ed.). McGraw-Hill.
5. Date, C. J. (2019). An introduction to database systems (8th ed.). Pearson.

# **SYLLABUS**

## **(SEMESTER-III)**

**Program:** Master of Business Administration (MBA)

Course Name: Entrepreneurship Development & Business Plan	Course Code: MBA9301T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

After completing this course, students will be able to:

1. Understand the concept, scope, and significance of entrepreneurship in economic development.
2. Develop entrepreneurial mindset, creativity, and innovation capabilities.
3. Analyze the process of opportunity identification and feasibility analysis.
4. Acquire practical knowledge of preparing and evaluating business plans.
5. Understand institutional, financial, and legal support systems for entrepreneurs in India.

**Course Content:**

<b>Block – I: Introduction to Entrepreneurship</b>
<b>Unit 1: Entrepreneurship</b>
<ul style="list-style-type: none"> <li>• Concept and definitions of entrepreneurship by economists and management thinkers</li> <li>• Nature and scope of entrepreneurship</li> <li>• Importance of entrepreneurship in a developing and developed economy</li> <li>• Role of entrepreneurship in employment generation, innovation, and wealth creation</li> <li>• Contribution of entrepreneurship to economic growth and regional development</li> <li>• Evolution of entrepreneurship: Traditional to modern and digital entrepreneurship</li> <li>• Entrepreneurship in the Indian context</li> </ul>
<b>Unit 2: Entrepreneurial Traits and Skills</b>
<ul style="list-style-type: none"> <li>• Entrepreneurial personality traits: Risk-taking, creativity, leadership, innovation</li> <li>• Managerial and technical skills of successful entrepreneurs</li> <li>• Entrepreneurial motivation: Need for achievement, independence, recognition</li> <li>• Functions of an entrepreneur: Innovation, organization, risk-bearing, decision-making</li> <li>• Entrepreneur vs. Manager: Conceptual and functional differences</li> </ul>

- Challenges faced by entrepreneurs
- Developing entrepreneurial competencies

### **Unit 3: Types of Entrepreneurs**

- Small business entrepreneurs and their role in local economies
- Scalable startup entrepreneurship and high-growth ventures
- Social entrepreneurship: Concept, objectives, and impact
- Corporate entrepreneurship (Intrapreneurship): Innovation within organizations
- Women entrepreneurship: Challenges, opportunities, and empowerment
- Rural entrepreneurship: Role in rural development and poverty reduction
- Emerging forms of entrepreneurship

## **Block – II: Innovation and Opportunity Identification**

### **Unit 4: Creativity and Innovation**

- Concept and importance of creativity and innovation
- Difference between creativity and innovation
- Sources of innovation: Internal and external
- Innovation process: Idea generation to commercialization
- Types of innovation: Product, process, organizational, and marketing
- Barriers to creativity and innovation
- Creating an innovative organizational culture

### **Unit 5: Opportunity Identification**

- Concept of entrepreneurial opportunity
- Idea generation techniques: Brainstorming, mind mapping, design thinking
- Environmental scanning: PESTLE analysis
- SWOT analysis for opportunity assessment
- Industry and market analysis
- Identifying customer needs and value propositions
- Opportunity evaluation and screening

### **Unit 6: Feasibility Analysis**

- Concept and importance of feasibility analysis
- Market feasibility: Demand analysis, target market, competition
- Technical feasibility: Technology, production process, location
- Financial feasibility: Cost structure, revenue projections, funding requirements

- Organizational feasibility: Management team, structure, and resources
- Risk assessment and feasibility report preparation

### **Block – III: New Venture Creation**

#### **Unit 7: Steps in New Venture Creation**

- Overview of the entrepreneurial process
- Idea conception and opportunity recognition
- Entrepreneurial process models
- Resource mobilization and venture launch
- Growth and expansion strategies
- Business ethics in entrepreneurship
- Social responsibility of entrepreneurial ventures

#### **Unit 8: Forms of Business Organization**

- Sole proprietorship: Features, advantages, and limitations
- Partnership firm: Types, partnership deed
- Limited Liability Partnership (LLP): Structure and benefits
- Company form of organization: Private and public companies
- Criteria for selection of appropriate form of business
- Legal and managerial implications of business forms

#### **Unit 9: Legal Aspects of Business**

- Business registration and licensing requirements
- Statutory compliances for startups
- Intellectual Property Rights (IPR): Concept and importance
- Patents: Registration and protection
- Trademarks and brand protection
- Copyrights and trade secrets
- Role of IPR in competitive advantage

### **Block – IV: Business Plan Development**

#### **Unit 10: Business Plan**

- Meaning and concept of a business plan
- Objectives and importance of business planning
- Types of business plans: Startup, operational, strategic
- Role of business plans in fundraising and decision-making

- Common pitfalls in business planning

### **Unit 11: Components of a Business Plan**

- Executive summary: Key highlights
- Product or service description
- Value proposition and competitive advantage
- Industry analysis and market structure
- Market research and customer analysis
- Marketing and sales strategy overview

### **Unit 12: Financial Planning**

- Importance of financial planning for new ventures
- Cost estimation: Fixed and variable costs
- Break-even analysis and profitability planning
- Cash flow statement and fund flow management
- Projected income statement and balance sheet
- Financial controls and performance monitoring

### **Block – V: Entrepreneurial Support System**

#### **Unit 13: Sources of Finance**

- Financial requirements at different stages of a venture
- Bootstrapping and self-financing
- Angel investors: Role and functioning
- Venture capital: Process and valuation
- Bank finance and institutional lending
- Alternative sources of finance
- Financing challenges for startups

#### **Unit 14: Government Policies and Schemes**

- Role of government in promoting entrepreneurship
- Startup India initiative: Objectives and benefits
- MSME development schemes
- Make in India and Atmanirbhar Bharat initiatives
- Credit guarantee and subsidy schemes
- Ease of doing business reforms
- Impact of government policies on startups

<b>Unit 15: Institutional Support</b>
---------------------------------------

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Role of institutional support in entrepreneurship development</li> </ul> |
| <ul style="list-style-type: none"> <li>• District Industries Centres (DICs)</li> </ul>                            |
| <ul style="list-style-type: none"> <li>• Small Industries Development Bank of India (SIDBI)</li> </ul>            |
| <ul style="list-style-type: none"> <li>• National Bank for Agriculture and Rural Development (NABARD)</li> </ul>  |
| <ul style="list-style-type: none"> <li>• National Small Industries Corporation (NSIC)</li> </ul>                  |
| <ul style="list-style-type: none"> <li>• Incubation centres and accelerators</li> </ul>                           |
| <ul style="list-style-type: none"> <li>• Role of industry associations and chambers of commerce</li> </ul>        |

### Course Outcomes

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

1. Explain key concepts, types, and theories of entrepreneurship.
2. Identify viable business opportunities using systematic tools and techniques.
3. Analyze market, technical, and financial feasibility of new ventures.
4. Prepare a comprehensive and realistic business plan.
5. Evaluate government policies, funding agencies, and support institutions for startups.

### References:

1. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully launching new ventures* (6th ed.). Pearson.
2. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill.
3. Kuratko, D. F. (2020). *Entrepreneurship: Theory, process, and practice* (11th ed.). Cengage Learning.
4. Scarborough, N. M., & Cornwall, J. R. (2019). *Essentials of entrepreneurship and small business management* (9th ed.). Pearson.
5. Abrams, R. (2019). *Successful business plan: Secrets & strategies* (7th ed.). Planning Shop.

**Program:** Master of Business Administration (MBA)

Course Name: Decision Support System & Management Information System	Course Code: MBA9302T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Provide conceptual understanding of Management Information Systems and Decision Support Systems.
2. Explain the role of information systems in managerial planning, control, and decision-making.
3. Develop analytical skills for designing and evaluating MIS and DSS models.
4. Familiarize students with contemporary tools, technologies, and applications of DSS.
5. Enable students to understand implementation issues and strategic use of information systems.

**Course Content:**

<b>Block – I: Introduction to Information Systems</b>
<b>Unit 1: Information System</b>
<ul style="list-style-type: none"> <li>• Concept and meaning of information systems</li> <li>• Need and importance of information systems in modern organizations</li> <li>• Data vs. information: Meaning, characteristics, and differences</li> <li>• Types of information systems: TPS, MIS, DSS, EIS, OAS</li> <li>• Role of information systems in operational, tactical, and strategic levels</li> <li>• Role of Management Information System (MIS) in planning, control, and decision-making</li> <li>• Information systems as a support for organizational efficiency and effectiveness</li> </ul>
<b>Unit 2: Management Information System (MIS)</b>
<ul style="list-style-type: none"> <li>• Definition and evolution of MIS</li> <li>• Objectives and significance of MIS</li> <li>• Characteristics of an effective MIS</li> </ul>

<ul style="list-style-type: none"> <li>• Components of MIS: People, procedures, data, hardware, software</li> </ul>
<ul style="list-style-type: none"> <li>• MIS structure and hierarchy</li> </ul>
<ul style="list-style-type: none"> <li>• MIS and levels of management: Top, middle, and lower management</li> </ul>
<ul style="list-style-type: none"> <li>• Integration of MIS with organizational functions</li> </ul>
<b>Unit 3: Information System Resources</b>
<ul style="list-style-type: none"> <li>• Information system resources and their role</li> </ul>
<ul style="list-style-type: none"> <li>• Hardware resources: Input, processing, storage, and output devices</li> </ul>
<ul style="list-style-type: none"> <li>• Software resources: System software and application software</li> </ul>
<ul style="list-style-type: none"> <li>• Database resources: DBMS and data organization</li> </ul>
<ul style="list-style-type: none"> <li>• Network resources: LAN, WAN, internet, intranet</li> </ul>
<ul style="list-style-type: none"> <li>• Human resources in IS: End-users and IT professionals</li> </ul>
<ul style="list-style-type: none"> <li>• Information System Development Life Cycle (SDLC): Phases, models, and importance</li> </ul>
<b>Block – II: Management Information System Design and Development</b>
<b>Unit 4: MIS Planning</b>
<ul style="list-style-type: none"> <li>• Need and objectives of MIS planning</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic planning of MIS</li> </ul>
<ul style="list-style-type: none"> <li>• Alignment of MIS with organizational strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Information requirements analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Tools and techniques for requirement analysis</li> </ul>
<ul style="list-style-type: none"> <li>• System approach to MIS</li> </ul>
<ul style="list-style-type: none"> <li>• Factors affecting successful MIS planning</li> </ul>
<b>Unit 5: MIS Design</b>
<ul style="list-style-type: none"> <li>• Concept and importance of MIS design</li> </ul>
<ul style="list-style-type: none"> <li>• Input design: Data capture, validation, and control</li> </ul>
<ul style="list-style-type: none"> <li>• Output design: Reports, formats, and presentation</li> </ul>
<ul style="list-style-type: none"> <li>• Database design: Data models and normalization</li> </ul>
<ul style="list-style-type: none"> <li>• MIS implementation: Phases and strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Change management during MIS implementation</li> </ul>
<ul style="list-style-type: none"> <li>• MIS maintenance and upgradation</li> </ul>
<b>Unit 6: Evaluation and Control of MIS</b>
<ul style="list-style-type: none"> <li>• Need for evaluation and control of MIS</li> </ul>
<ul style="list-style-type: none"> <li>• Performance measurement of MIS</li> </ul>

<ul style="list-style-type: none"> <li>• Cost-benefit analysis of MIS</li> </ul>
<ul style="list-style-type: none"> <li>• Security issues in information systems</li> </ul>
<ul style="list-style-type: none"> <li>• Controls in MIS: Preventive, detective, and corrective</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical and social issues in MIS</li> </ul>
<ul style="list-style-type: none"> <li>• Legal aspects related to information systems</li> </ul>
<b>Block – III: Decision Making and Decision Support Systems</b>
<b>Unit 7: Managerial Decision Making</b>
<ul style="list-style-type: none"> <li>• Concept and importance of decision making</li> </ul>
<ul style="list-style-type: none"> <li>• Types of managerial decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Decision-making process</li> </ul>
<ul style="list-style-type: none"> <li>• Decision-making models: Classical, administrative, and behavioral</li> </ul>
<ul style="list-style-type: none"> <li>• Structured, semi-structured, and unstructured decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Role of information systems in decision making</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations of managerial decision making</li> </ul>
<b>Unit 8: Decision Support System (DSS)</b>
<ul style="list-style-type: none"> <li>• Concept and evolution of DSS</li> </ul>
<ul style="list-style-type: none"> <li>• Characteristics and objectives of DSS</li> </ul>
<ul style="list-style-type: none"> <li>• Components of DSS: Data base, model base, user interface</li> </ul>
<ul style="list-style-type: none"> <li>• DSS architecture</li> </ul>
<ul style="list-style-type: none"> <li>• Classification of DSS: Data-driven, model-driven, knowledge-driven DSS</li> </ul>
<ul style="list-style-type: none"> <li>• Role of DSS in managerial decision making</li> </ul>
<ul style="list-style-type: none"> <li>• Benefits and limitations of DSS</li> </ul>
<b>Unit 9: DSS Models</b>
<ul style="list-style-type: none"> <li>• Importance of models in decision making</li> </ul>
<ul style="list-style-type: none"> <li>• Statistical models and forecasting techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Optimization models: Linear programming and goal programming</li> </ul>
<ul style="list-style-type: none"> <li>• Simulation models and what-if analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Model base management system (MBMS)</li> </ul>
<ul style="list-style-type: none"> <li>• Integration of data and models in DSS</li> </ul>
<ul style="list-style-type: none"> <li>• Applications of DSS models in business</li> </ul>
<b>Block – IV: Advanced DSS and Business Applications</b>
<b>Unit 10: Group Decision Support Systems (GDSS)</b>

<ul style="list-style-type: none"> <li>• Concept and evolution of GDSS</li> </ul>
<ul style="list-style-type: none"> <li>• Features and components of GDSS</li> </ul>
<ul style="list-style-type: none"> <li>• Tools and techniques used in GDSS</li> </ul>
<ul style="list-style-type: none"> <li>• Electronic meeting systems</li> </ul>
<ul style="list-style-type: none"> <li>• Collaborative decision making</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages and limitations of GDSS</li> </ul>
<ul style="list-style-type: none"> <li>• Applications of GDSS in organizations</li> </ul>
<b>Unit 11: Executive Information Systems (EIS) and Business Intelligence (BI)</b>
<ul style="list-style-type: none"> <li>• Concept and objectives of EIS</li> </ul>
<ul style="list-style-type: none"> <li>• Components and architecture of EIS</li> </ul>
<ul style="list-style-type: none"> <li>• Dashboards and executive reporting tools</li> </ul>
<ul style="list-style-type: none"> <li>• Concept of Business Intelligence</li> </ul>
<ul style="list-style-type: none"> <li>• BI components: Data warehouse, ETL, analytics</li> </ul>
<ul style="list-style-type: none"> <li>• Role of BI in strategic decision making</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges in implementing EIS and BI</li> </ul>
<b>Unit 12: Knowledge-Based Systems</b>
<ul style="list-style-type: none"> <li>• Concept and importance of knowledge-based systems</li> </ul>
<ul style="list-style-type: none"> <li>• Expert systems: Structure and applications</li> </ul>
<ul style="list-style-type: none"> <li>• Artificial intelligence in decision support</li> </ul>
<ul style="list-style-type: none"> <li>• Role of AI and machine learning in DSS</li> </ul>
<ul style="list-style-type: none"> <li>• Data mining: Concepts and techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Business analytics and predictive analytics</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical and managerial issues in AI-based systems</li> </ul>
<b>Block – V: Strategic and Contemporary Issues in DSS &amp; MIS</b>
<b>Unit 13: Strategic Information Systems</b>
<ul style="list-style-type: none"> <li>• Concept of strategic information systems</li> </ul>
<ul style="list-style-type: none"> <li>• MIS as a source of competitive advantage</li> </ul>
<ul style="list-style-type: none"> <li>• Porter’s value chain analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Role of MIS in strategy formulation and implementation</li> </ul>
<ul style="list-style-type: none"> <li>• Information systems for cost leadership and differentiation</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic alignment of IT and business goals</li> </ul>
<b>Unit 14: Enterprise Systems</b>

<ul style="list-style-type: none"> <li>• Concept and evolution of enterprise systems</li> </ul>
<ul style="list-style-type: none"> <li>• Enterprise Resource Planning (ERP): Modules and benefits</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Relationship Management (CRM) systems</li> </ul>
<ul style="list-style-type: none"> <li>• Supply Chain Management (SCM) systems</li> </ul>
<ul style="list-style-type: none"> <li>• Integration of enterprise systems</li> </ul>
<ul style="list-style-type: none"> <li>• Implementation issues and challenges</li> </ul>
<ul style="list-style-type: none"> <li>• Success factors for enterprise systems</li> </ul>
<b>Unit 15: Contemporary Trends</b>
<ul style="list-style-type: none"> <li>• Emerging trends in MIS and DSS</li> </ul>
<ul style="list-style-type: none"> <li>• Cloud computing: Concept and service models</li> </ul>
<ul style="list-style-type: none"> <li>• Big data and big data analytics</li> </ul>
<ul style="list-style-type: none"> <li>• Digital transformation and smart organizations</li> </ul>
<ul style="list-style-type: none"> <li>• Cybersecurity and data privacy challenges</li> </ul>
<ul style="list-style-type: none"> <li>• Future of MIS and DSS in organizations</li> </ul>

### Course Outcomes

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

1. Explain the structure, components, and functions of MIS and DSS.
2. Analyze managerial decision-making processes using information systems.
3. Design and evaluate MIS and DSS models for business applications.
4. Apply DSS tools and techniques to solve complex managerial problems.
5. Assess strategic, ethical, and technological issues in information system implementation.

### References:

1. Laudon, K. C., & Laudon, J. P. (2022). *Management information systems* (17th ed.). Pearson.
2. Turban, E., Sharda, R., & Delen, D. (2018). *Decision support and business intelligence systems* (10th ed.). Pearson.
3. O'Brien, J. A., & Marakas, G. M. (2019). *Management information systems* (11th ed.). McGraw-Hill.
4. Power, D. J. (2002). *Decision support systems: Concepts and resources for managers*. Greenwood Publishing.

**Program:** Master of Business Administration (MBA)

Course Name: Security Analysis and Portfolio Management	Course Code: MFN9301T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Provide an understanding of investment environment and financial markets.
2. Familiarize students with security analysis techniques for informed investment decisions.
3. Develop skills to evaluate equity, debt, and derivative instruments.
4. Explain portfolio theory, risk–return relationship, and diversification strategies.
5. Enable students to construct, evaluate, and manage investment portfolios.

**Course Content:**

<b>Block – I: Investment Environment and Financial Markets</b>
<b>Unit 1: Investment – Meaning, Objectives, Nature and Process</b>
<ul style="list-style-type: none"> <li>• Concept and scope of investment</li> </ul>
<ul style="list-style-type: none"> <li>• Objectives: income, growth, liquidity, safety, tax benefits</li> </ul>
<ul style="list-style-type: none"> <li>• Nature of investment decisions: risk–return trade-off</li> </ul>
<ul style="list-style-type: none"> <li>• Investment process: policy formulation, analysis, valuation, selection, monitoring</li> </ul>
<ul style="list-style-type: none"> <li>• Investment vs. speculation vs. gambling</li> </ul>
<ul style="list-style-type: none"> <li>• Types of investors: individual, institutional, retail, HNI; risk profiles</li> </ul>
<ul style="list-style-type: none"> <li>• Factors influencing investment decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Role of inflation and taxation</li> </ul>
<b>Unit 2: Financial Markets</b>
<ul style="list-style-type: none"> <li>• Structure of Indian financial system</li> </ul>
<ul style="list-style-type: none"> <li>• Money market instruments: Treasury Bills, Commercial Paper, Certificates of</li> </ul>

Deposit, Call Money
<ul style="list-style-type: none"> <li>• Capital market instruments: equity, preference shares, debentures</li> </ul>
<ul style="list-style-type: none"> <li>• Primary market: IPOs, FPOs, book building, underwriting</li> </ul>
<ul style="list-style-type: none"> <li>• Secondary market: trading mechanism, settlement cycles</li> </ul>
<ul style="list-style-type: none"> <li>• Stock exchanges in India: NSE, BSE – functions and significance</li> </ul>
<ul style="list-style-type: none"> <li>• SEBI: role and regulations</li> </ul>
<b>Unit 3: Investment Avenues</b>
<ul style="list-style-type: none"> <li>• Equity shares: rights, returns, risks</li> </ul>
<ul style="list-style-type: none"> <li>• Debentures and bonds: features, types, yields</li> </ul>
<ul style="list-style-type: none"> <li>• Mutual funds: types, NAV, advantages</li> </ul>
<ul style="list-style-type: none"> <li>• Derivatives: futures, options, swaps – basics</li> </ul>
<ul style="list-style-type: none"> <li>• Real assets: real estate, gold, commodities</li> </ul>
<ul style="list-style-type: none"> <li>• Alternative investments: hedge funds, private equity, REITs, INVITs</li> </ul>
<ul style="list-style-type: none"> <li>• Risk–return comparison of avenues</li> </ul>
<b>Block – II: Fundamental Analysis</b>
<b>Unit 4: Economic Analysis</b>
<ul style="list-style-type: none"> <li>• Meaning and importance of economic analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Macro-economic variables: GDP, inflation, interest rates, exchange rates</li> </ul>
<ul style="list-style-type: none"> <li>• Business cycles: phases and impact on investments</li> </ul>
<ul style="list-style-type: none"> <li>• Monetary policy tools and impact on markets</li> </ul>
<ul style="list-style-type: none"> <li>• Fiscal policy: taxation, public expenditure</li> </ul>
<ul style="list-style-type: none"> <li>• Global economic factors and Indian economy</li> </ul>
<b>Unit 5: Industry Analysis</b>
<ul style="list-style-type: none"> <li>• Concept and objectives of industry analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Industry life cycle stages</li> </ul>
<ul style="list-style-type: none"> <li>• Porter’s Five Forces Model</li> </ul>
<ul style="list-style-type: none"> <li>• Competitive structure: monopoly, oligopoly, perfect competition</li> </ul>
<ul style="list-style-type: none"> <li>• Demand–supply analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Government policies and industry regulation</li> </ul>
<ul style="list-style-type: none"> <li>• SWOT analysis of industries</li> </ul>
<b>Unit 6: Company Analysis</b>
<ul style="list-style-type: none"> <li>• Company background and management evaluation</li> </ul>

<ul style="list-style-type: none"> <li>Financial statements: balance sheet, income statement, cash flow statement</li> </ul>
<ul style="list-style-type: none"> <li>Ratio analysis: liquidity, profitability, solvency, efficiency</li> </ul>
<ul style="list-style-type: none"> <li>Cash flow analysis and free cash flow</li> </ul>
<ul style="list-style-type: none"> <li>Equity valuation models: DDM, EPS, P/E, intrinsic value</li> </ul>
<ul style="list-style-type: none"> <li>Corporate governance and ESG factors</li> </ul>
<b>Block – III: Technical Analysis and EMH</b>
<b>Unit 7: Technical Analysis</b>
<ul style="list-style-type: none"> <li>Concept and scope of technical analysis</li> </ul>
<ul style="list-style-type: none"> <li>Assumptions of technical analysis</li> </ul>
<ul style="list-style-type: none"> <li>Dow Theory: principles and trends</li> </ul>
<ul style="list-style-type: none"> <li>Chart types: line, bar, candlestick</li> </ul>
<ul style="list-style-type: none"> <li>Support and resistance levels</li> </ul>
<ul style="list-style-type: none"> <li>Trend analysis and trend lines</li> </ul>
<b>Unit 8: Technical Indicators</b>
<ul style="list-style-type: none"> <li>Moving averages: simple and exponential</li> </ul>
<ul style="list-style-type: none"> <li>Momentum indicators: RSI, ROC</li> </ul>
<ul style="list-style-type: none"> <li>Trend indicators: MACD</li> </ul>
<ul style="list-style-type: none"> <li>Oscillators: stochastic oscillator</li> </ul>
<ul style="list-style-type: none"> <li>Volume indicators and market breadth</li> </ul>
<ul style="list-style-type: none"> <li>Limitations of technical indicators</li> </ul>
<b>Unit 9: Efficient Market Hypothesis</b>
<ul style="list-style-type: none"> <li>Concept of market efficiency</li> </ul>
<ul style="list-style-type: none"> <li>Weak, semi-strong and strong forms</li> </ul>
<ul style="list-style-type: none"> <li>Random Walk Theory</li> </ul>
<ul style="list-style-type: none"> <li>Empirical evidence on EMH</li> </ul>
<ul style="list-style-type: none"> <li>Implications for investors and fund managers</li> </ul>
<ul style="list-style-type: none"> <li>Criticisms of EMH</li> </ul>
<b>Block – IV: Portfolio Theory and Analysis</b>
<b>Unit 10: Portfolio Theory</b>
<ul style="list-style-type: none"> <li>Meaning of portfolio and diversification</li> </ul>
<ul style="list-style-type: none"> <li>Risk and return measurement</li> </ul>
<ul style="list-style-type: none"> <li>Systematic and unsystematic risk</li> </ul>

<ul style="list-style-type: none"> <li>• Markowitz Model and efficient frontier</li> </ul>
<ul style="list-style-type: none"> <li>• Correlation and covariance</li> </ul>
<b>Unit 11: Capital Market Theory</b>
<ul style="list-style-type: none"> <li>• Capital Asset Pricing Model (CAPM)</li> </ul>
<ul style="list-style-type: none"> <li>• Assumptions and limitations of CAPM</li> </ul>
<ul style="list-style-type: none"> <li>• Security Market Line (SML)</li> </ul>
<ul style="list-style-type: none"> <li>• Arbitrage Pricing Theory (APT)</li> </ul>
<ul style="list-style-type: none"> <li>• Comparison of CAPM and APT</li> </ul>
<b>Unit 12: Portfolio Construction</b>
<ul style="list-style-type: none"> <li>• Asset allocation strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Security selection techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Portfolio optimization methods</li> </ul>
<ul style="list-style-type: none"> <li>• Constraints in portfolio construction</li> </ul>
<ul style="list-style-type: none"> <li>• Role of investor objectives and risk tolerance</li> </ul>
<b>Block – V: Portfolio Management and Performance Evaluation</b>
<b>Unit 13: Portfolio Management Strategies</b>
<ul style="list-style-type: none"> <li>• Active vs. passive management</li> </ul>
<ul style="list-style-type: none"> <li>• Equity portfolio strategies: growth, value, income</li> </ul>
<ul style="list-style-type: none"> <li>• Debt portfolio management strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Role of fund managers</li> </ul>
<b>Unit 14: Portfolio Performance Evaluation</b>
<ul style="list-style-type: none"> <li>• Need for performance evaluation</li> </ul>
<ul style="list-style-type: none"> <li>• Risk-adjusted performance measures</li> </ul>
<ul style="list-style-type: none"> <li>• Sharpe Ratio, Treynor Ratio, Jensen's Alpha</li> </ul>
<ul style="list-style-type: none"> <li>• Benchmarking and peer comparison</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations of performance measures</li> </ul>
<b>Unit 15: Portfolio Revision and Contemporary Issues</b>
<ul style="list-style-type: none"> <li>• Portfolio revision and rebalancing techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Behavioral finance: biases and heuristics</li> </ul>
<ul style="list-style-type: none"> <li>• Impact of technology on investment management</li> </ul>
<ul style="list-style-type: none"> <li>• ESG and sustainable investing</li> </ul>
<ul style="list-style-type: none"> <li>• Emerging trends in global and Indian investment markets</li> </ul>

## Course Outcomes

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

1. Understand the structure and functioning of financial markets and investment avenues.
2. Apply fundamental and technical analysis for security valuation.
3. Measure and manage risk and return of individual securities and portfolios.
4. Construct optimal portfolios using modern portfolio theories.
5. Evaluate portfolio performance and adopt suitable portfolio revision strategies.

## References:

1. Bodie, Z., Kane, A., & Marcus, A. J. (2021). *Investments* (12th ed.). McGraw-Hill.
2. Reilly, F. K., & Brown, K. C. (2019). *Investment analysis and portfolio management* (11th ed.). Cengage.
3. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1999). *Investments* (6th ed.). Prentice Hall.
4. Fabozzi, F. J. (2018). *Bond markets, analysis, and strategies* (9th ed.). Pearson.
5. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). *Modern portfolio theory and investment analysis* (9th ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Management of Financial Services	Course Code: MFN9302T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Provide comprehensive understanding of the nature and scope of financial services.
2. Familiarize students with various financial service institutions and instruments.
3. Develop analytical skills to evaluate financial products and services.
4. Understand regulatory framework governing financial services in India.
5. Enable students to manage and design innovative financial services for customers.

**Course Content:**

<b>Block – I: Introduction to Financial Services</b>
<b>Unit 1: Financial Services</b>
<ul style="list-style-type: none"> <li>• Meaning and evolution of financial services</li> </ul>
<ul style="list-style-type: none"> <li>• Characteristics of financial services: Intangibility, inseparability, heterogeneity, perishability</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of financial services in modern economies</li> </ul>
<ul style="list-style-type: none"> <li>• Importance of financial services to individuals, businesses, and governments</li> </ul>
<ul style="list-style-type: none"> <li>• Financial services as a catalyst for savings, investment, and capital formation</li> </ul>
<ul style="list-style-type: none"> <li>• Role of financial services in economic growth and inclusive development</li> </ul>
<ul style="list-style-type: none"> <li>• Link between financial deepening and economic stability</li> </ul>
<b>Unit 2: Financial System in India</b>
<ul style="list-style-type: none"> <li>• Concept and objectives of the financial system</li> </ul>
<ul style="list-style-type: none"> <li>• Structure of Indian financial system: Financial markets, institutions, instruments, and services</li> </ul>
<ul style="list-style-type: none"> <li>• Role and importance of financial institutions in resource mobilization</li> </ul>
<ul style="list-style-type: none"> <li>• Banking institutions: Commercial banks, cooperative banks, regional rural banks</li> </ul>

<ul style="list-style-type: none"> <li>• Non-banking institutions: NBFCs, mutual funds, insurance companies, development financial institutions</li> </ul>
<ul style="list-style-type: none"> <li>• Interrelationship among financial institutions</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges facing the Indian financial system</li> </ul>
<b>Unit 3: Regulatory Framework</b>
<ul style="list-style-type: none"> <li>• Need for financial regulation and supervision</li> </ul>
<ul style="list-style-type: none"> <li>• Reserve Bank of India (RBI): Objectives, functions, monetary policy tools</li> </ul>
<ul style="list-style-type: none"> <li>• Securities and Exchange Board of India (SEBI): Market regulation, investor protection, capital market development</li> </ul>
<ul style="list-style-type: none"> <li>• Insurance Regulatory and Development Authority of India (IRDAI): Regulation of insurance sector</li> </ul>
<ul style="list-style-type: none"> <li>• Pension Fund Regulatory and Development Authority (PFRDA): Pension reforms and NPS</li> </ul>
<ul style="list-style-type: none"> <li>• Coordination among regulatory authorities</li> </ul>
<ul style="list-style-type: none"> <li>• Emerging regulatory challenges in a digital financial environment</li> </ul>
<b>Block – II: Banking and Non-Banking Financial Services</b>
<b>Unit 4: Commercial Banking Services</b>
<ul style="list-style-type: none"> <li>• Meaning and evolution of commercial banking in India</li> </ul>
<ul style="list-style-type: none"> <li>• Types of bank deposits: Demand, savings, fixed, recurring</li> </ul>
<ul style="list-style-type: none"> <li>• Lending and loan services: Short-term, medium-term, and long-term credit</li> </ul>
<ul style="list-style-type: none"> <li>• Advances: Cash credit, overdraft, bills discounting</li> </ul>
<ul style="list-style-type: none"> <li>• Process of credit creation by commercial banks</li> </ul>
<ul style="list-style-type: none"> <li>• Retail banking services: Personal loans, housing finance, credit cards</li> </ul>
<ul style="list-style-type: none"> <li>• Corporate banking services: Working capital finance, term loans, trade finance</li> </ul>
<b>Unit 5: Non-Banking Financial Companies (NBFCs)</b>
<ul style="list-style-type: none"> <li>• Concept and significance of NBFCs</li> </ul>
<ul style="list-style-type: none"> <li>• Classification of NBFCs: Asset finance, investment, loan companies, microfinance institutions</li> </ul>
<ul style="list-style-type: none"> <li>• Functions and services offered by NBFCs</li> </ul>
<ul style="list-style-type: none"> <li>• Role of NBFCs in credit expansion and financial inclusion</li> </ul>
<ul style="list-style-type: none"> <li>• Comparison between banks and NBFCs</li> </ul>
<ul style="list-style-type: none"> <li>• Regulatory framework governing NBFCs</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges and risks associated with NBFC operations</li> </ul>

**Unit 6: Merchant Banking**

- Concept and evolution of merchant banking
- Functions of merchant bankers
- Issue management: IPOs, FPOs, rights issues
- Underwriting services and risk assumption
- Corporate advisory services: Mergers, acquisitions, restructuring
- Role of merchant bankers in capital market development
- Regulatory framework and SEBI guidelines for merchant bankers

**Block – III: Capital Market and Investment Services**
**Unit 7: Capital Market Services**

- Meaning and structure of capital markets
- Primary market and secondary market operations
- Role and functions of stock exchanges
- Market intermediaries: Brokers, sub-brokers, jobbers
- Depository system: NSDL and CDSL
- Clearing corporations and settlement mechanisms
- Investor protection measures and market transparency

**Unit 8: Mutual Funds**

- Concept and evolution of mutual funds in India
- Types of mutual fund schemes: Equity, debt, hybrid, index funds
- Net Asset Value (NAV): Calculation and significance
- Risk and return analysis of mutual funds
- Performance evaluation techniques
- Role of AMCs and fund managers
- SEBI regulations governing mutual funds

**Unit 9: Portfolio Management Services**

- Meaning and objectives of portfolio management
- Types of portfolio management: Discretionary and non-discretionary
- Portfolio construction and diversification strategies
- Risk-return trade-off and portfolio optimization
- Client profiling and investment policy statements
- Regulatory framework for portfolio managers

- Ethical issues in portfolio management

### **Block – IV: Insurance and Credit Services**

#### **Unit 10: Insurance Services**

- Meaning and need for insurance
- Principles of insurance: Utmost good faith, insurable interest, indemnity
- Life insurance products and policies
- General insurance products: Health, motor, fire, marine
- Insurance as a risk management tool
- Role of insurance in economic development
- Insurance penetration and challenges in India

#### **Unit 11: Credit Rating Services**

- Concept and objectives of credit rating
- Credit rating process and methodology
- Credit rating agencies in India: CRISIL, ICRA, CARE, India Ratings
- Role of credit rating in investment decisions
- Importance of credit rating for capital markets
- Limitations and criticisms of credit rating
- Regulatory oversight of rating agencies

#### **Unit 12: Leasing and Hire Purchase Services**

- Concept and significance of leasing
- Types of leasing: Financial lease, operating lease, sale and leaseback
- Hire purchase: Meaning and features
- Difference between leasing and hire purchase
- Accounting treatment of leasing and hire purchase
- Tax implications and benefits
- Role in industrial and asset financing

### **Block – V: Contemporary Financial Services**

#### **Unit 13: Factoring and Forfeiting**

- Meaning and evolution of factoring
- Factoring mechanism and parties involved
- Types of factoring services
- Benefits and limitations of factoring

<ul style="list-style-type: none"> <li>• Concept and process of forfaiting</li> </ul>
<ul style="list-style-type: none"> <li>• Differences between factoring and forfaiting</li> </ul>
<ul style="list-style-type: none"> <li>• Role in trade finance and liquidity management</li> </ul>
<b>Unit 14: FinTech and Digital Financial Services</b>
<ul style="list-style-type: none"> <li>• Concept and growth of FinTech</li> </ul>
<ul style="list-style-type: none"> <li>• Digital banking and mobile banking services</li> </ul>
<ul style="list-style-type: none"> <li>• Digital payment systems: UPI, wallets, cards</li> </ul>
<ul style="list-style-type: none"> <li>• Blockchain technology and its applications</li> </ul>
<ul style="list-style-type: none"> <li>• Crowdfunding and peer-to-peer lending</li> </ul>
<ul style="list-style-type: none"> <li>• Regulatory and security issues in digital finance</li> </ul>
<ul style="list-style-type: none"> <li>• Future trends in FinTech</li> </ul>
<b>Unit 15: Customer Relationship Management in Financial Services</b>
<ul style="list-style-type: none"> <li>• Concept and importance of CRM in financial services</li> </ul>
<ul style="list-style-type: none"> <li>• Service quality and customer satisfaction</li> </ul>
<ul style="list-style-type: none"> <li>• Customer retention and loyalty strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical issues and consumer protection</li> </ul>
<ul style="list-style-type: none"> <li>• Technology-enabled CRM systems</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges in managing financial service customers</li> </ul>
<ul style="list-style-type: none"> <li>• Emerging trends and future of CRM in financial services</li> </ul>

### Course Outcomes

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

1. Explain the structure and functioning of financial services industry.
2. Analyze different financial products and services offered by institutions.
3. Evaluate risk, return, and pricing of financial services.
4. Understand legal, regulatory, and ethical issues in financial services.
5. Apply managerial skills to design and manage financial service operations.

### References:

1. Saunders, A., & Cornett, M. M. (2021). *Financial institutions management* (10th ed.). McGraw-Hill.
2. Khan, M. Y. (2020). *Indian financial system* (11th ed.). McGraw-Hill.

3. Bhole, L. M., & Mahakud, J. (2017). *Financial institutions and markets* (6th ed.). McGraw-Hill.
4. Rose, P. S., & Hudgins, S. C. (2013). *Bank management & financial services* (9th ed.). McGraw-Hill.
5. Gurusamy, S. (2015). *Financial services and markets*. McGraw-Hill.

**Program:** Master of Business Administration (MBA)

Course Name: Banking & Financial System	Course Code: MFN9303T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Provide a comprehensive understanding of the structure and functioning of the banking and financial system.
2. Explain the role of banks and financial institutions in economic development.
3. Familiarize students with banking operations, products, and services.
4. Develop understanding of regulatory framework and monetary policy in India.
5. Enable students to analyze contemporary issues and reforms in banking and finance.

**Course Content:**

<b>Block – I: Introduction to Banking and Financial System</b>
<b>Unit 1: Banking – Meaning, Definition, Functions and Importance</b>
<ul style="list-style-type: none"> <li>• Meaning and definitions of banking</li> </ul>
<ul style="list-style-type: none"> <li>• Core functions: accepting deposits, lending, credit creation</li> </ul>
<ul style="list-style-type: none"> <li>• Secondary functions: agency services, utility services</li> </ul>
<ul style="list-style-type: none"> <li>• Importance of banks in modern economy</li> </ul>
<ul style="list-style-type: none"> <li>• Evolution of banking system: ancient, medieval and modern banking</li> </ul>
<ul style="list-style-type: none"> <li>• Growth of banking in India</li> </ul>
<ul style="list-style-type: none"> <li>• Nationalisation of banks</li> </ul>
<ul style="list-style-type: none"> <li>• Role of technology in banking evolution</li> </ul>
<b>Unit 2: Financial System</b>
<ul style="list-style-type: none"> <li>• Meaning and concept of financial system</li> </ul>
<ul style="list-style-type: none"> <li>• Components of financial system</li> </ul>
<ul style="list-style-type: none"> <li>• Structure of Indian financial system</li> </ul>
<ul style="list-style-type: none"> <li>• Financial markets: money market and capital market</li> </ul>
<ul style="list-style-type: none"> <li>• Financial institutions: banking and non-banking institutions</li> </ul>

<ul style="list-style-type: none"> <li>Financial instruments: primary and secondary instruments</li> </ul>
<ul style="list-style-type: none"> <li>Interrelationship between markets and institutions</li> </ul>
<b>Unit 3: Role of Banking and Financial System in Economic Development</b>
<ul style="list-style-type: none"> <li>Mobilisation of savings</li> </ul>
<ul style="list-style-type: none"> <li>Capital formation and investment promotion</li> </ul>
<ul style="list-style-type: none"> <li>Credit allocation to priority sectors</li> </ul>
<ul style="list-style-type: none"> <li>Support to agriculture, MSMEs and industries</li> </ul>
<ul style="list-style-type: none"> <li>Financial inclusion: concept, objectives and initiatives</li> </ul>
<ul style="list-style-type: none"> <li>Digital banking and cashless economy</li> </ul>
<ul style="list-style-type: none"> <li>Government schemes promoting inclusion</li> </ul>
<b>Block – II: Central Banking and Monetary Policy</b>
<b>Unit 4: Central Bank and Reserve Bank of India</b>
<ul style="list-style-type: none"> <li>Meaning and functions of a central bank</li> </ul>
<ul style="list-style-type: none"> <li>Objectives of central banking</li> </ul>
<ul style="list-style-type: none"> <li>Role of central bank in economic stability</li> </ul>
<ul style="list-style-type: none"> <li>Reserve Bank of India: origin and evolution</li> </ul>
<ul style="list-style-type: none"> <li>Organisational structure of RBI</li> </ul>
<ul style="list-style-type: none"> <li>Functions of RBI: note issue, banker’s bank, controller of credit</li> </ul>
<ul style="list-style-type: none"> <li>RBI as regulator of banking system</li> </ul>
<b>Unit 5: Monetary Policy</b>
<ul style="list-style-type: none"> <li>Meaning and objectives of monetary policy</li> </ul>
<ul style="list-style-type: none"> <li>Role of RBI in monetary policy formulation</li> </ul>
<ul style="list-style-type: none"> <li>Quantitative tools: bank rate, repo rate, reverse repo, CRR, SLR</li> </ul>
<ul style="list-style-type: none"> <li>Qualitative tools: selective credit controls</li> </ul>
<ul style="list-style-type: none"> <li>Credit control measures of RBI</li> </ul>
<ul style="list-style-type: none"> <li>Impact of monetary policy on inflation and growth</li> </ul>
<b>Unit 6: Monetary Policy Instruments and Developments</b>
<ul style="list-style-type: none"> <li>Bank rate policy and its significance</li> </ul>
<ul style="list-style-type: none"> <li>Repo and reverse repo mechanisms</li> </ul>
<ul style="list-style-type: none"> <li>Open Market Operations (OMO)</li> </ul>
<ul style="list-style-type: none"> <li>Liquidity Adjustment Facility (LAF)</li> </ul>
<ul style="list-style-type: none"> <li>Marginal Standing Facility (MSF)</li> </ul>

- Recent trends and developments in monetary policy
- Inflation targeting framework in India

### **Block – III: Commercial Banking Operations**

#### **Unit 7: Commercial Banks**

- Meaning and characteristics of commercial banks
- Types of commercial banks
- Public sector banks
- Private sector banks
- Foreign banks operating in India
- Regional Rural Banks
- Cooperative banks
- Comparative analysis of bank structures

#### **Unit 8: Banking Operations**

- Types of deposit accounts: savings, current, fixed and recurring
- Lending principles and types of loans
- Credit creation by commercial banks
- Credit appraisal process
- Loan documentation and disbursement
- Loan monitoring and recovery
- Non-performing assets and recovery mechanisms

#### **Unit 9: Risk Management in Banks**

- Concept of risk in banking
- Credit risk and its management
- Market risk: interest rate and foreign exchange risk
- Operational risk
- Asset–Liability Management (ALM)
- Risk mitigation techniques
- Role of Basel norms in risk management

### **Block – IV: Financial Institutions and Markets**

#### **Unit 10: Development Financial Institutions**

- Meaning and role of DFIs
- NABARD: objectives, functions and schemes

<ul style="list-style-type: none"> <li>• SIDBI: role in MSME development</li> </ul>
<ul style="list-style-type: none"> <li>• EXIM Bank: export–import finance</li> </ul>
<ul style="list-style-type: none"> <li>• Contribution of DFIs to economic development</li> </ul>
<ul style="list-style-type: none"> <li>• Recent reforms in DFIs</li> </ul>
<b>Unit 11: Money Market</b>
<ul style="list-style-type: none"> <li>• Meaning and features of money market</li> </ul>
<ul style="list-style-type: none"> <li>• Structure of Indian money market</li> </ul>
<ul style="list-style-type: none"> <li>• Instruments of money market</li> </ul>
<ul style="list-style-type: none"> <li>• Call money market</li> </ul>
<ul style="list-style-type: none"> <li>• Treasury Bills</li> </ul>
<ul style="list-style-type: none"> <li>• Commercial Paper</li> </ul>
<ul style="list-style-type: none"> <li>• Certificates of Deposit</li> </ul>
<ul style="list-style-type: none"> <li>• Participants in money market</li> </ul>
<b>Unit 12: Capital Market</b>
<ul style="list-style-type: none"> <li>• Meaning and structure of capital market</li> </ul>
<ul style="list-style-type: none"> <li>• Primary market: IPOs, rights issues, private placement</li> </ul>
<ul style="list-style-type: none"> <li>• Secondary market: stock exchanges and trading</li> </ul>
<ul style="list-style-type: none"> <li>• Role and functions of stock exchanges</li> </ul>
<ul style="list-style-type: none"> <li>• SEBI: objectives, powers and functions</li> </ul>
<ul style="list-style-type: none"> <li>• Investor protection measures</li> </ul>
<b>Block – V: Contemporary Issues in Banking and Finance</b>
<b>Unit 13: Non-Banking Financial Companies (NBFCs)</b>
<ul style="list-style-type: none"> <li>• Meaning and definition of NBFCs</li> </ul>
<ul style="list-style-type: none"> <li>• Types of NBFCs</li> </ul>
<ul style="list-style-type: none"> <li>• Role of NBFCs in financial system</li> </ul>
<ul style="list-style-type: none"> <li>• Differences between banks and NBFCs</li> </ul>
<ul style="list-style-type: none"> <li>• Regulation of NBFCs by RBI</li> </ul>
<ul style="list-style-type: none"> <li>• Recent issues and challenges faced by NBFCs</li> </ul>
<b>Unit 14: Banking Technology</b>
<ul style="list-style-type: none"> <li>• Core Banking Solutions (CBS)</li> </ul>
<ul style="list-style-type: none"> <li>• Internet and mobile banking</li> </ul>
<ul style="list-style-type: none"> <li>• Digital payment systems: UPI, NEFT, RTGS, IMPS</li> </ul>

<ul style="list-style-type: none"><li>• FinTech innovations</li></ul>
<ul style="list-style-type: none"><li>• Role of AI and blockchain in banking</li></ul>
<ul style="list-style-type: none"><li>• Cyber security issues in digital banking</li></ul>
<b>Unit 15: Banking Reforms and Challenges</b>
<ul style="list-style-type: none"><li>• Banking sector reforms in India</li></ul>
<ul style="list-style-type: none"><li>• Basel I, II and III norms</li></ul>
<ul style="list-style-type: none"><li>• Non-performing assets (NPA): causes and management</li></ul>
<ul style="list-style-type: none"><li>• Financial stability and regulation</li></ul>
<ul style="list-style-type: none"><li>• Challenges faced by Indian banking sector</li></ul>
<ul style="list-style-type: none"><li>• Future trends in banking and finance</li></ul>

### Course Outcomes

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

1. Understand the components and functions of banking and financial systems.
2. Analyze the role of commercial and central banks in economic development.
3. Evaluate banking products, services, and risk management practices.
4. Interpret regulatory guidelines and monetary policy measures.
5. Assess recent trends, challenges, and reforms in the banking and financial sector.

### References:

1. Mishkin, F. S. (2019). *The economics of money, banking, and financial markets* (12th ed.). Pearson.
2. Pathak, B. V. (2018). *The Indian financial system* (5th ed.). Pearson.
3. Khan, M. Y. (2020). *Indian financial system* (11th ed.). McGraw-Hill.
4. Sundharam, K. P. M., & Varshney, P. N. (2014). *Banking theory, law and practice*. Sultan Chand.
5. RBI. (2023). *Report on trend and progress of banking in India*. Reserve Bank of India.

**Program:** Master of Business Administration (MBA)

Course Name: International Financial Management	Course Code: MFN9304T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of international financial environment and global financial markets.
2. Explain foreign exchange markets, exchange rate determination, and parity conditions.
3. Familiarize students with international financial instruments and institutions.
4. Analyze foreign exchange risk and apply hedging techniques.
5. Enable students to make informed financial decisions in multinational business operations.

**Course Content:**

<b>Block – I: International Financial Environment</b>
<b>Unit 1: International Financial Management</b>
<ul style="list-style-type: none"> <li>• Meaning and definition of International Financial Management (IFM)</li> </ul>
<ul style="list-style-type: none"> <li>• Nature and scope of IFM</li> </ul>
<ul style="list-style-type: none"> <li>• Objectives of IFM</li> </ul>
<ul style="list-style-type: none"> <li>• Role of financial manager in multinational firms</li> </ul>
<ul style="list-style-type: none"> <li>• Globalization of business and finance</li> </ul>
<ul style="list-style-type: none"> <li>• Financial integration of global markets</li> </ul>
<ul style="list-style-type: none"> <li>• Benefits and challenges of globalization</li> </ul>
<ul style="list-style-type: none"> <li>• Impact of globalization on emerging economies</li> </ul>
<b>Unit 2: International Monetary System</b>
<ul style="list-style-type: none"> <li>• Meaning and importance of international monetary system</li> </ul>
<ul style="list-style-type: none"> <li>• Evolution of international monetary system</li> </ul>
<ul style="list-style-type: none"> <li>• Gold standard and gold exchange standard</li> </ul>

<ul style="list-style-type: none"> <li>• Bretton Woods system: features and collapse</li> </ul>
<ul style="list-style-type: none"> <li>• International Monetary Fund (IMF): objectives, functions and role</li> </ul>
<ul style="list-style-type: none"> <li>• World Bank: structure and functions</li> </ul>
<ul style="list-style-type: none"> <li>• Regional Development Banks: ADB, AfDB, IDB – overview</li> </ul>
<ul style="list-style-type: none"> <li>• Role of international financial institutions in development</li> </ul>
<b>Unit 3: Balance of Payments</b>
<ul style="list-style-type: none"> <li>• Concept and significance of Balance of Payments (BOP)</li> </ul>
<ul style="list-style-type: none"> <li>• Structure of BOP accounts</li> </ul>
<ul style="list-style-type: none"> <li>• Current account: trade in goods and services</li> </ul>
<ul style="list-style-type: none"> <li>• Capital account and financial account</li> </ul>
<ul style="list-style-type: none"> <li>• Unilateral transfers</li> </ul>
<ul style="list-style-type: none"> <li>• BOP equilibrium and disequilibrium</li> </ul>
<ul style="list-style-type: none"> <li>• Causes of BOP disequilibrium</li> </ul>
<ul style="list-style-type: none"> <li>• Adjustment mechanisms: monetary, fiscal and exchange rate measures</li> </ul>
<b>Block – II: Foreign Exchange Market and Exchange Rate Determination</b>
<b>Unit 4: Foreign Exchange Market</b>
<ul style="list-style-type: none"> <li>• Meaning and features of foreign exchange market</li> </ul>
<ul style="list-style-type: none"> <li>• Structure of foreign exchange market</li> </ul>
<ul style="list-style-type: none"> <li>• Participants: banks, dealers, corporations, central banks</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of foreign exchange market</li> </ul>
<ul style="list-style-type: none"> <li>• Spot market: characteristics and transactions</li> </ul>
<ul style="list-style-type: none"> <li>• Forward market: features and uses</li> </ul>
<ul style="list-style-type: none"> <li>• Forward exchange contracts</li> </ul>
<ul style="list-style-type: none"> <li>• Role of forex market in international trade</li> </ul>
<b>Unit 5: Exchange Rate Determination</b>
<ul style="list-style-type: none"> <li>• Meaning of exchange rate</li> </ul>
<ul style="list-style-type: none"> <li>• Types of exchange rate systems: fixed, flexible and managed</li> </ul>
<ul style="list-style-type: none"> <li>• Demand and supply theory of exchange rate</li> </ul>
<ul style="list-style-type: none"> <li>• Purchasing Power Parity (PPP): absolute and relative versions</li> </ul>
<ul style="list-style-type: none"> <li>• Assumptions of PPP theory</li> </ul>
<ul style="list-style-type: none"> <li>• Criticism and limitations of PPP</li> </ul>
<ul style="list-style-type: none"> <li>• Relevance of PPP in long-run exchange rate determination</li> </ul>

<b>Unit 6: Interest Rate Parity and Exchange Rate Forecasting</b>
---

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Interest Rate Parity (IRP): covered and uncovered</li> </ul>                                |
| <ul style="list-style-type: none"> <li>• Fisher Effect</li> </ul>  |
| <ul style="list-style-type: none"> <li>• International Fisher Effect (IFE)</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Relationship among inflation, interest rate and exchange rate</li> </ul>                    |
| <ul style="list-style-type: none"> <li>• Exchange rate forecasting: need and importance</li> </ul>                                   |
| <ul style="list-style-type: none"> <li>• Techniques of exchange rate forecasting: fundamental, technical and market-based</li> </ul> |
| <ul style="list-style-type: none"> <li>• Limitations of forecasting</li> </ul>   |

<b>Block – III: Foreign Exchange Risk Management</b>
--

<b>Unit 7: Foreign Exchange Exposure</b>
--

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Meaning of foreign exchange exposure</li> </ul>          |
| <ul style="list-style-type: none"> <li>• Transaction exposure</li> </ul>                          |
| <ul style="list-style-type: none"> <li>• Translation exposure</li> </ul>                          |
| <ul style="list-style-type: none"> <li>• Economic exposure</li> </ul>                             |
| <ul style="list-style-type: none"> <li>• Measurement of exchange exposure</li> </ul>              |
| <ul style="list-style-type: none"> <li>• Impact of exchange rate fluctuations on firms</li> </ul> |

<b>Unit 8: Managing Exchange Risk</b>
---------------------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Concept of exchange risk management</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Internal hedging techniques: netting, matching, leading and lagging, invoicing</li> </ul> |
| <ul style="list-style-type: none"> <li>• External hedging techniques</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Forward contracts</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Money market hedging</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Currency options and swaps as hedging tools</li> </ul>                                    |
| <ul style="list-style-type: none"> <li>• Comparison of internal and external hedging</li> </ul>                                    |

<b>Unit 9: Currency Derivatives</b>
-------------------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Meaning and features of currency derivatives</li> </ul>           |
| <ul style="list-style-type: none"> <li>• Currency futures: mechanism and uses</li> </ul>                   |
| <ul style="list-style-type: none"> <li>• Currency options: call and put options</li> </ul>                 |
| <ul style="list-style-type: none"> <li>• Currency swaps: interest rate swaps and currency swaps</li> </ul> |
| <ul style="list-style-type: none"> <li>• Advantages of currency derivatives</li> </ul>                     |
| <ul style="list-style-type: none"> <li>• Limitations and risks of derivatives</li> </ul>                   |
| <ul style="list-style-type: none"> <li>• Role of derivatives in risk management</li> </ul>                 |

<b>Block – IV: International Financing and Investment Decisions</b>
---

<b>Unit 10: International Capital Markets</b>
---

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Meaning and importance of international capital markets</li> </ul> |
| <ul style="list-style-type: none"> <li>• Eurocurrency market</li> </ul>                                     |
| <ul style="list-style-type: none"> <li>• Eurobond market</li> </ul>   |
| <ul style="list-style-type: none"> <li>• International bond markets</li> </ul>                              |
| <ul style="list-style-type: none"> <li>• American Depository Receipts (ADRs)</li> </ul>                     |
| <ul style="list-style-type: none"> <li>• Global Depository Receipts (GDRs)</li> </ul>                       |
| <ul style="list-style-type: none"> <li>• Benefits of accessing international capital markets</li> </ul>     |

<b>Unit 11: Cost of Capital and Capital Structure</b>
---

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Concept of cost of capital in multinational firms</li> </ul>      |
| <ul style="list-style-type: none"> <li>• Factors affecting cost of capital</li> </ul>                      |
| <ul style="list-style-type: none"> <li>• Measurement of cost of equity and debt internationally</li> </ul> |
| <ul style="list-style-type: none"> <li>• Capital structure decisions in MNCs</li> </ul>                    |
| <ul style="list-style-type: none"> <li>• Global versus domestic capital structure</li> </ul>               |
| <ul style="list-style-type: none"> <li>• Impact of taxation and risk on capital structure</li> </ul>       |

<b>Unit 12: International Capital Budgeting</b>
---

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Meaning and significance of international capital budgeting</li> </ul> |
| <ul style="list-style-type: none"> <li>• Capital budgeting techniques: NPV, IRR, Payback</li> </ul>             |
| <ul style="list-style-type: none"> <li>• Cash flow estimation for foreign projects</li> </ul>                   |
| <ul style="list-style-type: none"> <li>• Risk adjustment techniques</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>• Political and exchange rate risk considerations</li> </ul>             |
| <ul style="list-style-type: none"> <li>• Evaluation of foreign investment projects</li> </ul>                   |

<b>Block – V: Multinational Financial Management</b>
--

<b>Unit 13: Working Capital Management in MNCs</b>
--

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Concept of working capital in multinational firms</li> </ul>           |
| <ul style="list-style-type: none"> <li>• Cash management across borders</li> </ul>                              |
| <ul style="list-style-type: none"> <li>• Receivables and payables management</li> </ul>                         |
| <ul style="list-style-type: none"> <li>• Inventory management in MNCs</li> </ul>                                |
| <ul style="list-style-type: none"> <li>• Short-term financing options</li> </ul>                                |
| <ul style="list-style-type: none"> <li>• Centralized versus decentralized working capital management</li> </ul> |

<b>Unit 14: Transfer Pricing</b>
----------------------------------

<ul style="list-style-type: none"> <li>• Meaning and objectives of transfer pricing</li> </ul>
<ul style="list-style-type: none"> <li>• Need for transfer pricing in MNCs</li> </ul>
<ul style="list-style-type: none"> <li>• Transfer pricing methods: cost-based, market-based, negotiated</li> </ul>
<ul style="list-style-type: none"> <li>• Tax considerations in transfer pricing</li> </ul>
<ul style="list-style-type: none"> <li>• Regulatory framework and OECD guidelines</li> </ul>
<ul style="list-style-type: none"> <li>• Issues and challenges in transfer pricing</li> </ul>
<b>Unit 15: International Taxation and Political Risk</b>
<ul style="list-style-type: none"> <li>• Principles of international taxation</li> </ul>
<ul style="list-style-type: none"> <li>• Double taxation and avoidance agreements</li> </ul>
<ul style="list-style-type: none"> <li>• Tax planning strategies for MNCs</li> </ul>
<ul style="list-style-type: none"> <li>• Political risk: meaning and types</li> </ul>
<ul style="list-style-type: none"> <li>• Managing political risk</li> </ul>
<ul style="list-style-type: none"> <li>• Contemporary issues in international finance</li> </ul>
<ul style="list-style-type: none"> <li>• Recent trends in global financial management</li> </ul>

### Course Outcomes

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

1. Understand the structure and functioning of international financial systems and markets.
2. Analyze exchange rate movements using theoretical and practical approaches.
3. Evaluate international financing and investment decisions.
4. Manage foreign exchange risk using appropriate techniques.
5. Assess international capital budgeting and multinational financial strategies.

### References:

1. Eun, C. S., & Resnick, B. G. (2021). *International financial management* (9th ed.). McGraw-Hill.
2. Shapiro, A. C., & Hanouna, P. (2019). *Multinational financial management* (11th ed.). Wiley.
3. Madura, J. (2020). *International financial management* (13th ed.). Cengage.
4. Levi, M. D. (2009). *International finance* (5th ed.). Routledge.
5. Apte, P. G. (2017). *International financial management* (8th ed.). McGraw-Hill.

**Program:** Master of Business Administration (MBA)

Course Name: Corporate Finance	Course Code: MFN9305T
Semester: 3	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop a strong conceptual foundation of corporate financial management.
2. Familiarize students with financial decision-making tools and techniques.
3. Explain capital structure, dividend, and working capital decisions.
4. Enable analysis of corporate valuation and financial performance.
5. Develop ability to apply corporate finance principles in strategic business decisions.

**Course Content:**

<b>Block – I: Introduction to Corporate Finance</b>
<b>Unit 1: Corporate Finance</b>
<ul style="list-style-type: none"> <li>• Meaning, nature and scope of corporate finance</li> <li>• Objectives: profit maximization vs wealth maximization</li> <li>• Finance function in modern corporations</li> <li>• Role and responsibilities of financial manager</li> <li>• Financial decision areas: investment, financing, dividend</li> <li>• Agency theory: principal–agent conflict</li> <li>• Agency costs and mechanisms to reduce agency problems</li> <li>• Corporate governance and ethical issues in financial decisions</li> <li>• Stakeholder vs shareholder perspective</li> </ul>
<b>Unit 2: Financial Statements and Analysis</b>
<ul style="list-style-type: none"> <li>• Importance of financial statements in decision making</li> <li>• Balance Sheet: structure and components</li> <li>• Income Statement: revenue, expenses and profitability</li> <li>• Cash Flow Statement:</li> </ul>

○ Operating activities
○ Investing activities
○ Financing activities
• Financial statement analysis:
○ Comparative statements
○ Common-size statements
○ Trend analysis
• Ratio analysis:
○ Liquidity ratios
○ Profitability ratios
○ Solvency ratios
○ Activity/Efficiency ratios
○ Market value ratios
• Limitations of financial statement analysis
<b>Unit 3: Time Value of Money</b>
• Concept and significance of time value of money
• Future value and present value concepts
• Compounding: annual, semi-annual and continuous
• Discounting techniques
• Annuities:
○ Ordinary annuity
○ Annuity due
• Perpetuities and growing perpetuities
• Applications of TVM in financial decision-making
<b>Block – II: Investment Decisions (Capital Budgeting)</b>
<b>Unit 4: Capital Budgeting</b>
• Meaning and nature of capital budgeting
• Importance in long-term financial planning
• Capital budgeting process
• Identification of investment opportunities
• Estimation of project cash flows:
○ Initial investment

<ul style="list-style-type: none"> <li>○ Operating cash flows</li> </ul>
<ul style="list-style-type: none"> <li>○ Terminal cash flows</li> </ul>
<ul style="list-style-type: none"> <li>• Incremental cash flow concept</li> </ul>
<ul style="list-style-type: none"> <li>• Risk and uncertainty in capital budgeting</li> </ul>
<b>Unit 5: Capital Budgeting Techniques (Non-Discounted)</b>
<ul style="list-style-type: none"> <li>• Payback Period Method: <ul style="list-style-type: none"> <li>○ Calculation</li> <li>○ Merits and limitations</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Accounting Rate of Return (ARR): <ul style="list-style-type: none"> <li>○ Calculation based on accounting profits</li> <li>○ Advantages and disadvantages</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Comparison of traditional techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Decision criteria under capital rationing</li> </ul>
<b>Unit 6: Discounted Cash Flow Techniques</b>
<ul style="list-style-type: none"> <li>• Net Present Value (NPV): <ul style="list-style-type: none"> <li>○ Concept and computation</li> <li>○ Decision rules</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Internal Rate of Return (IRR): <ul style="list-style-type: none"> <li>○ Trial and error method</li> <li>○ Acceptance criteria</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Profitability Index (PI)</li> </ul>
<ul style="list-style-type: none"> <li>• NPV vs IRR conflicts</li> </ul>
<ul style="list-style-type: none"> <li>• Modified IRR (MIRR)</li> </ul>
<ul style="list-style-type: none"> <li>• Risk-adjusted discount rate</li> </ul>
<ul style="list-style-type: none"> <li>• Sensitivity and scenario analysis</li> </ul>
<b>Block – III: Financing Decisions</b>
<b>Unit 7: Cost of Capital</b>
<ul style="list-style-type: none"> <li>• Meaning and significance of cost of capital</li> </ul>
<ul style="list-style-type: none"> <li>• Specific costs: <ul style="list-style-type: none"> <li>○ Cost of equity (Dividend model, CAPM basics)</li> <li>○ Cost of preference shares</li> <li>○ Cost of debt (before and after tax)</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>○ Cost of retained earnings</li> </ul>
<ul style="list-style-type: none"> <li>• Weighted Average Cost of Capital (WACC)</li> </ul>
<ul style="list-style-type: none"> <li>• Marginal cost of capital</li> </ul>
<ul style="list-style-type: none"> <li>• Factors affecting cost of capital</li> </ul>
<b>Unit 8: Capital Structure</b>
<ul style="list-style-type: none"> <li>• Meaning and determinants of capital structure</li> </ul>
<ul style="list-style-type: none"> <li>• Financial structure vs capital structure</li> </ul>
<ul style="list-style-type: none"> <li>• Theories: <ul style="list-style-type: none"> <li>○ Net Income (NI) approach</li> <li>○ Net Operating Income (NOI) approach</li> <li>○ Traditional approach</li> <li>○ Modigliani–Miller (MM) theory (with and without taxes)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Optimal capital structure</li> </ul>
<ul style="list-style-type: none"> <li>• Trade-off theory and pecking order theory</li> </ul>
<ul style="list-style-type: none"> <li>• Practical considerations in financing mix</li> </ul>
<b>Unit 9: Leverage</b>
<ul style="list-style-type: none"> <li>• Meaning and significance of leverage</li> </ul>
<ul style="list-style-type: none"> <li>• Operating leverage</li> </ul>
<ul style="list-style-type: none"> <li>• Financial leverage</li> </ul>
<ul style="list-style-type: none"> <li>• Combined leverage</li> </ul>
<ul style="list-style-type: none"> <li>• Measurement using degree of leverage</li> </ul>
<ul style="list-style-type: none"> <li>• EBIT–EPS analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Indifference point</li> </ul>
<ul style="list-style-type: none"> <li>• Risk–return implications of leverage</li> </ul>
<b>Block – IV: Dividend and Working Capital Management</b>
<b>Unit 10: Dividend Decisions</b>
<ul style="list-style-type: none"> <li>• Meaning and forms of dividend</li> </ul>
<ul style="list-style-type: none"> <li>• Types: <ul style="list-style-type: none"> <li>○ Cash dividend</li> <li>○ Stock dividend</li> <li>○ Bonus shares</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Dividend policy:</li> </ul>

○ Stable dividend
○ Residual policy
• Dividend theories:
○ Walter's model
○ Gordon's model
○ MM dividend irrelevance theory
• Factors affecting dividend decisions
• Dividend payout vs retention policy
<b>Unit 11: Working Capital Management</b>
• Meaning, nature and importance
• Gross vs Net working capital
• Determinants of working capital requirements
• Operating cycle concept
• Estimation of working capital needs
• Working capital financing policies
• Risk–return trade-off in working capital
<b>Unit 12: Management of Working Capital Components</b>
• Cash management:
○ Cash budget
○ Baumol model
○ Miller–Orr model
• Inventory management:
○ EOQ
○ ABC analysis
• Receivables management:
○ Credit policy
○ Aging schedule
• Payables management
• Factoring and bill discounting
<b>Block – V: Corporate Valuation and Contemporary Issues</b>
<b>Unit 13: Corporate Valuation</b>
• Meaning and purpose of valuation

<ul style="list-style-type: none"> <li>• Valuation of equity shares: <ul style="list-style-type: none"> <li>○ Dividend discount model</li> <li>○ Earnings capitalization</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Firm valuation approaches: <ul style="list-style-type: none"> <li>○ Asset-based</li> <li>○ Income-based</li> <li>○ Market-based</li> </ul> </li> </ul>
• Economic Value Added (EVA)
• Market Value Added (MVA)
• Valuation in mergers and acquisitions
<b>Unit 14: Mergers, Acquisitions and Corporate Restructuring</b>
<ul style="list-style-type: none"> <li>• Meaning and types of mergers and acquisitions</li> </ul>
<ul style="list-style-type: none"> <li>• Motives: <ul style="list-style-type: none"> <li>○ Synergy</li> <li>○ Growth</li> <li>○ Diversification</li> </ul> </li> </ul>
• Forms of corporate restructuring
• Financial evaluation of M&A proposals
• Leveraged buyouts (LBO)
• Legal and regulatory framework in India (SEBI provisions)
• Post-merger integration issues
<b>Unit 15: Contemporary Issues in Corporate Finance</b>
• Corporate risk management
• Use of financial derivatives for hedging
• Enterprise Risk Management (ERM)
• Corporate governance and board structure
• ESG and sustainable finance
• FinTech and digital transformation in finance
• Recent trends in global corporate finance

## Course Outcomes

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

1. Understand the scope and functions of corporate finance.
2. Apply financial analysis techniques for managerial decision-making.
3. Evaluate investment, financing, and dividend decisions of firms.
4. Analyze risk, return, and valuation of corporate projects.
5. Interpret contemporary issues and practices in corporate finance.

## References:

1. Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw-Hill.
2. Ross, S. A., Westerfield, R., & Jaffe, J. (2019). *Corporate finance* (12th ed.). McGraw-Hill.
3. Berk, J., & DeMarzo, P. (2020). *Corporate finance* (5th ed.). Pearson.
4. Pandey, I. M. (2021). *Financial management* (11th ed.). Vikas Publishing.
5. Damodaran, A. (2015). *Applied corporate finance* (4th ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Distribution Channel & Sales Force	Course Code: MMK9301T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of distribution channels and sales force management concepts.
2. Explain the role of intermediaries and logistics in delivering customer value.
3. Familiarize students with designing, managing, and evaluating distribution channels.
4. Develop skills related to sales force planning, organization, and control.
5. Enable students to apply modern tools and strategies in sales and distribution management.

**Course Content:**

<b>Block – I: Fundamentals of Distribution Channels</b>
<b>Unit 1: Distribution Channels</b>
<ul style="list-style-type: none"> <li>• Distribution Channels: Meaning, Nature, Scope and Importance in Marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Distribution in Value Creation and Customer Satisfaction</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of Distribution Channels — Information</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of Distribution Channels — Promotion</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of Distribution Channels — Negotiation</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of Distribution Channels — Ordering</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of Distribution Channels — Financing</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of Distribution Channels — Risk Taking</li> </ul>
<ul style="list-style-type: none"> <li>• Functions of Distribution Channels — Physical Possession</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Flows — Product Flow</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Flows — Ownership Flow</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Flows — Information Flow</li> </ul>

<ul style="list-style-type: none"> <li>• Channel Flows — Payment Flow</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Structure and Channel Members</li> </ul>
<b>Unit 2: Types of Distribution Channels</b>
<ul style="list-style-type: none"> <li>• Direct and Indirect Channels</li> </ul>
<ul style="list-style-type: none"> <li>• Single-level and Multi-level Channels</li> </ul>
<ul style="list-style-type: none"> <li>• Role and Functions of Wholesalers</li> </ul>
<ul style="list-style-type: none"> <li>• Role and Functions of Retailers</li> </ul>
<ul style="list-style-type: none"> <li>• Role and Functions of Distributors</li> </ul>
<ul style="list-style-type: none"> <li>• Role and Functions of Dealers</li> </ul>
<ul style="list-style-type: none"> <li>• Role and Functions of Agents</li> </ul>
<ul style="list-style-type: none"> <li>• Merchant vs Agent Middlemen</li> </ul>
<ul style="list-style-type: none"> <li>• Traditional vs Modern Channel Formats</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Length Decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Width Decisions</li> </ul>
<b>Unit 3: Channel Design Decisions</b>
<ul style="list-style-type: none"> <li>• Channel Design Process</li> </ul>
<ul style="list-style-type: none"> <li>• Setting Channel Objectives</li> </ul>
<ul style="list-style-type: none"> <li>• Identifying Customer Service Requirements</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Affecting Channel Design — Product Factors</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Affecting Channel Design — Market Factors</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Affecting Channel Design — Company Factors</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Affecting Channel Design — Competition Factors</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Affecting Channel Design — Environmental Factors</li> </ul>
<ul style="list-style-type: none"> <li>• Determining Channel Levels</li> </ul>
<ul style="list-style-type: none"> <li>• Determining Channel Intensity — Intensive Distribution</li> </ul>
<ul style="list-style-type: none"> <li>• Determining Channel Intensity — Selective Distribution</li> </ul>
<ul style="list-style-type: none"> <li>• Determining Channel Intensity — Exclusive Distribution</li> </ul>
<ul style="list-style-type: none"> <li>• Evaluating Alternative Channel Structures</li> </ul>
<b>Block – II: Channel Management and Logistics</b>
<b>Unit 4: Channel Selection and Management</b>
<ul style="list-style-type: none"> <li>• Criteria for Channel Member Selection — Financial Strength</li> </ul>
<ul style="list-style-type: none"> <li>• Criteria for Channel Member Selection — Market Coverage</li> </ul>

<ul style="list-style-type: none"> <li>• Criteria for Channel Member Selection — Reputation</li> </ul>
<ul style="list-style-type: none"> <li>• Criteria for Channel Member Selection — Experience</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Partner Onboarding</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Motivation Techniques — Incentives</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Motivation Techniques — Support Services</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Motivation Techniques — Trade Promotions</li> </ul>
<ul style="list-style-type: none"> <li>• Channel Coordination and Relationship Management</li> </ul>
<ul style="list-style-type: none"> <li>• Vertical Marketing Systems</li> </ul>
<ul style="list-style-type: none"> <li>• Horizontal Marketing Systems</li> </ul>
<b>Unit 5: Channel Conflict and Control</b>
<ul style="list-style-type: none"> <li>• Nature of Channel Conflict</li> </ul>
<ul style="list-style-type: none"> <li>• Types of Channel Conflict — Vertical Conflict</li> </ul>
<ul style="list-style-type: none"> <li>• Types of Channel Conflict — Horizontal Conflict</li> </ul>
<ul style="list-style-type: none"> <li>• Types of Channel Conflict — Multi-channel Conflict</li> </ul>
<ul style="list-style-type: none"> <li>• Causes of Conflict — Goal Incompatibility</li> </ul>
<ul style="list-style-type: none"> <li>• Causes of Conflict — Role Ambiguity</li> </ul>
<ul style="list-style-type: none"> <li>• Causes of Conflict — Communication Gaps</li> </ul>
<ul style="list-style-type: none"> <li>• Conflict Resolution Mechanisms — Negotiation</li> </ul>
<ul style="list-style-type: none"> <li>• Conflict Resolution Mechanisms — Mediation</li> </ul>
<ul style="list-style-type: none"> <li>• Conflict Resolution Mechanisms — Arbitration</li> </ul>
<ul style="list-style-type: none"> <li>• Power and Control in Distribution Channels</li> </ul>
<ul style="list-style-type: none"> <li>• Legal Issues in Channel Management</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical Issues in Channel Management</li> </ul>
<b>Unit 6: Physical Distribution and Logistics Management</b>
<ul style="list-style-type: none"> <li>• Concept of Physical Distribution</li> </ul>
<ul style="list-style-type: none"> <li>• Objectives of Physical Distribution</li> </ul>
<ul style="list-style-type: none"> <li>• Components of Logistics Management</li> </ul>
<ul style="list-style-type: none"> <li>• Transportation Modes</li> </ul>
<ul style="list-style-type: none"> <li>• Transportation Selection Decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Warehousing — Types</li> </ul>
<ul style="list-style-type: none"> <li>• Warehousing — Functions</li> </ul>
<ul style="list-style-type: none"> <li>• Warehousing — Location Decisions</li> </ul>

<ul style="list-style-type: none"> <li>• Inventory Management — EOQ Concept</li> </ul>
<ul style="list-style-type: none"> <li>• Inventory Management — Stock Control Techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Order Processing</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Service Standards</li> </ul>
<ul style="list-style-type: none"> <li>• Cost vs Service Trade-off</li> </ul>
<b>Block – III: Sales Force Management Concepts</b>
<b>Unit 7: Sales Management</b>
<ul style="list-style-type: none"> <li>• Nature of Sales Management</li> </ul>
<ul style="list-style-type: none"> <li>• Scope of Sales Management</li> </ul>
<ul style="list-style-type: none"> <li>• Objectives of Sales Management</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Sales Manager in Marketing Organization</li> </ul>
<ul style="list-style-type: none"> <li>• Personal Selling Concept</li> </ul>
<ul style="list-style-type: none"> <li>• Importance of Personal Selling</li> </ul>
<ul style="list-style-type: none"> <li>• Steps in Personal Selling Process — Prospecting</li> </ul>
<ul style="list-style-type: none"> <li>• Steps in Personal Selling Process — Pre-approach</li> </ul>
<ul style="list-style-type: none"> <li>• Steps in Personal Selling Process — Approach</li> </ul>
<ul style="list-style-type: none"> <li>• Steps in Personal Selling Process — Presentation</li> </ul>
<ul style="list-style-type: none"> <li>• Steps in Personal Selling Process — Handling Objections</li> </ul>
<ul style="list-style-type: none"> <li>• Steps in Personal Selling Process — Closing</li> </ul>
<ul style="list-style-type: none"> <li>• Steps in Personal Selling Process — Follow-up</li> </ul>
<ul style="list-style-type: none"> <li>• Relationship Selling</li> </ul>
<b>Unit 8: Sales Force Organization</b>
<ul style="list-style-type: none"> <li>• Need for Sales Organization Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Types of Sales Organization Structure — Territorial Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Types of Sales Organization Structure — Product-based Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Types of Sales Organization Structure — Customer-based Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Types of Sales Organization Structure — Functional Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages of Territorial Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations of Territorial Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages of Product-based Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations of Product-based Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages of Customer-based Structure</li> </ul>

<ul style="list-style-type: none"> <li>• Limitations of Customer-based Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Advantages of Functional Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Limitations of Functional Structure</li> </ul>
<ul style="list-style-type: none"> <li>• Determining Span of Control</li> </ul>
<ul style="list-style-type: none"> <li>• Coordination between Sales and Marketing Departments</li> </ul>
<b>Unit 9: Sales Force Planning</b>
<ul style="list-style-type: none"> <li>• Sales Forecasting Methods — Qualitative Techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Sales Forecasting Methods — Quantitative Techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Sales Budgeting — Purpose</li> </ul>
<ul style="list-style-type: none"> <li>• Sales Budgeting — Preparation</li> </ul>
<ul style="list-style-type: none"> <li>• Determination of Sales Quotas — Volume Quotas</li> </ul>
<ul style="list-style-type: none"> <li>• Determination of Sales Quotas — Value Quotas</li> </ul>
<ul style="list-style-type: none"> <li>• Determination of Sales Quotas — Activity Quotas</li> </ul>
<ul style="list-style-type: none"> <li>• Territory Design</li> </ul>
<ul style="list-style-type: none"> <li>• Workload Analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Sales Resource Allocation</li> </ul>
<b>Block – IV: Sales Force Development and Motivation</b>
<b>Unit 10: Recruitment and Selection of Sales Personnel</b>
<ul style="list-style-type: none"> <li>• Manpower Planning for Sales Force</li> </ul>
<ul style="list-style-type: none"> <li>• Sources of Recruitment — Internal Sources</li> </ul>
<ul style="list-style-type: none"> <li>• Sources of Recruitment — External Sources</li> </ul>
<ul style="list-style-type: none"> <li>• Selection Process — Application Screening</li> </ul>
<ul style="list-style-type: none"> <li>• Selection Process — Interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Selection Process — Tests</li> </ul>
<ul style="list-style-type: none"> <li>• Selection Process — Evaluation</li> </ul>
<ul style="list-style-type: none"> <li>• Induction and Socialization</li> </ul>
<ul style="list-style-type: none"> <li>• Designing Effective Training and Development Programs</li> </ul>
<ul style="list-style-type: none"> <li>• Training Programs — Product Knowledge</li> </ul>
<ul style="list-style-type: none"> <li>• Training Programs — Selling Skills</li> </ul>
<ul style="list-style-type: none"> <li>• Training Programs — Customer Handling</li> </ul>
<b>Unit 11: Motivation and Compensation</b>
<ul style="list-style-type: none"> <li>• Importance of Motivation in Sales Force Performance</li> </ul>

<ul style="list-style-type: none"> <li>• Theories of Motivation in Sales Context</li> </ul>
<ul style="list-style-type: none"> <li>• Designing Compensation Plans — Straight Salary</li> </ul>
<ul style="list-style-type: none"> <li>• Designing Compensation Plans — Commission</li> </ul>
<ul style="list-style-type: none"> <li>• Designing Compensation Plans — Bonus</li> </ul>
<ul style="list-style-type: none"> <li>• Designing Compensation Plans — Combination Plans</li> </ul>
<ul style="list-style-type: none"> <li>• Incentive Schemes</li> </ul>
<ul style="list-style-type: none"> <li>• Sales Contests</li> </ul>
<ul style="list-style-type: none"> <li>• Recognition Programs</li> </ul>
<ul style="list-style-type: none"> <li>• Fringe Benefits and Non-monetary Rewards</li> </ul>
<b>Unit 12: Leadership and Supervision of Sales Force</b>
<ul style="list-style-type: none"> <li>• Role of Leadership in Sales Management</li> </ul>
<ul style="list-style-type: none"> <li>• Leadership Styles and Their Impact on Sales Performance</li> </ul>
<ul style="list-style-type: none"> <li>• Supervisory Functions—Guidance, Coaching and Counseling</li> </ul>
<ul style="list-style-type: none"> <li>• Building High-Performance Sales Teams</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical Issues in Sales—Misrepresentation, Pressure Selling, Customer Trust and Corporate Code of Conduct</li> </ul>
<b>Block – V: Sales Force Control and Contemporary Trends</b>
<b>Unit 13: Sales Force Performance Evaluation</b>
<ul style="list-style-type: none"> <li>• Objectives of Performance Evaluation</li> </ul>
<ul style="list-style-type: none"> <li>• Criteria—Quantitative Measures (Sales Volume, Revenue, Market Share) and Qualitative Measures (Customer Relations, Product Knowledge, Communication Skills)</li> </ul>
<ul style="list-style-type: none"> <li>• Performance Appraisal Methods; Feedback and Corrective Actions</li> </ul>
<b>Unit 14: Sales Control and Reporting Systems</b>
<ul style="list-style-type: none"> <li>• Sales Control Process</li> </ul>
<ul style="list-style-type: none"> <li>• Sales Reports—Daily Call Reports, Expense Reports and Territory Reports</li> </ul>
<ul style="list-style-type: none"> <li>• ; Use of Sales Information Systems</li> </ul>
<ul style="list-style-type: none"> <li>• Sales Audit—Scope, Process and Benefits</li> </ul>
<ul style="list-style-type: none"> <li>• Monitoring Sales Productivity and Efficiency</li> </ul>
<b>Unit 15: Contemporary Issues in Distribution and Sales Management</b>
<ul style="list-style-type: none"> <li>• Digital Distribution Channels and Omni-channel Retailing</li> </ul>
<ul style="list-style-type: none"> <li>• Role of E-commerce Platforms</li> </ul>

<ul style="list-style-type: none"><li>• Customer Relationship Management (CRM) Systems</li></ul>
<ul style="list-style-type: none"><li>• Use of Technology—Sales Automation, Mobile Sales Tools and Analytics</li></ul>
<ul style="list-style-type: none"><li>• Social Selling and Data-driven Decision Making</li></ul>
<ul style="list-style-type: none"><li>• Emerging Trends in Retail and Distribution.</li></ul>

### **Course Outcomes**

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

1. Understand the structure and functions of distribution channels.
2. Analyze and design efficient channel systems for various products and markets.
3. Apply sales force management principles in recruitment, training, and motivation.
4. Evaluate sales force performance and control mechanisms.
5. Assess contemporary trends and challenges in distribution and sales management.

### **References:**

1. Rosenbloom, B. (2013). *Marketing channels* (8th ed.). Cengage Learning.
2. Coughlan, A. T., Anderson, E., Stern, L. W., & El-Ansary, A. I. (2014). *Marketing channels* (8th ed.). Pearson.
3. Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H., & Williams, M. R. (2019). *Sales management: Analysis and decision making* (10th ed.). Routledge.
4. Johnston, M. W., & Marshall, G. W. (2016). *Sales force management* (11th ed.). Routledge.
5. Havaladar, K. K., & Cavale, V. M. (2017). *Sales and distribution management* (3rd ed.). McGraw-Hill.

**Program:** Master of Business Administration (MBA)

Course Name: Customer Relationship Management	Course Code: MMK9302T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop conceptual understanding of Customer Relationship Management and its strategic importance.
2. Explain customer value creation, acquisition, retention, and loyalty concepts.
3. Familiarize students with CRM processes, tools, and technologies.
4. Develop analytical skills for customer data management and relationship building.
5. Enable students to design and implement effective CRM strategies in organizations.

**Block – I: Fundamentals of Customer Relationship Management**

**Unit 1: Customer Relationship Management**

- Customer Relationship Management: Meaning and Definitions
- Evolution of CRM from Transactional to Relationship Marketing
- Scope and Objectives of CRM
- Importance of CRM in Competitive Markets
- CRM as a Business Philosophy and Strategic Tool
- Role of CRM in Creating Long-term Customer Value

**Unit 2: Customer Value and Satisfaction**

- Concept of Customer Value
- Customer Expectations and Perceived Value
- Drivers of Customer Satisfaction and Dissatisfaction
- Service Quality and Customer Experience; Customer Profitability Analysis
- Value-based Customer Management
- Role of CRM in Enhancing Customer Satisfaction

### Unit 3: Customer Lifecycle Management

- Customer Lifecycle Concept and Stages
- Customer Acquisition Strategies; Customer Retention and Relationship Building
- Customer Loyalty Programs; Customer Churn—Causes, Measurement and Control Strategies
- Role of CRM across the Customer Lifecycle

### Block – II: CRM Strategy and Process

#### Unit 4: CRM Strategy

- Relationship Marketing Concept
- One-to-One Marketing and Personalization
- Customer Centricity and Value Co-creation
- Designing CRM Strategy Aligned with Business Goals
- Role of Organizational Culture in CRM Strategy
- Strategic Benefits of CRM

#### Unit 5: CRM Processes

- CRM Process Framework
- Sales Force Automation (SFA)—Lead Management, Opportunity Tracking and Sales Reporting
- Marketing Automation—Campaign Planning, Execution and Lead Nurturing
- Service Automation—Call Centers, Help Desks and Complaint Management
- Integration of CRM Processes

Unit 6: CRM Implementation
CRM Implementation Lifecycle
Planning and Requirement Analysis
Technology Selection
Organizational Change Management
Employee Training and Adoption
Critical Success Factors
Reasons for CRM Failure
Best Practices in CRM Implementation
Block – III: CRM Technology and Data Management
Unit 7: Types of CRM
Operational CRM—Front-office Applications
Analytical CRM—Data Analysis and Decision Support
Collaborative CRM—Customer Interaction Channels
Applications and Benefits of Each CRM Type
Integration of CRM Systems Across the Organization
Unit 8: Customer Data Management
Customer Information Systems
Data Collection and Data Quality Issues
Data Warehousing Concepts
Data Mining Techniques for Customer Insights
Customer Analytics and Predictive Modeling
Role of Big Data in CRM
Unit 9: CRM Software and Tools
Overview of CRM Software Solutions
Core Features of CRM Systems
On-premise vs Cloud-based CRM
Mobile CRM Applications
CRM Customization and Integration
Criteria for Selecting CRM Software
Block – IV: CRM in Functional Areas
Unit 10: CRM in Marketing

Role of CRM in Marketing Decision Making
Customer Segmentation and Profiling
Targeting and Personalization; Campaign Management and Marketing ROI; Multichannel and Omnichannel Marketing Strategies
Customer Engagement Management
Unit 11: CRM in Sales and Services
CRM Applications in Sales Management
Key Account Management (KAM)
Sales Pipeline Management
CRM in Customer Service and Support
Service Quality Management
Managing Customer Complaints and Service Recovery
Unit 12: CRM Metrics and Performance Measurement
<ul style="list-style-type: none"> <li>• Need for CRM Measurement</li> <li>• Customer Lifetime Value (CLV)</li> <li>• Customer Acquisition Cost (CAC)</li> <li>• Retention Rate</li> <li>• Churn Rate</li> <li>• Return on Investment (ROI) of CRM Initiatives</li> <li>• CRM Dashboards</li> <li>• Performance Reporting</li> </ul>
Block – V: Contemporary Issues in CRM
Unit 13: Social CRM and Digital Customer Engagement
<ul style="list-style-type: none"> <li>• Concept of Social CRM</li> <li>• Role of Social Media Platforms in CRM</li> <li>• Online Communities and Customer Interaction</li> <li>• Omnichannel Customer Engagement Strategies</li> <li>• Managing Digital Touchpoints</li> <li>• Measuring Social CRM Effectiveness</li> </ul>
Unit 14: Ethical, Legal and Privacy Issues in CRM
<ul style="list-style-type: none"> <li>• Ethical Issues in Customer Data Usage</li> <li>• Data Protection and Privacy Regulations</li> </ul>

<ul style="list-style-type: none"> <li>• Consent Management and Transparency</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Trust and Relationship Ethics</li> </ul>
<ul style="list-style-type: none"> <li>• Cybersecurity Issues in CRM Systems</li> </ul>
<b>Unit 15: Emerging Trends in CRM</b>
<ul style="list-style-type: none"> <li>• Role of Artificial Intelligence in CRM</li> </ul>
<ul style="list-style-type: none"> <li>• CRM Automation and Chatbots</li> </ul>
<ul style="list-style-type: none"> <li>• Predictive Analytics</li> </ul>
<ul style="list-style-type: none"> <li>• Prescriptive Analytics</li> </ul>
<ul style="list-style-type: none"> <li>• Personalization through Machine Learning</li> </ul>
<ul style="list-style-type: none"> <li>• Future of Customer Relationships</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges in Next-generation CRM</li> </ul>
<ul style="list-style-type: none"> <li>• Opportunities in Next-generation CRM</li> </ul>

### Course Outcomes

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

1. Explain CRM concepts, frameworks, and strategic role in business.
2. Analyze customer behavior and lifecycle for relationship development.
3. Apply CRM tools and technologies for managing customer information.
4. Design CRM strategies to enhance customer satisfaction and loyalty.
5. Evaluate CRM performance and address ethical and technological challenges.

### References:

1. Payne, A., & Frow, P. (2017). *Strategic customer management* (2nd ed.). Cambridge University Press.
2. Buttle, F., & Maklan, S. (2019). *Customer relationship management: Concepts and technologies* (4th ed.). Routledge.
3. Kumar, V., & Reinartz, W. (2018). *Customer relationship management* (3rd ed.). Springer.
4. Peppers, D., & Rogers, M. (2016). *Managing customer experience and relationships* (3rd ed.). Wiley.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: Service Marketing	Course Code: MMK9303T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop conceptual understanding of service marketing and its distinctive characteristics.
2. Explain consumer behavior and expectations in service contexts.
3. Familiarize students with service marketing mix and service design.
4. Develop skills to manage service quality, customer satisfaction, and relationships.
5. Enable students to apply service marketing strategies across various service industries.

<b>Block – I: Introduction to Service Marketing</b>
<b>Unit 1: Service Marketing</b>
<ul style="list-style-type: none"> <li>• Service Marketing: Meaning</li> </ul>
<ul style="list-style-type: none"> <li>• Service Marketing: Nature</li> </ul>
<ul style="list-style-type: none"> <li>• Service Marketing: Scope</li> </ul>
<ul style="list-style-type: none"> <li>• Evolution of Service Economy</li> </ul>
<ul style="list-style-type: none"> <li>• Growth of Service Sector in Global Context</li> </ul>
<ul style="list-style-type: none"> <li>• Growth of Service Sector in Indian Context</li> </ul>
<ul style="list-style-type: none"> <li>• Differences between Goods and Services</li> </ul>
<ul style="list-style-type: none"> <li>• Service Dominant Logic</li> </ul>
<ul style="list-style-type: none"> <li>• Importance of Services in Modern Business</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Service Marketing in Value Creation</li> </ul>
<b>Unit 2: Service Characteristics</b>
<ul style="list-style-type: none"> <li>• Unique Characteristics of Services — Intangibility</li> </ul>
<ul style="list-style-type: none"> <li>• Unique Characteristics of Services — Inseparability</li> </ul>

<ul style="list-style-type: none"> <li>• Unique Characteristics of Services — Variability (Heterogeneity)</li> </ul>
<ul style="list-style-type: none"> <li>• Unique Characteristics of Services — Perishability</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of Ownership</li> </ul>
<ul style="list-style-type: none"> <li>• Implications of Service Characteristics for Marketing Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Managing Service Evidence</li> </ul>
<ul style="list-style-type: none"> <li>• Tangibilization Strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges in Standardization</li> </ul>
<ul style="list-style-type: none"> <li>• Challenges in Quality Control</li> </ul>
<b>Unit 3: Consumer Behavior in Services</b>
<ul style="list-style-type: none"> <li>• Nature of Consumer Decision Making in Services</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Expectations — Desired Service</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Expectations — Adequate Service</li> </ul>
<ul style="list-style-type: none"> <li>• Perceived Service Quality</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Perceptions</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Experience in Service Consumption</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Word of Mouth</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Influencing Service Selection — Risk</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Influencing Service Selection — Trust</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Influencing Service Selection — Brand Image</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Journey in Service Consumption</li> </ul>
<b>Block – II: Service Marketing Strategy</b>
<b>Unit 4: Service Marketing Mix</b>
<ul style="list-style-type: none"> <li>• Extended Marketing Mix for Services — 7Ps: Product, Price, Place, Promotion, People, Process and Physical Evidence</li> </ul>
<ul style="list-style-type: none"> <li>• Designing Service Offerings</li> </ul>
<ul style="list-style-type: none"> <li>• Managing Service Personnel and Customer Contact</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Physical Environment (Servicescape)</li> </ul>
<ul style="list-style-type: none"> <li>• Integration of Marketing Mix for Service Positioning</li> </ul>
<b>Unit 5: Service Design and Development</b>
<ul style="list-style-type: none"> <li>• Concept of Service Design</li> </ul>
<ul style="list-style-type: none"> <li>• Service Blueprinting—Components and Benefits</li> </ul>
<ul style="list-style-type: none"> <li>• Mapping Customer Touchpoints</li> </ul>

<ul style="list-style-type: none"> <li>• New Service Development Process—Idea Generation, Screening, Design, Testing and Launch</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Innovation in Service Sector</li> </ul>
<ul style="list-style-type: none"> <li>• Managing Service Prototypes and Pilot Testing</li> </ul>
<b>Unit 6: Pricing of Services</b>
<ul style="list-style-type: none"> <li>• Nature and Challenges of Service Pricing</li> </ul>
<ul style="list-style-type: none"> <li>• Factors Affecting Service Pricing—Cost, Demand, Competition and Customer Perceived Value</li> </ul>
<ul style="list-style-type: none"> <li>• Pricing Strategies—Differential Pricing, Peak-load Pricing, Value-based Pricing and Bundling</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical Issues in Service Pricing</li> </ul>
<b>Block – III: Service Delivery and Quality Management</b>
<b>Unit 7: Service Delivery Systems</b>
<ul style="list-style-type: none"> <li>• Design of Service Delivery Systems</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Frontline Employees in Service Encounters</li> </ul>
<ul style="list-style-type: none"> <li>• Customer Participation and Co-creation of Value</li> </ul>
<ul style="list-style-type: none"> <li>• Standardization vs Customization of Services</li> </ul>
<ul style="list-style-type: none"> <li>• Use of Technology in Service Delivery</li> </ul>
<ul style="list-style-type: none"> <li>• Managing Service Failures</li> </ul>
<b>Unit 8: Service Quality</b>
<ul style="list-style-type: none"> <li>• Concept and Importance of Service Quality</li> </ul>
<ul style="list-style-type: none"> <li>• Dimensions of Service Quality—Reliability, Responsiveness, Assurance, Empathy and Tangibles</li> </ul>
<ul style="list-style-type: none"> <li>• SERVQUAL Model and Measurement of Service Quality</li> </ul>
<ul style="list-style-type: none"> <li>• GAP Model of Service Quality</li> </ul>
<ul style="list-style-type: none"> <li>• Continuous Quality Improvement Practices</li> </ul>
<ul style="list-style-type: none"> <li>• Concept and Importance of Service Quality</li> </ul>
<ul style="list-style-type: none"> <li>• Dimensions of Service Quality—Reliability, Responsiveness, Assurance, Empathy and Tangibles</li> </ul>
<ul style="list-style-type: none"> <li>• SERVQUAL Model and Measurement of Service Quality</li> </ul>
<ul style="list-style-type: none"> <li>• GAP Model of Service Quality</li> </ul>
<ul style="list-style-type: none"> <li>• Continuous Quality Improvement Practices</li> </ul>

### Unit 9: Customer Satisfaction and Loyalty

- Relationship between Service Quality, Satisfaction and Loyalty
- Measurement of Customer Satisfaction
- Complaint Handling Systems
- Service Recovery Strategies
- Building Customer Loyalty and Advocacy
- Role of Trust and Emotional Connection

### Block – IV: Managing Service Operations and Relationships

#### Unit 10: Internal Marketing

- Concept and Importance of Internal Marketing
- Employees as Internal Customers
- Employee Motivation and Engagement
- Training and Skill Development
- Empowerment and Service Culture
- Role of Leadership in Delivering Service Excellence

#### Unit 11: Managing Demand and Capacity in Services

- Nature of Demand Fluctuations in Services
- Capacity Planning and Utilization
- Strategies to Manage Demand—Differential Pricing, Reservations and Promotions
- Waiting Line (Queuing) Management
- Yield Management Techniques
- Balancing Service Efficiency and Customer Experience

#### Unit 12: Customer Relationship Management in Services

- Role of Relationship Marketing in Service Organizations
- Building Long-term Customer Relationships
- Customer Retention Strategies
- Personalization and Customization of Services
- Loyalty Programs and Customer Engagement

### Block – V: Contemporary Issues in Service Marketing

#### Unit 13: Service Marketing in Different Sectors

- Application of Service Marketing Concepts in Banking, Insurance, Healthcare, Tourism, Hospitality and Education

<ul style="list-style-type: none"> <li>• Sector-specific Challenges</li> </ul>
<ul style="list-style-type: none"> <li>• Service Differentiation Strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Managing Service Quality across Diverse Sectors</li> </ul>
<b>Unit 14: Technology in Service Marketing</b>
<ul style="list-style-type: none"> <li>• Role of Technology in Service Delivery</li> </ul>
<ul style="list-style-type: none"> <li>• E-Services and Online Platforms</li> </ul>
<ul style="list-style-type: none"> <li>• Self-Service Technologies (ATMs, Kiosks, Apps)</li> </ul>
<ul style="list-style-type: none"> <li>• Digital Customer Experience</li> </ul>
<ul style="list-style-type: none"> <li>• Automation and AI-enabled Service Interfaces</li> </ul>
<ul style="list-style-type: none"> <li>• Impact of Technology on Customer Expectations</li> </ul>
<b>Unit 15: Ethical and Social Issues in Service Marketing</b>
<ul style="list-style-type: none"> <li>• Ethical Issues—Transparency, Fair Pricing and Responsible Communication</li> </ul>
<ul style="list-style-type: none"> <li>• Social Responsibility in Service Organizations</li> </ul>
<ul style="list-style-type: none"> <li>• Inclusivity and Accessibility of Services</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainability in Service Operations</li> </ul>
<ul style="list-style-type: none"> <li>• Future Trends in Service Industry and Experience Economy</li> </ul>

### Course Outcomes

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

1. Understand the nature and scope of service marketing.
2. Analyze customer behavior and service encounter dynamics.
3. Apply service marketing mix strategies to deliver customer value.
4. Evaluate service quality and customer satisfaction using appropriate models.
5. Address challenges and emerging trends in service marketing management.

### References:

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing* (7th ed.). McGraw-Hill.
2. Lovelock, C., & Wirtz, J. (2016). *Services marketing* (8th ed.). Pearson.
3. Grönroos, C. (2015). *Service management and marketing* (4th ed.). Wiley.
4. Wilson, A., Zeithaml, V., Bitner, M., & Gremler, D. (2020). *Services marketing* (3rd European ed.). McGraw-Hill.
5. Hoffman, K. D., & Bateson, J. E. G. (2017). *Services marketing* (5th ed.). Cengage Learning.

**Program:** Master of Business Administration (MBA)

Course Name: Product & Brand Management	Course Code: MMK9304T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop conceptual understanding of product and brand management principles.
2. Explain product planning, development, and life cycle management.
3. Familiarize students with branding strategies and brand equity creation.
4. Develop analytical skills for managing product portfolios and brands.
5. Enable students to apply product and brand strategies in competitive markets.

<b>Block – I: Fundamentals of Product Management</b>
<b>Unit 1: Product</b>
<ul style="list-style-type: none"> <li>• Product: Meaning and Scope</li> </ul>
<ul style="list-style-type: none"> <li>• Core, Actual and Augmented Product Levels</li> </ul>
<ul style="list-style-type: none"> <li>• Product Classification—Consumer and Industrial Products</li> </ul>
<ul style="list-style-type: none"> <li>• Product Mix—Width, Depth, Length and Consistency</li> </ul>
<ul style="list-style-type: none"> <li>• Product Line Decisions—Line Stretching, Line Filling and Line Modernization</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Product Strategy in Marketing Planning</li> </ul>
<b>Unit 2: Product Planning and Development</b>
<ul style="list-style-type: none"> <li>• Need for Product Planning</li> </ul>
<ul style="list-style-type: none"> <li>• Product Planning Process</li> </ul>
<ul style="list-style-type: none"> <li>• Idea Generation Sources—Internal and External</li> </ul>
<ul style="list-style-type: none"> <li>• Idea Screening Techniques</li> </ul>
<ul style="list-style-type: none"> <li>• Concept Development and Concept Testing</li> </ul>
<ul style="list-style-type: none"> <li>• Business Analysis and Feasibility</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Cross-functional Teams in Product Development</li> </ul>

## Block – II: Product Strategy and Management

### Unit 4: New Product Development

- New Product Development (NPD) Process—Idea Generation to Commercialization
- Stage-Gate Models
- Test Marketing and Commercial Launch
- Factors Contributing to New Product Success and Failure
- Managing Innovation and Risk in Product Decisions

### Unit 5: Product Positioning and Differentiation

- Concept of Positioning
- Identifying Target Market and Competitive Frame of Reference
- Positioning Strategies—Attribute, Benefit, Use, User and Competitive Positioning
- Differentiation Bases—Product, Service, Personnel and Image
- Perceptual Mapping Techniques

### Unit 6: Product Modification and Elimination

- Need for Product Modification
- Product Improvement and Quality Enhancement
- Line Extension and Brand Extension
- Diversification Strategies
- Product Elimination and Pruning Decisions
- Managing Product Portfolio for Profitability

## Block – III: Branding Concepts and Strategies

### Unit 7: Branding

- Concept and Importance of Branding
- Role of Brands in Consumer Decision Making
- Brand Elements—Name, Logo, Symbol, Tagline and Packaging
- Brand Identity and Brand Image
- Creating Strong Brand Associations
- Brand Personality

### Unit 8: Brand Equity

- Meaning and Importance of Brand Equity
- Sources of Brand Equity—Awareness, Associations, Perceived Quality and Loyalty
- Customer-Based Brand Equity (CBBE) Model

<ul style="list-style-type: none"> <li>Measuring Brand Equity—Qualitative and Quantitative Approaches</li> </ul>
<ul style="list-style-type: none"> <li>Managing Brand Value</li> </ul>
<b>Unit 9: Brand Strategies</b>
<ul style="list-style-type: none"> <li>Brand Architecture—House of Brands vs Branded House</li> </ul>
<ul style="list-style-type: none"> <li>Brand Extension and Line Extension</li> </ul>
<ul style="list-style-type: none"> <li>Co-branding and Ingredient Branding</li> </ul>
<ul style="list-style-type: none"> <li>Brand Licensing and Franchising</li> </ul>
<ul style="list-style-type: none"> <li>Private Labels and Store Brands</li> </ul>
<ul style="list-style-type: none"> <li>Risks and Benefits of Each Strategy</li> </ul>
<b>Block – IV: Brand Management and Communication</b>
<b>Unit 10: Brand Communication</b>
<ul style="list-style-type: none"> <li>Role of Integrated Marketing Communication (IMC) in Brand Building</li> </ul>
<ul style="list-style-type: none"> <li>Advertising, Sales Promotion, Public Relations and Digital Promotion</li> </ul>
<ul style="list-style-type: none"> <li>Message Strategy and Creative Appeals</li> </ul>
<ul style="list-style-type: none"> <li>Consistency in Brand Communication across Media</li> </ul>
<ul style="list-style-type: none"> <li>Managing Brand Touchpoints</li> </ul>
<b>Unit 11: Managing Brands Over Time</b>
<ul style="list-style-type: none"> <li>Brand Lifecycle Management</li> </ul>
<ul style="list-style-type: none"> <li>Brand Revitalization Strategies</li> </ul>
<ul style="list-style-type: none"> <li>Brand Repositioning to Address Market Changes</li> </ul>
<ul style="list-style-type: none"> <li>Rebranding Decisions and Process</li> </ul>
<ul style="list-style-type: none"> <li>Managing Brand Crises and Reputation</li> </ul>
<ul style="list-style-type: none"> <li>Maintaining Brand Relevance</li> </ul>
<b>Unit 12: Global Brand Management</b>
<ul style="list-style-type: none"> <li>Concept of Global Branding</li> </ul>
<ul style="list-style-type: none"> <li>Challenges in International Branding—Cultural, Legal and Market Differences</li> </ul>
<ul style="list-style-type: none"> <li>Standardization vs Adaptation Strategies</li> </ul>
<ul style="list-style-type: none"> <li>Managing Global Brand Consistency</li> </ul>
<ul style="list-style-type: none"> <li>Building Global Brand Equity</li> </ul>
<b>Block – V: Contemporary Issues in Product &amp; Brand Management</b>
<b>Unit 13: Product and Brand Portfolio Management</b>
<ul style="list-style-type: none"> <li>Need for Portfolio Analysis</li> </ul>

<ul style="list-style-type: none"> <li>• BCG Matrix—Stars, Cash Cows, Question Marks and Dogs</li> </ul>
<ul style="list-style-type: none"> <li>• GE/McKinsey Multifactor Portfolio Model</li> </ul>
<ul style="list-style-type: none"> <li>• Resource Allocation Decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Managing Multiple Brands and Product Lines</li> </ul>
<b>Unit 14: Legal and Ethical Issues</b>
<ul style="list-style-type: none"> <li>• Intellectual Property Rights—Trademarks, Patents and Copyrights</li> </ul>
<ul style="list-style-type: none"> <li>• Legal Aspects of Branding and Packaging</li> </ul>
<ul style="list-style-type: none"> <li>• Labeling Regulations and Consumer Protection</li> </ul>
<ul style="list-style-type: none"> <li>• Ethical Issues in Product Claims, Packaging and Brand Communication</li> </ul>
<ul style="list-style-type: none"> <li>• Counterfeiting and Brand Protection</li> </ul>
<b>Unit 15: Digital Branding and Emerging Trends</b>
<ul style="list-style-type: none"> <li>• Role of Digital Platforms in Brand Building</li> </ul>
<ul style="list-style-type: none"> <li>• Social Media Branding and Influencer Marketing</li> </ul>
<ul style="list-style-type: none"> <li>• Content and Community-based Branding</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainability and Green Branding</li> </ul>
<ul style="list-style-type: none"> <li>• Data-driven Personalization</li> </ul>
<ul style="list-style-type: none"> <li>• Future Trends in Product Innovation and Brand Management</li> </ul>

### Course Outcomes

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

1. Understand the role of product and brand management in marketing strategy.
2. Analyze product decisions across different stages of the product life cycle.
3. Design and manage effective branding and brand equity strategies.
4. Evaluate product portfolio performance and brand value.
5. Address contemporary challenges and trends in product and brand management.

### References:

1. Keller, K. L., & Swaminathan, V. (2020). *Strategic brand management* (5th ed.). Pearson.
2. Aaker, D. A. (2014). *Aaker on branding*. Morgan James Publishing.
3. Kapferer, J. N. (2012). *The new strategic brand management* (5th ed.). Kogan Page.

4. Lehmann, D. R., & Winer, R. S. (2020). *Product management* (5th ed.). McGraw-Hill.
5. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: Supply Chain Management	Course Code: MMK9305T
Semester: 3	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop conceptual understanding of supply chain management and its strategic importance.
2. Explain supply chain design, planning, and coordination mechanisms.
3. Familiarize students with procurement, logistics, and distribution management.
4. Develop analytical skills to manage supply chain performance and risks.
5. Enable students to apply technology and sustainability principles in supply chain decisions.

**Course Content:**

<b>Block – I: Introduction to Supply Chain Management</b>
<b>Unit 1: Supply Chain Management</b>
<ul style="list-style-type: none"> <li>• Supply Chain Management: Meaning, Nature and Scope</li> <li>• Objectives of SCM—Cost Efficiency, Responsiveness and Customer Service</li> <li>• Evolution of Supply Chains</li> <li>• Components and Participants in a Supply Chain</li> <li>• SCM vs. Logistics Management</li> <li>• Role of SCM in Creating Competitive Advantage and Value Delivery</li> </ul>
<b>Unit 2: Supply Chain Drivers and Frameworks</b>
<ul style="list-style-type: none"> <li>• Key Drivers of Supply Chain Performance—Facilities, Inventory, Transportation, Information, Sourcing and Pricing</li> <li>• Efficiency vs Responsiveness Framework</li> <li>• Role of Information and Technology in Integration</li> <li>• Trade-offs among Supply Chain Drivers</li> </ul>

<ul style="list-style-type: none"> <li>• Designing Effective Supply Chain Networks</li> </ul>
<b>Unit 3: Supply Chain Strategy</b>
<ul style="list-style-type: none"> <li>• Concept of Supply Chain Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Push, Pull and Push–Pull Strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Matching Supply Chain Strategy with Product Characteristics (Functional vs Innovative Products)</li> </ul>
<ul style="list-style-type: none"> <li>• Aligning SCM with Corporate and Business Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic Fit and Scope of Supply Chain</li> </ul>
<b>Block – II: Supply Chain Planning</b>
<b>Unit 4: Demand Forecasting</b>
<ul style="list-style-type: none"> <li>• Importance of Demand Forecasting in Supply Chains</li> </ul>
<ul style="list-style-type: none"> <li>• Qualitative Methods—Delphi, Market Survey and Expert Opinion</li> </ul>
<ul style="list-style-type: none"> <li>• Quantitative Methods—Time Series and Causal Models</li> </ul>
<ul style="list-style-type: none"> <li>• Forecast Accuracy and Error Measurement</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Collaborative Forecasting</li> </ul>
<b>Unit 5: Aggregate Planning and Capacity Planning</b>
<ul style="list-style-type: none"> <li>• Concept and Objectives of Aggregate Planning</li> </ul>
<ul style="list-style-type: none"> <li>• Strategies—Level, Chase and Mixed Strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Capacity Planning in Supply Chains</li> </ul>
<ul style="list-style-type: none"> <li>• Resource Allocation and Workforce Planning</li> </ul>
<ul style="list-style-type: none"> <li>• Managing Demand–Capacity Balance</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Sales and Operations Planning (S&amp;OP)</li> </ul>
<b>Unit 6: Inventory Management</b>
<ul style="list-style-type: none"> <li>• Role and Types of Inventory in Supply Chains</li> </ul>
<ul style="list-style-type: none"> <li>• Economic Order Quantity (EOQ) Model</li> </ul>
<ul style="list-style-type: none"> <li>• Safety Stock and Service Levels</li> </ul>
<ul style="list-style-type: none"> <li>• Reorder Point and Lead Time Considerations</li> </ul>
<ul style="list-style-type: none"> <li>• Just-in-Time (JIT) Philosophy</li> </ul>
<ul style="list-style-type: none"> <li>• Inventory Cost Trade-offs and Optimization</li> </ul>
<b>Block – III: Procurement and Manufacturing</b>
<b>Unit 7: Procurement and Sourcing Decisions</b>
<ul style="list-style-type: none"> <li>• Role of Procurement in SCM</li> </ul>

<ul style="list-style-type: none"> <li>• Make-or-Buy Decisions</li> </ul>
<ul style="list-style-type: none"> <li>• Supplier Selection Criteria—Cost, Quality, Reliability and Sustainability</li> </ul>
<ul style="list-style-type: none"> <li>• Supplier Evaluation and Development</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic Sourcing</li> </ul>
<ul style="list-style-type: none"> <li>• Building Long-term Supplier Relationships and Partnerships</li> </ul>
<b>Unit 8: Manufacturing and Operations in SCM</b>
<ul style="list-style-type: none"> <li>• Integration of Manufacturing with Supply Chain</li> </ul>
<ul style="list-style-type: none"> <li>• Production Planning and Scheduling</li> </ul>
<ul style="list-style-type: none"> <li>• Lean Manufacturing Principles</li> </ul>
<ul style="list-style-type: none"> <li>• Agile and Flexible Manufacturing Systems</li> </ul>
<ul style="list-style-type: none"> <li>• Mass Customization</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Operations Strategy in Supply Chain Performance</li> </ul>
<b>Unit 9: Coordination in Supply Chains</b>
<ul style="list-style-type: none"> <li>• Need for Supply Chain Coordination</li> </ul>
<ul style="list-style-type: none"> <li>• Bullwhip Effect—Causes and Consequences</li> </ul>
<ul style="list-style-type: none"> <li>• Role of Information Sharing and Visibility</li> </ul>
<ul style="list-style-type: none"> <li>• Collaborative Planning, Forecasting and Replenishment (CPFR)</li> </ul>
<ul style="list-style-type: none"> <li>• Incentive Alignment and Contractual Mechanisms</li> </ul>
<b>Block – IV: Logistics and Distribution Management</b>
<b>Unit 10: Transportation Management</b>
<ul style="list-style-type: none"> <li>• Role of Transportation in Supply Chains</li> </ul>
<ul style="list-style-type: none"> <li>• Modes of Transport—Road, Rail, Air, Water and Pipeline</li> </ul>
<ul style="list-style-type: none"> <li>• Transportation Network Design</li> </ul>
<ul style="list-style-type: none"> <li>• Route Planning and Scheduling</li> </ul>
<ul style="list-style-type: none"> <li>• Cost vs Speed Trade-offs</li> </ul>
<ul style="list-style-type: none"> <li>• Outsourcing to Third-Party Logistics (3PL) Providers</li> </ul>
<b>Unit 11: Warehousing and Distribution</b>
<ul style="list-style-type: none"> <li>• Functions of Warehousing</li> </ul>
<ul style="list-style-type: none"> <li>• Types—Private, Public and Contract Warehouses</li> </ul>
<ul style="list-style-type: none"> <li>• Warehouse Location and Layout Design</li> </ul>
<ul style="list-style-type: none"> <li>• Storage and Material Handling Systems</li> </ul>
<ul style="list-style-type: none"> <li>• Distribution Network Design</li> </ul>

<ul style="list-style-type: none"> <li>• Role of Distribution Centers in Customer Service</li> </ul>
<b>Unit 12: Reverse Logistics</b>
<ul style="list-style-type: none"> <li>• Concept and Importance of Reverse Logistics</li> </ul>
<ul style="list-style-type: none"> <li>• Returns and After-sales Service Management</li> </ul>
<ul style="list-style-type: none"> <li>• Recycling, Reuse and Remanufacturing</li> </ul>
<ul style="list-style-type: none"> <li>• Closed-loop Supply Chains</li> </ul>
<ul style="list-style-type: none"> <li>• Environmental and Sustainability Issues</li> </ul>
<ul style="list-style-type: none"> <li>• Regulatory and Cost Considerations</li> </ul>
<b>Block – V: Supply Chain Performance and Contemporary Issues</b>
<b>Unit 13: Supply Chain Performance Measurement</b>
<ul style="list-style-type: none"> <li>• Need for Performance Measurement in SCM</li> </ul>
<ul style="list-style-type: none"> <li>• SCOR (Supply Chain Operations Reference) Model</li> </ul>
<ul style="list-style-type: none"> <li>• Key Performance Indicators (KPIs)—Service Level, Fill Rate, Inventory Turnover, Lead Time and Cost Metrics</li> </ul>
<ul style="list-style-type: none"> <li>• Benchmarking and Continuous Improvement</li> </ul>
<b>Unit 14: Supply Chain Risk Management</b>
<ul style="list-style-type: none"> <li>• Types of Supply Chain Risks—Operational, Financial, Demand, Supply and Disruption Risks</li> </ul>
<ul style="list-style-type: none"> <li>• Risk Identification and Assessment</li> </ul>
<ul style="list-style-type: none"> <li>• Building Resilient and Flexible Supply Chains</li> </ul>
<ul style="list-style-type: none"> <li>• Mitigation Strategies—Diversification, Safety Stock and Contingency Planning</li> </ul>
<ul style="list-style-type: none"> <li>• Business Continuity Management</li> </ul>
<b>Unit 15: Technology and Future Trends in SCM</b>
<ul style="list-style-type: none"> <li>• Role of Information Technology in SCM Integration</li> </ul>
<ul style="list-style-type: none"> <li>• ERP Systems and Supply Chain Visibility</li> </ul>
<ul style="list-style-type: none"> <li>• Blockchain for Transparency and Traceability</li> </ul>
<ul style="list-style-type: none"> <li>• Artificial Intelligence and Predictive Analytics</li> </ul>
<ul style="list-style-type: none"> <li>• Green and Sustainable Supply Chains</li> </ul>
<ul style="list-style-type: none"> <li>• Digital Transformation and Industry 4.0 in SCM</li> </ul>

### **Course Outcomes**

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

1. Understand the structure and functions of supply chains.
2. Analyze supply chain strategies for competitive advantage.

3. Apply tools and techniques for planning and coordinating supply chain activities.
4. Evaluate supply chain performance, risks, and mitigation strategies.
5. Address contemporary challenges and emerging trends in supply chain management.

**References:**

1. Chopra, S., & Meindl, P. (2019). *Supply chain management* (7th ed.). Pearson.
2. Christopher, M. (2016). *Logistics & supply chain management* (5th ed.). Pearson.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). *Designing and managing the supply chain* (4th ed.). McGraw-Hill.
4. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). *Purchasing and supply chain management* (7th ed.). Cengage.
5. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2019). *Supply chain logistics management* (5th ed.). McGraw-Hill.

**Program:** Master of Business Administration (MBA)

Course Name: Training & Development	Course Code: MHR9301T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the concepts and significance of training and development in organizations.
2. Explain the systematic training process and learning theories.
3. Familiarize students with training needs assessment and program design.
4. Develop skills in implementing, evaluating, and improving training programs.
5. Enable students to apply training and development practices for organizational effectiveness.

**Course Content:**

<b>Block – I: Fundamentals of Training &amp; Development</b>
<b>Unit 1: Training &amp; Development</b>
Concept, Meaning and Scope of Training and Development; Objectives and Importance in Organizational Effectiveness; Training vs Development—Differences and Complementarity; Role of Training in Improving Employee Performance, Productivity and Organizational Competitiveness; Strategic Importance of Human Resource Development.
<b>Unit 2: Learning and Learning Theories</b>
Nature of Learning in Organizations; Principles of Adult Learning (Andragogy); Experiential Learning Cycle; Behavioral Learning Theories—Reinforcement and Conditioning; Cognitive and Social Learning Theories; Implications of Learning Theories for Designing Effective Training Programs.

### Unit 3: Training Process

Systematic Training Process; Identification of Training Needs (TNA); Levels of TNA—Organizational, Task and Individual Analysis; Methods of Training Need Assessment—Observation, Interviews, Questionnaires, Performance Appraisal and Skill Gap Analysis.

### Block – II: Training Design and Methods

#### Unit 4: Training Program Design

Setting Training Objectives—SMART Framework; Designing Training Curriculum and Content; Selection of Training Resources and Materials; Structuring Training Modules; Aligning Training Design with Organizational Goals and Competency Requirements.

#### Unit 5: Training Methods

On-the-Job Training—Coaching, Mentoring, Job Rotation and Apprenticeship; Off-the-Job Training—Lectures, Conferences, Case Study, Role Play, Simulation and Sensitivity Training; Choosing Appropriate Methods Based on Training Objectives and Learner Profile.

#### Unit 6: Technology-Based Training

Use of Technology in Training Delivery; E-learning Platforms and Learning Management Systems (LMS); Virtual Instructor-led Training; MOOCs and Online Certification Programs; Blended Learning Approaches; Advantages and Limitations of Digital Training.

### Block – III: Training Implementation and Delivery

#### Unit 7: Trainer Roles and Competencies

Role and Responsibilities of Trainers; Technical, Behavioral and Communication Competencies; Selection and Certification of Trainers; Train-the-Trainer Programs; Continuous Development of Training Professionals.

#### Unit 8: Training Delivery

Creating an Effective Training Environment; Managing Group Dynamics; Participant Motivation and Engagement Techniques; Use of Audio-Visual Aids and Interactive Methods; Handling Difficult Participants; Ensuring Learning Transfer to Workplace.

#### Unit 9: Training for Special Purposes

Leadership Development Programs; Soft Skills Training—Communication, Emotional

Intelligence and Interpersonal Skills; Team Building and Conflict Management Workshops; Diversity and Inclusion Training; Role of Training in Organizational Change Initiatives.

#### Block – IV: Training Evaluation and Development Initiatives

##### Unit 10: Training Evaluation

Need and Importance of Evaluating Training Programs; Kirkpatrick’s Four-Level Model— Reaction, Learning, Behavior and Results; Designing Evaluation Tools; Feedback Mechanisms for Continuous Improvement.

##### Unit 11: Measuring Training Effectiveness

Concept of Return on Investment (ROI) in Training; Cost–Benefit Analysis of Training Programs; Productivity and Performance Metrics; Balanced Scorecard Approach in HRD; Linking Training Outcomes with Organizational Performance.

##### Unit 12: Management Development Programs

Concept and Need for Management Development; Career Planning and Career Pathing; Succession Planning and Talent Management; Executive Development Programs; Assessment Centers and Development Centers.

#### Block – V: Contemporary Issues in Training & Development

##### Unit 13: Organizational Learning and Knowledge Management

Learning Organization Concept; Single-loop and Double-loop Learning; Knowledge Creation, Sharing and Retention; Communities of Practice; Role of Knowledge Management Systems in Organizational Competitiveness.

##### Unit 14: Coaching and Mentoring

Concepts and Differences between Coaching and Mentoring; Coaching Process and Models; Mentoring Relationships and Programs; Benefits for Individual and Organizational Development; Building a Coaching Culture.

##### Unit 15: Future Trends in Training & Development

Digital Learning Ecosystems; Use of Artificial Intelligence and Adaptive Learning; Microlearning and Mobile Learning; Gamification in Training; Challenges in Remote Workforce Training; Best Practices for Continuous Learning Organizations.

## Course Outcomes

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

1. Understand the role of training and development in human resource management.
2. Identify training needs at individual, group, and organizational levels.
3. Design and implement effective training and development programs.
4. Evaluate training effectiveness using appropriate models and tools.
5. Address contemporary challenges and trends in training and development.

## References:

1. Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill.
2. Blanchard, P. N., & Thacker, J. W. (2019). *Effective training* (5th ed.). Pearson.
3. Goldstein, I. L., & Ford, J. K. (2002). *Training in organizations* (4th ed.). Wadsworth.
4. Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
5. Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.

**Program:** Master of Business Administration (MBA)

Course Name: Labour Law	Course Code: MHR9302T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Provide comprehensive knowledge of labour laws and industrial relations in India.
2. Develop understanding of rights and obligations of employers and employees.
3. Familiarize students with legal framework governing employment and working conditions.
4. Enable interpretation and application of labour legislations in managerial decision-making.
5. Promote ethical, legal, and compliant human resource practices in organizations.

**Course Content:**

<b>Block – I: Introduction to Labour Laws</b>
<b>Unit 1: Labour Law</b>
Concept and meaning of labour law; need and objectives of labour legislation; scope and coverage of labour laws in India; historical evolution of labour laws during pre-independence and post-independence periods; constitutional provisions relating to labour including Fundamental Rights, Directive Principles of State Policy and relevant Articles concerning workers’ protection and social justice.
<b>Unit 2: Industrial Relations</b>
Concept and nature of industrial relations; objectives and importance of sound industrial relations; parties involved in industrial relations; role of trade unions, employers and the State; functions and significance of trade unions in promoting industrial harmony and protecting workers’ interests.
<b>Unit 3: Factories Act, 1948</b>

Objectives and applicability of the Factories Act; provisions relating to health of workers such as cleanliness, ventilation and lighting; safety provisions including machinery safeguards and accident prevention; welfare provisions such as washing facilities, rest rooms, canteens and crèches; duties of employers and rights of workers.

**Block – II: Laws Governing Employment and Wages**

**Unit 4: Industrial Disputes Act, 1947**

Concept and definition of industrial disputes; causes and types of industrial disputes; authorities under the Act; machinery for prevention and settlement of disputes including works committees, conciliation, arbitration, labour courts and industrial tribunals; strikes and lockouts; layoff, retrenchment and closure.

**Unit 5: Standing Orders Act, 1946**

Objectives and scope of the Act; concept and importance of standing orders; procedure for certification of standing orders; matters to be covered under standing orders; disciplinary procedures and misconduct; role of standing orders in maintaining discipline and uniformity in industrial establishments.

**Unit 6: Wage Legislations**

Concept and objectives of wage legislation in India; Minimum Wages Act, 1948—fixation and revision of minimum wages; Payment of Wages Act, 1936—regulation of wage payments and deductions; Equal Remuneration Act, 1976—principle of equal pay for equal work and prevention of gender-based wage discrimination.

**Block – III: Social Security and Employee Benefits**

**Unit 7: Employees’ Provident Fund and Miscellaneous Provisions Act, 1952**

Objectives and applicability of the Act; provident fund, pension scheme and deposit-linked insurance scheme; contribution by employer and employee; administration of the fund; benefits to employees; role of EPFO in social security.

**Unit 8: Employees’ State Insurance Act, 1948**

Scope and coverage of the ESI Act; registration and contribution requirements; medical, sickness, maternity, disablement and dependent benefits; administration of the ESI scheme; role of ESI in employee health and welfare.

**Unit 9: Bonus and Gratuity Laws**

Payment of Bonus Act, 1965—eligibility, minimum and maximum bonus, computation and payment; Payment of Gratuity Act, 1972—eligibility, calculation and payment of gratuity; importance of bonus and gratuity as employee welfare and retirement benefits.

<b>Block – IV: Industrial Employment and Labour Welfare</b>
<b>Unit 10: Contract Labour (Regulation and Abolition) Act, 1970</b>
Objectives and applicability of the Act; registration of establishments and licensing of contractors; welfare and health measures for contract labour; responsibilities of principal employer; conditions for abolition of contract labour; issues related to contract employment.
<b>Unit 11: Trade Unions Act, 1926</b>
Objectives and scope of the Act; registration of trade unions; rights and privileges of registered trade unions; liabilities and responsibilities of trade unions; internal administration and functioning; role of trade unions in collective bargaining.
<b>Unit 12: Labour Welfare Measures</b>
Concept and importance of labour welfare; statutory and voluntary welfare measures; working conditions, working hours and leave provisions; social welfare measures such as housing, education, recreation and health; role of employers, trade unions and the government in labour welfare.
<b>Block – V: Contemporary Issues and Reforms in Labour Laws</b>
<b>Unit 13: Labour Codes in India</b>
Need for labour law reforms; overview of labour codes; Code on Wages—coverage and key provisions; Industrial Relations Code—trade unions, standing orders and dispute resolution; objectives of simplification and consolidation of labour laws.
<b>Unit 14: Occupational Safety, Health and Working Conditions Code</b>
Objectives and scope of the Code; provisions relating to safety, health and welfare of workers; working hours and leave; duties of employers and employees; impact of the Code on industrial establishments and workers.
<b>Unit 15: Emerging Issues in Labour Laws</b>
Changing nature of work and employment; labour law issues related to gig workers and platform economy; challenges of regulating the informal sector; impact of globalization, technology and automation on labour laws; future trends and policy challenges.

### Course Outcomes

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

1. Understand the nature, scope, and objectives of labour laws in India.
2. Interpret major labour legislations relating to employment and industrial relations.

3. Apply labour laws in managing workplace issues and disputes.
4. Analyze compliance requirements and legal responsibilities of management.
5. Evaluate recent reforms and contemporary issues in labour legislation.

**References:**

1. Malik, P. L. (2019). *Handbook of labour & industrial law*. Eastern Book Company.
2. Srivastava, S. C. (2018). *Industrial relations and labour laws*. Vikas Publishing.
3. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. (2017). *Industrial relations, trade unions, and labour legislation*. Pearson.
4. Government of India. (2020). *Code on wages, 2019*. Ministry of Labour & Employment.
5. Government of India. (2020). *Industrial relations code, 2020*. Ministry of Labour & Employment.

**Program:** Master of Business Administration (MBA)

Course Name: Performance Management	Course Code: MHR9303T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop conceptual clarity about performance management systems in organizations.
2. Understand the linkage between organizational strategy and individual performance.
3. Equip students with tools and techniques for performance planning, appraisal, and review.
4. Enable effective management of employee performance for productivity and growth.
5. Promote ethical, fair, and transparent performance evaluation practices.

**Course Content:**

<b>Block – I: Fundamentals of Performance Management</b>
<b>Unit 1: Concept of Performance and Performance Management</b>
Meaning and concept of performance and performance management; difference between performance appraisal and performance management; objectives and scope of performance management in organizations; importance of managing individual and team performance; role of performance management in improving productivity, employee engagement and organizational effectiveness.
<b>Unit 2: Performance Management System (PMS)</b>
Concept and need for a formal Performance Management System; components of PMS such as performance planning, monitoring, review and feedback; performance management process and cycle; roles of managers and employees in PMS; characteristics of an effective PMS and challenges in implementation.
<b>Unit 3: Linking Organizational Strategy with Performance Management</b>
Alignment of individual performance with organizational vision, mission and strategic

objectives; cascading of goals across organizational levels; concept and framework of the Balanced Scorecard; financial and non-financial performance perspectives; use of strategy maps in performance management.

## **Block – II: Performance Planning and Goal Setting**

### **Unit 4: Performance Planning**

Concept and importance of performance planning; role clarification and job expectations; identification of Key Result Areas (KRAs); goal setting and alignment with departmental and organizational objectives; participation of employees in performance planning; documentation of performance agreements.

### **Unit 5: Performance Standards and Measurement Criteria**

Establishing performance standards and benchmarks; development of measurable and achievable targets; concept of Key Performance Indicators (KPIs); qualitative and quantitative performance measures; reliability and validity of measurement criteria; role of data in performance evaluation.

### **Unit 6: Management by Objectives (MBO)**

Concept and philosophy of Management by Objectives; MBO process including goal setting, action planning, monitoring and review; role of participation and mutual goal setting; advantages such as clarity and motivation; limitations and practical issues in implementation.

## **Block – III: Performance Appraisal Systems**

### **Unit 7: Performance Appraisal**

Meaning and purpose of performance appraisal; objectives such as administrative, developmental and strategic uses; appraisal as a tool for employee development; role of supervisors and HR department; importance of periodic and systematic appraisal.

### **Unit 8: Traditional and Modern Appraisal Techniques**

Traditional appraisal methods including ranking, rating scales and checklist methods; modern techniques such as Behaviorally Anchored Rating Scales (BARS), Management by Objectives and 360-degree feedback; advantages and limitations of each method; suitability in different organizational contexts.

### **Unit 9: Errors, Ethical and Legal Issues in Appraisal**

Common appraisal errors such as halo effect, leniency, central tendency and recency bias; methods to minimize rating errors; ethical issues including fairness, transparency and confidentiality; legal considerations in performance appraisal and documentation.

## **Block – IV: Performance Review and Improvement**

<b>Unit 10: Performance Review Discussions</b>
Importance of performance review meetings; providing constructive feedback; techniques of coaching and counseling; handling employee reactions and resistance; role of communication in improving performance relationships between managers and employees.
<b>Unit 11: Performance Improvement Plans (PIPs)</b>
Concept and need for Performance Improvement Plans; identifying performance gaps; designing corrective action plans; role of training, mentoring and development interventions; monitoring progress and evaluating improvement outcomes.
<b>Unit 12: Reward Management and Performance-Based Compensation</b>
Linking performance with rewards; financial and non-financial rewards; merit pay, incentives and bonuses; performance-based compensation systems; role of recognition and appreciation in enhancing motivation and retention.
<b>Block – V: Contemporary Issues in Performance Management</b>
<b>Unit 13: Performance Management in Knowledge-Based and Virtual Organizations</b>
Managing performance in knowledge-intensive environments; challenges of measuring intellectual and creative work; performance management in virtual and geographically dispersed teams; role of collaboration and trust in digital workplaces.
<b>Unit 14: Technology in Performance Management</b>
Use of technology in PMS; HR analytics and data-driven decision making; performance dashboards and reporting tools; PMS software and automation; benefits and limitations of digital performance management systems.
<b>Unit 15: Emerging Trends and Challenges</b>
Shift from annual appraisal to continuous feedback systems; agile and flexible performance management practices; impact of remote and hybrid work models; employee experience and engagement; future challenges in aligning performance with rapidly changing business environments.

### **Course Outcomes**

After completing this course, students will be able to:

1. Explain the concepts, processes, and importance of performance management.
2. Design and implement effective performance management systems aligned with strategy.

3. Apply performance appraisal techniques in organizational contexts.
4. Analyze performance gaps and recommend improvement strategies.
5. Evaluate contemporary trends and challenges in performance management.

**References:**

1. Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.
2. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of performance management* (6th ed.). Kogan Page.
3. Pulakos, E. D. (2009). *Performance management: A new approach*. Wiley-Blackwell.
4. Bacal, R. (2012). *Performance management*. McGraw-Hill.
5. DeNisi, A., & Murphy, K. R. (2017). Performance appraisal and performance management. *Annual Review of Organizational Psychology*, 4, 335–364.

**Program:** Master of Business Administration (MBA)

Course Name: Industrial Relations	Course Code: MHR9304T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Provide an understanding of the concept and evolution of industrial relations.
2. Develop knowledge of trade unions, collective bargaining, and worker participation.
3. Familiarize students with industrial disputes and their settlement mechanisms.
4. Examine the role of government, employers, and employees in maintaining industrial harmony.
5. Enable students to analyze contemporary issues and challenges in industrial relations.

**Course Content:**

<b>Block – I: Introduction to Industrial Relations</b>
<b>Unit 1: Industrial Relations – Concept and Scope</b>
Concept, Nature and Scope of Industrial Relations; Objectives and Importance in Organizational Stability and Productivity; Industrial Relations as a System of Employer–Employee Relationships; Role of Industrial Relations in Promoting Industrial Peace and Harmony; Linkage between IR and HRM.
<b>Unit 2: Evolution of Industrial Relations in India</b>
Historical Development of Industrial Relations in India—Pre-Independence and Post-Independence Phases; Growth of Organized Labour; Industrial Relations System—Actors such as Employers, Employees, Trade Unions and Government; Changing Nature of Employment Relations in Liberalized Economy.

### Unit 3: Approaches to Industrial Relations

Theoretical Approaches—Unitary, Pluralistic and Marxist Perspectives; Systems Approach (Dunlop Model); Human Relations Approach; Comparative Analysis of Approaches and Their Relevance in Modern Organizations.

### Block – II: Trade Unions and Employee Participation

#### Unit 4: Trade Unions

Concept, Objectives and Functions of Trade Unions; Role of Trade Unions in Protecting Workers' Interests; Types of Trade Unions—Craft, Industrial and General Unions; Union Structure and Leadership; Rights and Responsibilities of Trade Unions.

#### Unit 5: Trade Union Movement in India

History and Growth of Trade Union Movement in India; Major National Trade Union Federations; Problems and Challenges—Multiplicity of Unions, Political Influence, Declining Membership; Emerging Trends in Unionism.

#### Unit 6: Workers' Participation in Management

Concept and Need for Workers' Participation; Objectives and Benefits for Employees and Employers; Forms of Participation—Works Committees, Joint Management Councils, Quality Circles and Board-level Participation; Limitations and Success Factors.

### Block – III: Collective Bargaining and Industrial Disputes

#### Unit 7: Collective Bargaining

Concept, Features and Importance of Collective Bargaining; Process—Preparation, Negotiation, Agreement and Implementation; Types—Distributive, Integrative and Productivity Bargaining; Role of Collective Bargaining in Conflict Resolution.

#### Unit 8: Industrial Disputes

Meaning and Nature of Industrial Disputes; Causes—Economic, Managerial and Psychological Factors; Types—Strikes, Lockouts, Layoffs and Retrenchment; Consequences of Industrial Conflict on Organization and Economy.

#### Unit 9: Machinery for Settlement of Industrial Disputes

Institutional Framework for Dispute Resolution; Conciliation—Role of Conciliation Officers

and Boards; Arbitration—Voluntary and Compulsory; Adjudication—Labour Courts, Industrial Tribunals and National Tribunals; Preventive and Settlement Mechanisms.

#### Block – IV: Industrial Relations Legislation

##### Unit 10: Industrial Disputes Act, 1947

Objectives and Scope of the Act; Authorities under the Act; Provisions Related to Strikes, Lockouts, Layoff, Retrenchment and Closure; Works Committees and Grievance Settlement; Role in Maintaining Industrial Peace.

##### Unit 11: Trade Unions Act, 1926 and Factories Act, 1948

Salient Features of Trade Unions Act—Registration, Rights and Liabilities; Legal Status of Trade Unions; Key Provisions of Factories Act—Health, Safety and Welfare Measures; Working Conditions and Compliance Requirements.

##### Unit 12: Standing Orders, Code of Discipline and Grievance Redressal

Concept and Importance of Standing Orders; Certification and Implementation; Code of Discipline in Industry; Grievance Handling Procedure; Role of Grievance Redressal Mechanism in Maintaining Industrial Harmony.

#### Block – V: Contemporary Issues in Industrial Relations

##### Unit 13: Role of Government in Industrial Relations

Government as Regulator and Facilitator; Labour Policies and Recent Reforms; Tripartite Bodies and Social Dialogue; Role of Labour Administration in Dispute Prevention and Resolution.

##### Unit 14: Industrial Relations in Public and Private Sectors

Comparative Industrial Relations Practices in Public vs Private Sector; Productivity and Accountability Issues; Global Perspectives on Industrial Relations; Influence of Multinational Corporations and International Labour Standards.

##### Unit 15: Emerging Issues in Industrial Relations

Impact of Globalization and Liberalization on Labour Relations; Contract Labour and Gig Economy Challenges; Technological Change and Automation; Managing Workforce Diversity; Strategies for Promoting Industrial Harmony and Employee Engagement.

## Course Outcomes

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

1. Explain the concepts, scope, and importance of industrial relations.
2. Analyze the role of trade unions and collective bargaining processes.
3. Apply legal and institutional mechanisms for resolving industrial disputes.
4. Evaluate industrial relations practices in Indian and global contexts.
5. Address emerging challenges in industrial relations with ethical and strategic approaches.

## References:

1. Clegg, H. A. (1979). *The changing system of industrial relations in Great Britain*. Basil Blackwell.
2. Salamon, M. (2000). *Industrial relations: Theory and practice* (4th ed.). Pearson.
3. Srivastava, S. C. (2018). *Industrial relations and labour laws*. Vikas Publishing.
4. Sinha, P. R. N. (2017). *Industrial relations in India*. Pearson.
5. Bamber, G. J., Lansbury, R. D., & Wailes, N. (2016). *International and comparative employment relations* (6th ed.). Sage.

**Program:** Master of Business Administration (MBA)

Course Name: Human Resource Planning	Course Code: MHR9305T
Semester: 3	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the concept, scope, and importance of human resource planning.
2. Explain the linkage between organizational strategy and manpower planning.
3. Familiarize students with techniques of human resource demand and supply forecasting.
4. Enable effective planning for recruitment, deployment, and retention of human resources.
5. Equip learners to address contemporary issues and challenges in human resource planning.

**Detailed Syllabus**

<b>Block – I: Introduction to Human Resource Planning</b>
<b>Unit 1: Human Resource Planning</b>
Concept, Nature and Scope of Human Resource Planning (HRP); Objectives and Importance in Organizational Effectiveness; Need for Right Number and Right Quality of Employees; Role of HRP in Productivity, Cost Control and Organizational Growth; Strategic Importance of HRP in Competitive Environment.
<b>Unit 2: HR Planning Process</b>
Steps in Human Resource Planning Process—Environmental Scanning, Demand and Supply Forecasting, Gap Analysis and Action Planning; Factors Affecting HR Planning—Organizational Growth, Technology, Labour Market Conditions, Government Policies and

Internal HR Policies; Short-term vs Long-term HR Planning.

### Unit 3: Linkage between Corporate Strategy and HRP

Strategic Human Resource Planning; Aligning HR Plans with Corporate and Business Strategy; Role of HRP in Strategy Implementation; Competency Mapping and Workforce Planning; HRP as a Tool for Achieving Sustainable Competitive Advantage.

### Block – II: Manpower Forecasting Techniques

#### Unit 4: Human Resource Demand Forecasting

Concept and Importance of Demand Forecasting; Approaches—Top-down and Bottom-up; Workload Analysis and Workforce Productivity Measures; Factors Influencing Manpower Demand—Expansion, Diversification and Automation.

#### Unit 5: Quantitative Techniques of Forecasting

Trend Analysis and Time Series Projections; Ratio Analysis; Regression and Correlation Methods; Work Study Techniques; Advantages and Limitations of Quantitative Forecasting in HR Planning.

#### Unit 6: Qualitative Techniques of Forecasting

Delphi Technique and Expert Opinion; Managerial Judgment; Scenario Planning and Environmental Scanning; Nominal Group Technique; Use of Qualitative Methods in Uncertain and Dynamic Environments.

### Block – III: Human Resource Supply and Audit

#### Unit 7: Human Resource Supply Forecasting

Concept of Supply Forecasting; Internal Sources—Promotions, Transfers and Succession Pipelines; External Sources—Labour Market, Educational Institutions and Recruitment Agencies; Markov Analysis and Replacement Charts.

#### Unit 8: Human Resource Inventory and Skills Database

Meaning and Importance of HR Inventory; Skills Inventory and Competency Mapping; Creation and Maintenance of Employee Databases; Talent Mapping and Workforce Profiling; Role of HRIS in Managing HR Information.

### Unit 9: Human Resource Audit

Concept, Objectives and Scope of HR Audit; Types—Compliance, Functional and Strategic Audit; Methods—Interviews, Surveys, Document Review and Benchmarking; HR Metrics and Audit Reporting for Improvement.

### Block – IV: HR Planning Applications

### Unit 10: Recruitment, Selection and Placement Planning

Planning for Recruitment and Selection Processes; Determining Staffing Requirements; Job Analysis and Job Design Linkages; Placement and Induction Planning; Ensuring Right Person–Job Fit.

### Unit 11: Succession Planning and Career Planning

Concept and Need for Succession Planning; Identification of Key Positions and Talent Pools; Career Planning and Career Pathing; Management Development Initiatives; Role in Leadership Continuity.

### Unit 12: Retention Strategies and Talent Management

Employee Retention—Importance and Challenges; Strategies—Compensation, Work-life Balance, Engagement and Career Opportunities; Talent Management Process—Identification, Development and Deployment of High-Potential Employees; Employer Branding.

### Block – V: Contemporary Issues in Human Resource Planning

### Unit 13: Workforce Diversity and Flexible Staffing

Managing Workforce Diversity—Gender, Culture and Generational Differences; Inclusive Workforce Planning; Flexible Staffing Options—Part-time, Contract, Outsourcing and Gig Workforce; Implications for HR Policies.

### Unit 14: HR Analytics and Technology in HR Planning

Role of HR Analytics in Decision Making; Predictive Analytics for Workforce Planning; HR Information Systems (HRIS); Use of Artificial Intelligence and Data-driven HR; Digital Transformation in HR Functions.

### Unit 15: Challenges and Emerging Trends in HR Planning

Challenges in Dynamic Business Environment—Skill Shortages, Automation and Global

Competition; Strategic Workforce Agility; Remote and Hybrid Workforce Planning; Future Trends in Human Capital Management and Strategic HRP.

### **Course Outcomes**

After completing the course, students will be able to:

1. Explain the fundamentals and processes of human resource planning.
2. Analyze organizational manpower requirements in line with business strategies.
3. Apply quantitative and qualitative techniques for HR demand and supply forecasting.
4. Formulate effective HR plans for recruitment, development, and succession.
5. Evaluate emerging trends and challenges in human resource planning.

### **References:**

1. Reilly, P. (2003). *Guide to workforce planning*. Chartered Institute of Personnel and Development.
2. Mondy, R. W., & Martocchio, J. J. (2016). *Human resource management* (14th ed.). Pearson.
3. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
4. Armstrong, M. (2020). *Armstrong's handbook of HRM practice* (15th ed.). Kogan Page.
5. Cascio, W. F., & Boudreau, J. W. (2016). *The search for global competence*. SHRM Foundation.

**Program:** Master of Business Administration (MBA)

Course Name: Legal Dimension in International Business	Course Code: MIB9301T
Semester: 3	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the legal environment governing international business.
2. Familiarize students with international trade laws, conventions, and institutions.
3. Explain legal aspects of international contracts and commercial transactions.
4. Analyze dispute resolution mechanisms in international business.
5. Enable students to manage legal risks and compliance in global business operations.

**Course Content:**

<b>Block – I: International Legal Environment</b>
<b>Unit 1: Nature, Scope and Importance of Legal Dimensions in International Business</b>
Meaning and concept of international business law; nature and scope of legal environment in cross-border trade; importance of legal dimensions in international business decisions; impact of legal systems on international trade, investment and contracts; relationship between domestic law and international business operations.
<b>Unit 2: Sources of International Business Law</b>
Primary sources of international business law including treaties and conventions; customary international law and trade usages; role of international trade practices and commercial customs; influence of national laws on international transactions; harmonization and standardization of international commercial rules.
<b>Unit 3: Role of International Institutions</b>
Functions and objectives of international organizations such as WTO, UNCTAD, International Chamber of Commerce (ICC) and UNCITRAL; role in promoting global trade,

dispute resolution and legal harmonization; contribution of model laws, guidelines and trade facilitation measures.

**Block – II: International Trade Laws and Regulations**

**Unit 4: Legal Framework of International Trade**

Evolution of global trade regulation; General Agreement on Tariffs and Trade (GATT); WTO agreements and principles such as Most Favoured Nation (MFN) and National Treatment; concept of trade liberalization; impact of multilateral trade rules on international business.

**Unit 5: Tariffs, Quotas, Anti-Dumping and Countervailing Measures**

Concept and types of tariffs; tariff classification and valuation; non-tariff barriers including quotas and import restrictions; anti-dumping duties and countervailing measures; safeguards and trade protection policies; implications for exporters and importers.

**Unit 6: Export–Import Regulations and Foreign Trade Policy of India**

Overview of India’s export–import regulatory framework; objectives and features of Foreign Trade Policy; role of DGFT and other regulatory bodies; export promotion schemes and incentives; documentation and compliance requirements in international trade.

**Block – III: International Commercial Contracts**

**Unit 7: International Contracts**

Nature and characteristics of international commercial contracts; essentials of valid contracts in cross-border transactions; formation, offer and acceptance in international context; standard contract clauses; types of international contracts including agency, distribution and licensing agreements.

**Unit 8: International Sales of Goods**

United Nations Convention on Contracts for the International Sale of Goods (CISG)—scope and key provisions; rights and obligations of buyers and sellers; transfer of risk and title; INCOTERMS—meaning, types and practical application in international trade logistics.

**Unit 9: Payment and Financing in International Trade**

Methods of payment in international trade; letters of credit (LC) and their types; bills of exchange and documentary collections; bank guarantees and standby letters of credit; role of financial institutions in facilitating global trade transactions.

**Block – IV: Legal Issues in International Business Operations**

**Unit 10: Intellectual Property Rights in International Business**

Concept and importance of IPR in global markets; types of IPR—patents, trademarks, copyrights and industrial designs; international agreements such as TRIPS; protection and

enforcement of IPR across jurisdictions; issues of infringement and technology transfer.
<b>Unit 11: Foreign Direct Investment and Joint Ventures</b>
Legal framework governing FDI; entry modes and regulatory approvals; joint ventures and strategic alliances; ownership, control and governance issues; role of host country regulations and bilateral investment treaties (BITs).
<b>Unit 12: International Taxation and Transfer Pricing</b>
Basic concepts of international taxation; double taxation and avoidance agreements (DTAA); tax jurisdiction and permanent establishment; concept and objectives of transfer pricing; regulatory issues and compliance challenges for multinational enterprises.
<b>Block – V: Dispute Resolution and Risk Management</b>
<b>Unit 13: International Commercial Arbitration</b>
Concept and importance of arbitration in international business; arbitration agreements and procedures; institutional and ad hoc arbitration; role of arbitration institutions such as ICC and LCIA; enforcement of arbitral awards under international conventions.
<b>Unit 14: Settlement of International Trade Disputes</b>
Mechanism of dispute settlement under WTO; consultation, panel and appellate procedures; role of dispute resolution in maintaining fair trade practices; alternative dispute resolution methods such as mediation and conciliation.
<b>Unit 15: Legal Risk Management, Compliance and Emerging Issues</b>
Concept of legal risk in international business; compliance management systems; due diligence and corporate governance; impact of globalization, digital trade and data protection laws; emerging challenges in international business law and regulatory environment.

### Course Outcomes

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

1. Explain the legal framework affecting international business operations.
2. Interpret international trade laws and regulatory institutions.
3. Apply legal principles in drafting and managing international contracts.
4. Analyze and resolve legal disputes in cross-border transactions.
5. Evaluate legal risks and compliance requirements in international business.

## References:

1. Schaffer, R., Agusti, F., & Dhooge, L. (2020). *International business law and its environment* (10th ed.). Cengage Learning.
2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). *International business: Environments and operations* (16th ed.). Pearson.
3. Hill, C. W. L. (2022). *International business: Competing in the global marketplace* (13th ed.). McGraw-Hill.
4. Cherunilam, F. (2020). *International business* (6th ed.). PHI Learning.
5. WTO. (2023). *Understanding the WTO*. World Trade Organization.

**Program:** Master of Business Administration (MBA)

Course Name: Foreign Exchange Management	Course Code: MIB9302T
Semester: 3	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the foreign exchange market and its functioning.
2. Explain theories and systems of exchange rate determination.
3. Familiarize students with foreign exchange exposure and risk management techniques.
4. Provide knowledge of foreign exchange regulations and control mechanisms.
5. Enable students to apply foreign exchange management strategies in international business.

**Course Content:**

<b>Block – I: Foreign Exchange Market and Mechanism</b>
<b>Unit 1: Foreign Exchange</b>
Meaning and concept of foreign exchange; nature and characteristics of foreign exchange transactions; functions of the foreign exchange market; importance of foreign exchange in international trade and payments; role of exchange rates in facilitating global business.
<b>Unit 2: Structure of Foreign Exchange Market</b>
Organization and structure of the foreign exchange market; participants such as commercial banks, central banks, authorized dealers, brokers, multinational corporations and speculators; foreign exchange instruments; market operations including interbank market and over-the-counter trading; global forex market centres.
<b>Unit 3: Exchange Rate Quotations</b>
Methods of quoting exchange rates; direct and indirect quotations; spot and forward exchange rates; calculation of cross rates; concept and process of arbitrage; role of arbitrage in

maintaining exchange rate equilibrium.

**Block – II: Exchange Rate Determination**

**Unit 4: Theories of Exchange Rate Determination**

Purchasing Power Parity (PPP) theory—absolute and relative versions; Interest Rate Parity (IRP); assumptions, applications and limitations of parity conditions; relevance of these theories in modern foreign exchange markets.

**Unit 5: Balance of Payments Theory and Monetary Approach**

Exchange rate determination through balance of payments framework; components of BOP and their influence on currency value; monetary approach to exchange rate determination; role of money supply, inflation and interest rates in exchange rate movements.

**Unit 6: Exchange Rate Systems**

Types of exchange rate regimes—fixed, flexible and managed floating systems; advantages and disadvantages of each system; role of central banks in exchange rate stabilization; experience of major economies and developing countries.

**Block – III: Foreign Exchange Exposure and Risk**

**Unit 7: Types of Foreign Exchange Exposure**

Concept of foreign exchange exposure; transaction exposure, translation exposure and economic exposure; sources of exposure in international business operations; impact on financial statements and profitability.

**Unit 8: Foreign Exchange Risk**

Nature and types of foreign exchange risk; measurement of forex risk; factors causing exchange rate volatility; impact of currency fluctuations on exporters, importers and multinational corporations.

**Unit 9: Management of Forex Exposure**

Objectives of forex risk management; internal hedging techniques such as netting, matching, leading and lagging; external hedging through forward contracts, money market hedge and currency derivatives; role of treasury management in exposure control.

**Block – IV: Foreign Exchange Instruments and Regulations**

**Unit 10: Foreign Exchange Derivatives**

Concept and features of forex derivatives; forward contracts, futures, options and swaps; uses of derivatives in hedging, speculation and arbitrage; pricing basics and practical applications in managing currency risk.

**Unit 11: Foreign Exchange Management Act (FEMA), 1999**

Objectives and scope of FEMA; key provisions relating to current and capital account transactions; authorized persons and compliance requirements; distinction between FEMA and earlier FERA framework; role in facilitating external trade and payments.

**Unit 12: Role of RBI in Foreign Exchange Management**

Functions of Reserve Bank of India in regulating foreign exchange market; exchange control policies; intervention in forex market; management of foreign exchange reserves; guidelines for authorized dealers and banks.

**Block – V: Contemporary Issues in Foreign Exchange Management**

**Unit 13: Foreign Exchange Forecasting Techniques**

Need and importance of exchange rate forecasting; fundamental, technical and market-based forecasting approaches; use of economic indicators and trend analysis; limitations of forecasting in volatile markets.

**Unit 14: Foreign Exchange Management in Multinational Corporations**

Role of treasury function in MNCs; centralized vs decentralized forex management; management of multi-currency cash flows; hedging policies and risk governance; impact of global financial integration.

**Unit 15: Emerging Trends and Challenges in Foreign Exchange Management**

Impact of globalization and financial integration on forex markets; role of digital platforms and algorithmic trading; influence of geopolitical events and capital flows; challenges for developing economies in exchange rate stability and reserve management.

**Course Outcomes**

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

1. Explain the structure and functioning of foreign exchange markets.
2. Analyze exchange rate movements using relevant theories and models.
3. Identify and manage foreign exchange exposure and risks.
4. Apply foreign exchange regulations and compliance requirements.
5. Formulate effective foreign exchange management strategies for global operations.

**References:**

1. Madura, J. (2020). *International financial management* (13th ed.). Cengage Learning.
2. Levi, M. D. (2009). *International finance* (5th ed.). Routledge.

3. Apte, P. G. (2017). *International financial management* (8th ed.). McGraw-Hill.
4. RBI. (2023). *Foreign exchange management manual*. Reserve Bank of India.
5. Eun, C. S., & Resnick, B. G. (2021). *International financial management* (9th ed.). McGraw-Hill.

**Program:** Master of Business Administration (MBA)

Course Name: Cross Culture Global Management	Course Code: MIB9303T
Semester: 3	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop a comprehensive understanding of culture and its impact on global management practices.
2. Examine major cross-cultural theories and frameworks used in international management.
3. Enhance managerial competence in handling culturally diverse workforces.
4. Build effective cross-cultural communication, negotiation, and leadership skills.
5. Prepare students to manage global organizations and international business challenges successfully.

**Course Content:**

<b>Block – I: Culture and Global Management Foundations</b>
<b>Unit 1: Culture</b>
Meaning and Characteristics of Culture; Components—Values, Beliefs, Norms, Symbols and Language; Cultural Diversity and Its Implications for Organizations; Levels of Culture—National, Organizational and Individual; Subcultures and Multicultural Environments in Global Business.
<b>Unit 2: Culture and Management</b>
Relationship between Culture and Management Practices; Influence of Culture on Planning, Organizing, Leading and Controlling Functions; Cultural Differences in Decision Making, Authority and Motivation; Managing Cultural Synergy in Organizations.

### Unit 3: Globalization and Culture

Impact of Globalization on Cultural Interactions; Cultural Convergence vs Cultural Divergence; Managing Cultural Differences in International Business; Developing Cultural Sensitivity and Global Mindset; Role of Cross-Cultural Competence in Global Success.

### Block – II: Cross-Cultural Theories and Models

#### Unit 4: Hofstede’s Cultural Dimensions

Concept and Importance of Hofstede’s Model; Dimensions—Power Distance, Individualism vs Collectivism, Masculinity vs Femininity, Uncertainty Avoidance and Long-Term Orientation; Managerial Implications of Cultural Differences; Criticism and Contemporary Relevance.

#### Unit 5: Trompenaars’ Cultural Dimensions

Universalism vs Particularism; Individualism vs Communitarianism; Neutral vs Emotional; Specific vs Diffuse; Achievement vs Ascription; Sequential vs Synchronic Time; Internal vs External Control; Application of Trompenaars’ Model in International Management.

#### Unit 6: GLOBE Study

Overview of GLOBE Project; Cultural Dimensions and Leadership Expectations; Comparative Management Practices across Countries; Implications for Global Leadership and Organizational Effectiveness.

### Block – III: Cross-Cultural Communication and Negotiation

#### Unit 7: Cross-Cultural Communication

Concept and Importance; High-Context vs Low-Context Cultures (Hall’s Framework); Verbal and Non-Verbal Communication Differences; Barriers to Effective Cross-Cultural Communication; Strategies for Improving Intercultural Communication Competence.

#### Unit 8: Cross-Cultural Negotiation

Nature and Process of International Negotiations; Cultural Influence on Negotiation Styles and Bargaining Behavior; Trust Building and Relationship Orientation; Managing Conflicts across Cultures; Strategies for Win–Win Agreements.

### Unit 9: Values, Ethics and CSR in Global Context

Cultural Variations in Values and Ethical Standards; Ethical Dilemmas in International Business; Corporate Social Responsibility across Cultures; Global Codes of Conduct and Responsible Business Practices; Role of Ethics in Building Global Reputation.

### Block – IV: Global Leadership and Workforce Management

#### Unit 10: Managing Multicultural Teams

Challenges in Managing Diverse Workforces; Team Dynamics and Cross-Cultural Collaboration; Managing Conflict, Communication and Cohesion; Performance Management in Multicultural Teams; Building Inclusive Team Climate.

#### Unit 11: Global Leadership

Concept of Global Leadership; Leadership Styles across Cultures; Cultural Intelligence (CQ)—Cognitive, Emotional and Behavioral Dimensions; Global Leadership Competencies—Adaptability, Empathy and Strategic Thinking; Developing Global Leaders.

#### Unit 12: Expatriate Management

Expatriate Selection Criteria and Competency Requirements; Cross-Cultural Training and Orientation; Expatriate Adjustment and Family Issues; Performance Evaluation and Compensation; Repatriation and Knowledge Transfer.

### Block – V: Contemporary Issues in Cross-Cultural Global Management

#### Unit 13: Cross-Cultural Management in MNCs and Alliances

Managing Cultural Differences in Multinational Corporations; Cross-Border Mergers, Acquisitions, Strategic Alliances and Joint Ventures; Integration Challenges; Building Global Organizational Culture.

#### Unit 14: Technology and Virtual Global Teams

Role of Technology in Global Collaboration; Managing Virtual and Remote Cross-Border Teams; Digital Communication Platforms; Challenges of Time Zones, Trust and Coordination; Best Practices for Virtual Team Effectiveness.

#### Unit 15: Emerging Trends and Challenges

Diversity, Equity and Inclusion in Global Organizations; Sustainability and Responsible

Global Business; Ethical Issues in International Operations; Impact of Geopolitical Changes and Digital Transformation; Future Skills for Global Managers.

### **Course Outcomes**

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

1. Explain the influence of cultural differences on global managerial decisions.
2. Apply cross-cultural models to analyze international management situations.
3. Demonstrate effective cross-cultural communication and leadership skills.
4. Manage multicultural teams and global workforce challenges.
5. Evaluate contemporary issues and ethical concerns in cross-cultural global management.

### **References:**

1. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
2. Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the waves of culture* (3rd ed.). McGraw-Hill.
3. Deresky, H. (2017). *International management: Managing across borders and cultures* (9th ed.). Pearson.
4. Adler, N. J. (2008). *International dimensions of organizational behavior* (5th ed.). Cengage.
5. Thomas, D. C., & Peterson, M. F. (2018). *Cross-cultural management* (4th ed.). Sage.

**Program:** Master of Business Administration (MBA)

Course Name: International Management	Course Code: MIB9304T
Semester: 3	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the nature, scope, and importance of international management.
2. Explain the influence of global environments on managerial decision-making.
3. Examine strategies and structures of multinational enterprises.
4. Equip students with skills to manage cross-border operations and global teams.
5. Enable analysis of contemporary issues and challenges in international management.

**Detailed Syllabus**

<b>Block – I: Introduction to International Management</b>
<b>Unit 1: International Management</b>
Concept and meaning of international management; scope and nature of managing business across national boundaries; importance of international management in a globalized economy; evolution of international business from trade-based activities to multinational and global enterprises; challenges and opportunities in global operations.
<b>Unit 2: Globalization and International Business Environment</b>
Concept and drivers of globalization; analysis of international business environment including economic, political, legal and technological factors; role of international institutions and trade policies; impact of environmental forces on strategic decisions of multinational enterprises.
<b>Unit 3: Cultural Environment of International Management</b>
Importance of culture in international business; dimensions of national culture and their managerial implications; cross-cultural communication and negotiation issues; development

of global mindset; managing cultural diversity in international organizations.

**Block – II: International Strategy and Organization**

**Unit 4: International Business Strategies**

Concept of international strategic management; global, multi-domestic, transnational and international strategies; advantages and limitations of each strategy; strategic choice based on industry, market and organizational capabilities; achieving global competitiveness.

**Unit 5: Modes of Entry into International Markets**

Entry strategies such as exporting, licensing, franchising, joint ventures and wholly owned subsidiaries; strategic and operational considerations in selecting entry modes; risk, control and resource commitment; role of government regulations and market conditions.

**Unit 6: Organizational Structures of Multinational Enterprises**

Types of organizational structures in MNEs—global product, geographic, matrix and network structures; mechanisms for control and coordination across international units; role of headquarters and subsidiaries; challenges of managing geographically dispersed operations.

**Block – III: Managing International Operations**

**Unit 7: International Production and Operations Management**

Location decisions for international production; global manufacturing networks; standardization vs localization of operations; managing productivity, quality and cost in global operations; role of technology in international production.

**Unit 8: Global Supply Chain Management and Logistics**

Design and management of global supply chains; sourcing strategies and supplier relationships; international logistics including transportation, warehousing and distribution; managing uncertainties and disruptions in global supply networks.

**Unit 9: International Marketing and Financial Management**

Overview of international marketing environment; product, pricing, promotion and distribution decisions in global markets; challenges of standardization vs adaptation; basics of international financial management including currency, financing and risk considerations.

**Block – IV: International Human Resource Management**

**Unit 10: International Human Resource Management**

Concept and scope of IHRM; differences between domestic HRM and international HRM; staffing approaches such as ethnocentric, polycentric, regiocentric and geocentric policies; global talent management practices.

**Unit 11: Expatriate Management**

Selection and preparation of expatriates; cross-cultural training and development; performance management of expatriates; compensation and benefits; repatriation issues and career management after international assignments.

**Unit 12: Leadership and Motivation in International Organizations**

Leadership styles in global context; managing multicultural teams; motivation across cultures; communication and conflict management in international organizations; role of transformational and participative leadership.

**Block – V: Contemporary Issues in International Management**

**Unit 13: Ethics, CSR and Sustainability in Global Business**

Ethical challenges in international business; corporate social responsibility across countries; sustainability and responsible global operations; role of international standards and stakeholder expectations.

**Unit 14: Managing Risk in International Business**

Types of international business risks—political, economic, legal and cultural risks; country risk analysis; risk mitigation strategies including diversification, insurance and strategic alliances; role of governance and compliance.

**Unit 15: Emerging Trends and Challenges**

Impact of digital globalization and technological innovation; role of knowledge economy and global competitiveness; changing patterns of international trade and investment; future challenges for multinational enterprises in a dynamic global environment.

**Course Outcomes**

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

1. Explain the concepts and practices of international management.
2. Analyze the impact of global economic, political, and cultural environments on management.
3. Apply international strategies and organizational structures in global firms.
4. Manage human resources and operations in multinational organizations.
5. Evaluate emerging trends and challenges in international management.

## References:

1. Deresky, H. (2017). *International management* (9th ed.). Pearson.
2. Hill, C. W. L. (2022). *International business* (13th ed.). McGraw-Hill.
3. Hodgetts, R. M., & Luthans, F. (2014). *International management* (9th ed.). McGraw-Hill.
4. Cavusgil, S. T., Knight, G., & Riesenberger, J. R. (2020). *International business* (5th ed.). Pearson.
5. Wild, J. J., & Wild, K. L. (2020). *International business* (8th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: International Business Environment	Course Code: MIB9305T
Semester: 3	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

1. To develop understanding of the structure and dynamics of the international business environment.
2. To analyze global political, economic, legal and socio-cultural factors affecting business decisions.
3. To evaluate international trade policies, financial systems and regulatory frameworks.
4. To examine contemporary global issues and strategic responses of multinational corporations.
5. To prepare learners for managerial decision-making in global business contexts.

### Course Content

<b>BLOCK I: Foundations of International Business Environment</b>
<b>Unit 1: Nature and Scope of International Business</b>
Meaning, importance and evolution of international business; Domestic vs. international business; Drivers of globalization; Theories of international trade (Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory); Global value chains.
<b>Unit 2: Globalization and International Economic Integration</b>
Concept and dimensions of globalization; Liberalization and privatization; Regional economic integration – Free Trade Area, Customs Union, Common Market, Economic Union; Role of multinational corporations (MNCs) and transnational corporations (TNCs).
<b>Unit 3: International Economic Institutions</b>
Structure and functions of WTO, IMF and World Bank; UNCTAD; Regional trade blocs – EU, NAFTA/USMCA, ASEAN, SAARC; Emerging economic alliances (BRICS).

## **BLOCK II: Political and Legal Environment**

### **Unit 4: Political Environment in International Business**

Political systems and ideologies; Political risk analysis; Government intervention in trade; Sanctions, embargoes and trade restrictions; Public–private partnerships.

### **Unit 5: Legal Environment of International Business**

Sources of international law; Contract law in international trade; Intellectual property rights (IPR); Dispute settlement mechanisms; International arbitration.

### **Unit 6: Regulatory Framework and Trade Policies**

Tariffs and non-tariff barriers; Export-import policies; Trade documentation; Customs procedures; Foreign direct investment (FDI) regulations.

## **BLOCK III: Economic and Financial Environment**

### **Unit 7: Global Economic Environment**

Economic systems (capitalism, socialism, mixed economy); Economic indicators; Balance of payments; Exchange rate systems; Economic reforms in emerging markets.

### **Unit 8: International Financial Environment**

Foreign exchange markets; Currency risk and hedging; International financial institutions; International capital markets; Role of global financial centers.

### **Unit 9: International Trade and Investment**

Forms of international trade; Trade financing; FDI and portfolio investment; Strategic alliances and joint ventures; Global supply chains.

## **BLOCK IV: Socio-Cultural and Technological Environment**

### **Unit 10: Socio-Cultural Environment**

Cultural dimensions (Hofstede’s framework); Cross-cultural communication; Social responsibility in international markets; Ethics in global business.

### **Unit 11: Technological Environment**

Role of technology in global competitiveness; Digital transformation; E-commerce and cross-border trade; Technology transfer; Innovation ecosystems.

### **Unit 12: Environmental and Sustainability Issues**

Global environmental challenges; Sustainable development goals (SDGs); Corporate sustainability; Climate change regulations; Green trade practices.

### **BLOCK V: Contemporary Issues and Strategic Responses**

### **Unit 13: Global Strategic Management**

Global entry strategies; International market selection; Competitive strategies; Strategic alliances and mergers; Risk management strategies.

### **Unit 14: Emerging Trends in International Business**

Digital globalization; Artificial intelligence in global trade; Global supply chain disruptions; Geopolitical tensions; Regional trade agreements.

### **Unit 15: India in the Global Business Environment**

India's foreign trade policy; Make in India and Atmanirbhar Bharat; Role of DGFT and EXIM policy; India's trade relations; Opportunities and challenges for Indian firms.

## **Course Outcomes**

After successful completion of this course, learners will be able to:

1. Explain the key components of the international business environment.
2. Analyze the impact of global economic and political systems on international trade.
3. Evaluate international financial systems and foreign exchange mechanisms.
4. Assess socio-cultural and technological influences on global business strategies.
5. Formulate strategic responses to emerging global business challenges.

## **References:**

1. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). *International business* (16th ed.). Pearson.
2. Cherunilam, F. (2020). *International business environment* (6th ed.). PHI Learning.
3. Hill, C. W. L. (2022). *International business* (13th ed.). McGraw-Hill.
4. Rugman, A. M., & Collinson, S. (2012). *International business* (6th ed.). Pearson.
5. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2019). *International business* (10th ed.). Cengage.

**Program: Master of Business Administration (MBA)**

Course Name: Operations Strategy	Course Code: MPO9301T
Semester: 3	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of operations strategy and its role in achieving organizational objectives.
2. Explain the linkage between corporate strategy and operations strategy.
3. Familiarize students with tools and techniques for designing efficient operations systems.
4. Equip students to manage capacity, quality, technology, and supply chain for strategic advantage.
5. Enable students to analyze contemporary challenges in operations management and strategy.

**Course Content:**

<b>Block – I: Introduction to Operations Strategy</b>
<b>Unit 1: Operations Strategy</b>
Concept and meaning of operations strategy; importance and objectives of operations strategy in organizations; operations as a competitive weapon; contribution of operations to organizational productivity, cost leadership and differentiation; relationship between operations performance and business success.
<b>Unit 2: Role of Operations Strategy in Achieving Business Goals</b>
Linkage between operations strategy and overall business strategy; alignment with corporate vision and mission; distinction between corporate, business and functional strategies; role of operations in achieving long-term organizational goals and sustaining competitive advantage.
<b>Unit 3: Historical Development and Evolution of Operations Strategy</b>

Evolution of operations management from production orientation to strategic role; contributions of mass production, lean systems and flexible manufacturing; globalization and its impact on operations; role of operations in global competitiveness.

**Block – II: Strategic Planning and Operations**

**Unit 4: Operations Strategy Formulation**

Process of formulating operations strategy; concept of strategic fit between market requirements and operations capabilities; alignment of operations decisions with corporate and business strategies; role of top management and cross-functional coordination.

**Unit 5: Competence and Capability Analysis**

Concept of organizational competencies and capabilities; identification of core competencies in operations; resource-based view of operations strategy; developing sustainable operational capabilities through process excellence and continuous improvement.

**Unit 6: Operations Performance Objectives**

Key performance objectives—cost efficiency, quality improvement, speed of delivery, flexibility and innovation; trade-offs among performance objectives; measurement of operational performance; role of operations priorities in competitive positioning.

**Block – III: Process, Capacity and Technology Strategy**

**Unit 7: Process Design and Analysis**

Concept of process design in manufacturing and service operations; process selection strategies; workflow analysis; facility layout planning including product, process and cellular layouts; process mapping and improvement techniques.

**Unit 8: Capacity Planning**

Meaning and importance of capacity planning; types of capacity (design, effective and actual); capacity measurement methods; short-term and long-term capacity strategies; capacity expansion, balancing and utilization.

**Unit 9: Technology and Operations Strategy**

Role of technology in enhancing operational efficiency; technology planning and evaluation; automation and flexible manufacturing systems; adoption and diffusion of new technologies; innovation as a strategic operations capability.

**Block – IV: Quality and Supply Chain Strategy**

**Unit 10: Quality Management in Operations Strategy**

Concept of quality and its strategic importance; Total Quality Management (TQM) principles; Six Sigma approach and DMAIC cycle; ISO standards and certification; role of

continuous improvement and customer focus in operations excellence.

**Unit 11: Supply Chain Strategy**

Concept and components of supply chain management; designing supply chains for responsiveness and efficiency; strategic sourcing and supplier relationships; coordination across procurement, production and distribution; supply chain integration for competitive advantage.

**Unit 12: Inventory Management and Lean Operations**

Objectives and costs of inventory management; inventory control techniques; lean operations philosophy; Just-in-Time (JIT) production system; waste reduction, value stream mapping and agile manufacturing practices.

**Block – V: Contemporary Issues in Operations Strategy**

**Unit 13: Global Operations Strategy**

Managing operations in a global environment; offshoring and outsourcing decisions; international production networks; location strategy; risks and benefits of global sourcing and manufacturing.

**Unit 14: Sustainability and Green Operations**

Concept of sustainable operations; environmental and social responsibility in production systems; green manufacturing, waste minimization and energy efficiency; circular economy practices; regulatory and stakeholder pressures for sustainable operations.

**Unit 15: Emerging Trends and Challenges**

Impact of digital transformation on operations; Industry 4.0 technologies such as IoT, robotics and cyber-physical systems; role of artificial intelligence and data analytics in operations decision-making; challenges of technological change, resilience and future-ready operations strategies.

**Course Outcomes**

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

1. Explain the concepts, importance, and components of operations strategy.
2. Analyze the alignment between corporate strategy and operations strategy.
3. Apply techniques for capacity planning, quality management, and process design.
4. Design effective supply chain, technology, and resource management strategies.
5. Evaluate emerging trends and challenges in global operations strategy.

## References:

1. Slack, N., & Lewis, M. (2019). *Operations strategy* (5th ed.). Pearson.
2. Hayes, R. H., Pisano, G. P., Upton, D. M., & Wheelwright, S. C. (2005). *Operations, strategy, and technology*. Wiley.
3. Hill, T., & Hill, A. (2017). *Operations strategy* (4th ed.). Palgrave Macmillan.
4. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). *Operations and supply chain management* (15th ed.). McGraw-Hill.
5. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). *Operations management* (12th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: Total Quality Management	Course Code: MPO9302T
Semester: 3	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop a comprehensive understanding of the principles, concepts, and philosophy of Total Quality Management.
2. Familiarize students with tools, techniques, and frameworks for achieving quality excellence.
3. Explain the role of leadership, culture, and human factors in implementing TQM.
4. Equip students to design and implement quality improvement initiatives across processes and systems.
5. Enable students to analyze contemporary challenges and trends in quality management at organizational and global levels.

**Course Content:**

<b>Block – I: Introduction to TQM</b>
<b>Unit 1: Total Quality Management</b>
Concept and meaning of Total Quality Management; objectives and philosophy of TQM; quality as a strategic tool for competitiveness; importance of customer satisfaction, defect prevention and continuous improvement; role of TQM in enhancing organizational performance and productivity.
<b>Unit 2: Historical Evolution of Quality</b>
Evolution of quality from inspection to quality control, quality assurance and TQM; contributions of quality gurus—Deming’s principles, Juran’s quality trilogy, Crosby’s zero defects concept and Ishikawa’s quality philosophy; impact of Japanese quality movement on global practices.

<b>Unit 3: Principles of TQM</b>
Core principles including customer focus, continuous improvement, process orientation, leadership commitment and employee involvement; teamwork and participative management; importance of organizational culture in sustaining quality initiatives.
<b>Block – II: TQM Framework and Implementation</b>
<b>Unit 4: TQM Framework</b>
Components of TQM framework; integration of quality with strategic planning; formulation of quality policy and quality objectives; development of quality culture and customer-driven processes; alignment of quality initiatives with organizational vision.
<b>Unit 5: TQM Implementation Process</b>
Steps involved in implementing TQM across the organization; awareness, training and process redesign; barriers such as resistance to change and lack of commitment; critical success factors including top management support, communication and continuous monitoring.
<b>Unit 6: Role of Leadership and Top Management</b>
Leadership responsibilities in driving quality initiatives; creating vision, mission and shared values; empowering employees and promoting teamwork; role of leadership in sustaining continuous improvement and organizational excellence.
<b>Block – III: TQM Tools and Techniques – Part I</b>
<b>Unit 7: Statistical Process Control (SPC) and Control Charts</b>
Concept of process variation and quality control; use of statistical methods in monitoring processes; types of control charts for variables and attributes; interpretation of control charts; role of SPC in reducing defects and improving consistency.
<b>Unit 8: Process Mapping and Process Improvement Techniques</b>
Process mapping and flowcharting for understanding workflows; PDCA (Plan–Do–Check–Act) cycle for continuous improvement; Kaizen philosophy and small-step improvements; identification and elimination of non-value-added activities.
<b>Unit 9: Benchmarking</b>
Concept and importance of benchmarking; types—internal, competitive, functional and generic benchmarking; steps in benchmarking process; benefits in improving performance and adopting best practices.
<b>Block – IV: TQM Tools and Techniques – Part II</b>
<b>Unit 10: Quality Circles and Employee Involvement Programs</b>

Concept and structure of quality circles; role of teamwork and participative problem solving; employee involvement programs; benefits of empowerment and suggestion schemes in quality improvement.

**Unit 11: Seven Quality Control (QC) Tools and Seven Management Tools**

Basic QC tools such as check sheets, histograms, Pareto charts, cause-and-effect diagrams, control charts, scatter diagrams and flowcharts; seven management and planning tools including affinity diagram, tree diagram and matrix tools; application in problem identification and decision making.

**Unit 12: Six Sigma, Lean Management and JIT**

Concept of Six Sigma and DMAIC methodology; focus on defect reduction and process capability; Lean management principles for waste elimination; Just-in-Time (JIT) production for inventory reduction and improved flow; integration of Lean Six Sigma for operational excellence.

**Block – V: Quality Management Systems and Contemporary Issues**

**Unit 13: Quality Standards and Certifications**

Overview of international quality standards—ISO 9000 series for quality management, ISO 14000 for environmental management and ISO 45001 for occupational health and safety; certification process and benefits; role of standards in global competitiveness.

**Unit 14: Total Productive Maintenance (TPM) and Quality Audits**

Concept and pillars of TPM; preventive and predictive maintenance; role of TPM in improving equipment effectiveness; types of quality audits—internal and external; audit process, documentation and continuous improvement.

**Unit 15: Emerging Trends in TQM**

Digital quality management systems; role of Industry 4.0 technologies such as IoT, automation and data analytics in quality control; global best practices in quality excellence; future challenges in sustaining continuous improvement culture.

**Course Outcomes**

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

1. Explain the principles, evolution, and benefits of Total Quality Management.
2. Apply TQM tools and techniques to analyze and improve processes.
3. Demonstrate the ability to implement quality management systems in organizations.

4. Evaluate the role of leadership, culture, and employee involvement in TQM.
5. Analyze contemporary challenges and innovations in TQM in global business contexts.

**References:**

1. Dale, B. G. (2015). *Managing quality* (6th ed.). Wiley.
2. Oakland, J. S. (2014). *Total quality management and operational excellence* (4th ed.). Routledge.
3. Evans, J. R., & Lindsay, W. M. (2020). *Managing for quality and performance excellence* (11th ed.). Cengage.
4. Goetsch, D. L., & Davis, S. (2016). *Quality management for organizational excellence* (8th ed.). Pearson.
5. Deming, W. E. (1986). *Out of the crisis*. MIT Press.

**Program:** Master of Business Administration (MBA)

Course Name: Environment & Safety Management	Course Code: MPO9303T
Semester: 3	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of environmental and safety management principles in organizations.
2. Examine the impact of industrial and business activities on the environment and public health.
3. Familiarize students with legal, regulatory, and ethical frameworks for environmental and safety management.
4. Equip students with tools and techniques for assessing and mitigating environmental and workplace hazards.
5. Enable students to design sustainable and safe business practices aligned with corporate social responsibility (CSR).

**Course Content:**

<b>Block – I: Introduction to Environment &amp; Safety Management</b>
<b>Unit 1: Environment Management</b>
Concept of Environment Management; Evolution and Need for Environmental Protection; Importance in Industrial and Service Sectors; Scope and Objectives; Environmental Degradation and Its Causes; Role of Organizations in Environmental Conservation; Concept of Sustainable Development and Resource Optimization.
<b>Unit 2: Safety Management</b>
Concept and Evolution of Safety Management; Importance of Workplace Safety; Scope and Objectives; Safety Culture in Organizations; Cost of Accidents and Loss Prevention; Legal

and Ethical Responsibilities of Employers; Role of Safety Manager.

### Unit 3: Relationship between Environment and Safety

Interrelationship between Environmental Protection and Workplace Safety; Integrated Environment, Health and Safety (EHS) Approach; Role of Environment & Safety in Organizational Sustainability; Triple Bottom Line (People, Planet, Profit); Environmental and Safety Performance Indicators.

## Block – II: Environmental Management Systems and Regulations

### Unit 4: Environmental Management Systems (EMS)

Concept and Structure of EMS; ISO 14001: Principles and Requirements; Environmental Policy, Planning, Implementation and Review; Documentation and Continuous Improvement; Other Standards (ISO 50001, ISO 26000 Overview); Benefits of EMS in Organizations.

### Unit 5: Environmental Legislation

Environmental Legal Framework in India; Key Acts—Water (Prevention & Control of Pollution) Act, Air Act, Environment Protection Act, Hazardous Waste Rules, EIA Notification; International Agreements (Rio Summit, Kyoto Protocol, Paris Agreement); Compliance Requirements for Industries.

### Unit 6: Environmental Auditing, Reporting and Compliance

Concept and Types of Environmental Audit; Environmental Impact Assessment (EIA) Process; Environmental Reporting and Disclosure Practices; Sustainability Reporting (GRI Overview); Role of Pollution Control Boards and Regulatory Authorities; Compliance Monitoring.

## Block – III: Occupational Health & Safety Management

### Unit 7: Occupational Health and Safety (OHS)

Concept, Principles and Objectives of OHS; Importance of Employee Health and Wellbeing; OHS Management Systems (ISO 45001 Overview); Occupational Diseases and Prevention; Role of Management and Workers in Safety Programs.

### Unit 8: Workplace Hazards

Identification of Workplace Hazards—Physical, Chemical, Biological, Ergonomic and Psychosocial; Industrial Hygiene Practices; Exposure Limits and Safety Standards; Health

Effects of Hazardous Conditions; Preventive and Protective Measures.

#### Unit 9: Safety Audits and Accident Investigation

Concept and Types of Safety Audits; Accident Causation Theories; Accident Investigation Techniques; Root Cause Analysis; Incident Reporting Procedures; Safety Performance Measurement and Corrective Actions.

#### Block – IV: Tools and Techniques for Environment & Safety Management

#### Unit 10: Risk Assessment and Risk Management

Concept of Risk and Uncertainty in Safety; Risk Assessment Process; Qualitative and Quantitative Risk Analysis; Risk Matrix; Risk Control Strategies; Enterprise Risk Management in Environment & Safety Context.

#### Unit 11: Hazard Identification and Control Techniques

Hazard Identification Methods; HAZOP (Hazard and Operability Study); FMEA (Failure Mode and Effects Analysis); Job Safety Analysis (JSA); Hierarchy of Controls (Elimination to PPE); Behavior-Based Safety.

#### Unit 12: Emergency Planning and Disaster Management

Industrial Emergency Preparedness; On-site and Off-site Emergency Plans; Disaster Management Cycle—Prevention, Preparedness, Response and Recovery; Fire Safety and Evacuation Planning; Crisis Communication and Business Continuity Planning.

#### Block – V: Contemporary Issues in Environment & Safety Management

#### Unit 13: Sustainable Business Practices and CSR

Concept of Sustainability in Business; Corporate Social Responsibility and Environmental Responsibility; ESG (Environmental, Social, Governance) Framework; Green Supply Chain Management; Energy Efficiency and Waste Minimization.

#### Unit 14: Environmental and Safety Challenges in Global Industries

Major Environmental and Safety Issues in Manufacturing, Mining, Chemical, Construction and IT Industries; Industrial Disasters (Bhopal Gas Tragedy, Chernobyl—Brief Study); Lessons Learned and Best Practices; Global Safety Benchmarks.

## Unit 15: Emerging Trends in Environment & Safety Management

Green Management and Circular Economy; Industry 4.0 and Smart Safety Systems; IoT-based Monitoring, Sensors and Wearables; Digital EHS Platforms; Climate Change Risk and Carbon Management; Future Role of AI in Safety and Environmental Monitoring.

### Course Outcomes

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

1. Explain the concepts, principles, and importance of environmental and safety management.
2. Analyze environmental and occupational risks associated with business operations.
3. Apply environmental and safety management tools to assess and control hazards.
4. Interpret regulatory, legal, and ethical requirements for environment and safety compliance.
5. Design sustainable, safe, and socially responsible business practices.

### References:

1. Hughes, P., & Ferrett, E. (2020). *Introduction to health and safety at work* (6th ed.). Routledge.
2. Goetsch, D. L. (2019). *Occupational safety and health* (9th ed.). Pearson.
3. ISO. (2018). *ISO 14001: Environmental management systems*. International Organization for Standardization.
4. ISO. (2018). *ISO 45001: Occupational health and safety management systems*. International Organization for Standardization.
5. Rausand, M. (2013). *Risk assessment: Theory, methods, and applications*. Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Production Planning & Control (PPC)	Course Code: MPO9304T
Semester: 3	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of production planning and control concepts, principles, and techniques.
2. Examine the relationship between production planning, operations management, and organizational efficiency.
3. Familiarize students with forecasting, capacity planning, and scheduling techniques for effective production management.
4. Equip students with tools and methods for inventory management, material planning, and quality control.
5. Enable students to analyze contemporary challenges in production planning and control in manufacturing and service industries.

**Course Content:**

<b>Block – I: Introduction to Production Planning &amp; Control</b>
<b>Unit 1: Production Planning &amp; Control</b>
Concept and Evolution of Production Planning & Control (PPC); Objectives and Importance in Modern Organizations; Scope of PPC in Manufacturing and Service Sectors; Relationship with Productivity, Cost, Quality and Delivery; Need for Systematic Planning in Competitive Markets.
<b>Unit 2: Functions of PPC</b>
Detailed Functions of PPC—Planning, Routing, Scheduling, Dispatching, Follow-up and Control; Work Measurement and Standardization; Coordination between Production,

Purchase and Stores; Documentation and Information Flow in PPC Systems.

### Unit 3: Role of PPC in Organizations

Role of PPC in Manufacturing and Service Organizations; Integration of PPC with Operations Management and Supply Chain; Contribution of PPC to Efficient Resource Utilization; Role in Reducing Lead Time and Improving Customer Satisfaction.

## Block – II: Forecasting and Capacity Planning

### Unit 4: Production Forecasting

Meaning and Objectives of Forecasting; Role in Production Planning; Qualitative Techniques (Delphi Method, Market Survey, Expert Opinion); Quantitative Techniques (Time Series, Moving Average, Exponential Smoothing, Trend Analysis); Forecast Accuracy and Limitations.

### Unit 5: Capacity Planning

Concept and Importance of Capacity Planning; Types—Design Capacity, Effective Capacity and Actual Capacity; Capacity Planning Process; Strategies for Capacity Adjustment (Expansion, Subcontracting, Overtime, Shift Working); Short-Term, Medium-Term and Long-Term Capacity Decisions.

### Unit 6: Aggregate Planning

Objectives and Importance of Aggregate Production Planning; Demand and Capacity Balancing; Methods—Level Strategy, Chase Strategy, Mixed Strategy; Mathematical and Graphical Decision Models; Cost Considerations in Aggregate Planning.

## Block – III: Routing, Scheduling and Material Planning

### Unit 7: Routing

Definition and Objectives of Routing; Routing Procedure and Route Sheets; Principles and Techniques of Routing; Factors Affecting Routing Decisions such as Plant Layout, Process Selection and Machine Loading; Role in Process Efficiency.

### Unit 8: Production Scheduling

Concept and Objectives of Scheduling; Types—Job, Batch and Flow Production Scheduling; Use of Gantt Charts and Network Techniques; Loading and Sequencing; Priority Rules (FCFS, SPT, EDD); Minimizing Idle Time and Bottlenecks.

### Unit 9: Material Requirement Planning (MRP)

Concept and Need for MRP; Inputs—Master Production Schedule, Bill of Materials, Inventory Records; Outputs and Reports; MRP Logic and Processing; Benefits and Limitations; Introduction to MRP II and Integration with ERP.

### Block – IV: Inventory Management and Quality Control

#### Unit 10: Inventory Management

Concept, Objectives and Costs of Inventory; Types of Inventory (Raw Material, WIP, Finished Goods); Techniques—ABC Analysis, EOQ Model, Safety Stock, Reorder Level, Inventory Turnover; Selective Inventory Control and Warehouse Management.

#### Unit 11: Just-in-Time (JIT) and Lean Production

Concept and Philosophy of JIT; Objectives and Benefits; Elements of Lean Production—Waste Reduction, Continuous Improvement (Kaizen), 5S, Kanban System; Role in Reducing Inventory and Improving Efficiency.

#### Unit 12: Quality Control in PPC

Concept of Quality in Production Systems; Statistical Process Control (SPC); Control Charts (X-bar, R, p, c Charts); Process Capability; Role of ISO 9001 and Total Quality Management (TQM); Quality Assurance and Continuous Improvement.

### Block – V: Contemporary Issues in Production Planning & Control

#### Unit 13: Computer-Integrated Manufacturing and ERP

Concept of Computer-Integrated Manufacturing (CIM); Automation in Production Systems; Role of ERP in Production Planning and Information Integration; Benefits of Digital Data Flow and Real-Time Monitoring.

#### Unit 14: Supply Chain Integration

Integration of PPC with Supply Chain Management; Coordination with Suppliers and Distributors; Production Planning for Global Operations; Outsourcing and Vendor Development; Demand-Driven Supply Chains.

#### Unit 15: Emerging Trends in PPC

Industry 4.0 and Smart Manufacturing; Automation, Robotics and Digital Manufacturing;

Use of IoT, AI and Data Analytics in Production Planning; Sustainable Production Practices and Green Manufacturing; Future Challenges for Production Managers.

### **Course Outcomes**

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

1. Explain the concepts, importance, and functions of production planning and control.
2. Apply forecasting and capacity planning techniques to production systems.
3. Design effective production schedules and inventory management systems.
4. Analyze and improve material planning, workflow, and quality control processes.
5. Evaluate emerging trends and challenges in production planning and control in global and digital environments.

### **References:**

1. Vollmann, T. E., Berry, W. L., Whybark, D. C., & Jacobs, F. R. (2017). *Manufacturing planning and control for supply chain management* (6th ed.). McGraw-Hill.
2. Martand, T. T. (2015). *Production and operations management*. S. Chand.
3. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). *Operations management* (12th ed.). Pearson.
4. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). *Operations management* (15th ed.). McGraw-Hill.
5. Buffa, E. S., & Sarin, R. K. (1987). *Modern production/operations management* (8th ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Decision Models & Optimization	Course Code: MPO9305T
Semester: 3	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of decision-making concepts and the role of models in managerial decision-making.
2. Explain various quantitative and qualitative decision-making models and optimization techniques.
3. Equip students with skills to formulate, analyze, and solve business problems using mathematical and computational methods.
4. Enable students to apply linear programming, inventory, and network models for business optimization.
5. Analyze contemporary challenges and practical applications of decision models in operations, finance, and supply chain management.

**Course Content:**

<b>Block – I: Introduction to Decision Models</b>
<b>Unit 1: Decision Making</b>
Concept and meaning of decision making; managerial decision-making process; types of decisions—strategic, tactical and operational; programmed and non-programmed decisions; importance of decision making in managerial planning, organizing and controlling.
<b>Unit 2: Decision Models</b>
Concept and role of decision models in management; characteristics of effective decision models; assumptions underlying model building; advantages such as rationality and consistency; limitations including data dependency and simplifying assumptions.
<b>Unit 3: Classification of Decision Models</b>

Deterministic models and certainty-based decision making; probabilistic models under risk and uncertainty; simulation models and their relevance in complex decision situations; comparison and managerial applications of different decision model types.

**Block – II: Linear Programming and Optimization Techniques**

**Unit 4: Linear Programming (LP)**

Concept and significance of linear programming; assumptions of linearity, proportionality, additivity and certainty; formulation of LP problems including objective function and constraints; graphical representation of constraints; applications of LP in business decision making.

**Unit 5: Graphical Solution and Simplex Method**

Graphical solution of LP problems involving two variables; identification of feasible region and optimal solution; limitations of graphical method; simplex method—basic concepts, iterations and interpretation of results; advantages of simplex method in large-scale problems.

**Unit 6: Sensitivity Analysis and Duality**

Concept of sensitivity analysis; impact of changes in coefficients and resource availability on optimal solution; shadow prices and managerial interpretation; concept of duality in LP; relationship between primal and dual problems.

**Block – III: Inventory, Transportation and Assignment Models**

**Unit 7: Inventory Decision Models**

Nature and importance of inventory decisions; costs associated with inventory; Economic Order Quantity (EOQ) model; safety stock and reorder level concepts; probabilistic inventory models under uncertain demand; applications in manufacturing and retail sectors.

**Unit 8: Transportation Problem**

Formulation of transportation models; balanced and unbalanced transportation problems; methods of obtaining initial feasible solutions—North-West Corner Method (NWCM), Least Cost Method (LCM) and Vogel’s Approximation Method (VAM); optimization and managerial applications.

**Unit 9: Assignment Problem**

Concept and formulation of assignment problems; assumptions and special cases; Hungarian method for optimal assignment; applications in job allocation, scheduling and resource utilization.

**Block – IV: Project Scheduling and Network Models**

**Unit 10: Project Scheduling Techniques**

Concept of project management and network analysis; Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT); activity representation and network construction; time estimates and project planning applications.

**Unit 11: Critical Path Analysis**

Identification of critical path; computation of earliest and latest event times; concept of floats—total, free and independent floats; resource allocation and leveling; role of critical path analysis in project control.

**Unit 12: Project Crashing and Network Optimization**

Concept of project crashing; cost-time trade-offs; crashing of activities; optimization of project duration and cost; applications of network optimization techniques in project decision making.

**Block – V: Advanced Decision Models and Contemporary Applications**

**Unit 13: Decision Trees, Game Theory and Simulation**

Decision tree analysis under risk and uncertainty; payoff matrices and expected value; fundamentals of game theory including pure and mixed strategies; simulation models for analyzing complex and dynamic systems.

**Unit 14: Queuing Models**

Concept and elements of queuing systems; arrival and service patterns; types of queuing models; performance measures such as waiting time and queue length; applications in service operations, banking and logistics.

**Unit 15: Applications and Emerging Trends**

Applications of decision models in supply chain management, finance, marketing and operations management; role of quantitative models in strategic decision making; emerging trends in decision analytics, big data and AI-driven decision support systems.

**Course Outcomes**

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

1. Explain the concepts, types, and importance of decision models in managerial decision-making.
2. Formulate and solve business problems using linear programming and other optimization techniques.

3. Apply decision-making models in inventory, project scheduling, and network analysis.
4. Use quantitative tools and software for optimization and resource allocation.
5. Evaluate real-world business scenarios and recommend optimal decisions using analytical models.

**References:**

1. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to operations research* (11th ed.). McGraw-Hill.
2. Taha, H. A. (2017). *Operations research: An introduction* (10th ed.). Pearson.
3. Winston, W. L. (2004). *Operations research: Applications and algorithms* (4th ed.). Cengage.
4. Ravindran, A., Phillips, D. T., & Solberg, J. J. (2007). *Operations research: Principles and practice* (2nd ed.). Wiley.
5. Bazaraa, M. S., Jarvis, J. J., & Sherali, H. D. (2010). *Linear programming and network flows* (4th ed.). Wiley.

# **SYLLABUS**

## **(SEMESTER IV)**

**Program:** Master of Business Administration (MBA)

Course Name: Business Policy & Strategic Management	Course Code: MBA9401T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the concept, scope, and importance of business policy and strategic management.
2. Explain strategic analysis tools and techniques for internal and external business environments.
3. Familiarize students with strategic formulation, implementation, and evaluation processes.
4. Equip students with decision-making skills for competitive advantage in dynamic business environments.
5. Enable students to analyze contemporary challenges, ethical issues, and global trends in strategic management.

**Course Content:**

<b>Block – I: Introduction to Business Policy &amp; Strategic Management</b>
<b>Unit 1: Business Policy – Concept, Nature, Scope, and Objectives</b>
Business policy: meaning and definition; distinction between policy, strategy, tactics, and procedures; nature and characteristics of business policy; scope of business policy in modern organizations; role of business policy in decision making; objectives of business policy— direction setting, coordination, consistency, and long-term growth; role of top management in policy formulation; relationship between business policy and corporate governance.
<b>Unit 2: Strategic Management – Meaning, Process, Importance, and Evolution</b>
Concept and definition of strategic management; evolution of strategic management from

planning to strategic thinking; need and importance of strategic management in dynamic environments; strategic management process—environmental scanning, strategy formulation, implementation, evaluation, and control; benefits and limitations of strategic management; role of vision, mission, goals, and objectives in strategic planning.

### Unit 3: Levels of Strategy – Corporate, Business, and Functional Strategies

Hierarchy of strategies; corporate-level strategy—scope and direction of the organization; business-level strategy—competitive positioning; functional-level strategy—supporting departmental strategies; integration and coordination among different strategy levels; strategic fit and alignment; examples from diversified organizations.

## Block – II: Environmental Analysis and Strategic Tools

### Unit 4: External Environment Analysis – PESTEL Analysis, Industry Analysis, and Competitive Forces (Porter’s Five Forces)

Concept of business environment; components of macro and micro environment; PESTEL framework—political, economic, social, technological, environmental, and legal factors; industry structure analysis; Porter’s Five Forces model—threat of new entrants, bargaining power of buyers and suppliers, threat of substitutes, competitive rivalry; strategic implications of environmental changes.

### Unit 5: Internal Environment Analysis – Resources, Capabilities, Value Chain Analysis, and SWOT Analysis

Internal analysis for competitive advantage; tangible and intangible resources; core competencies and distinctive capabilities; VRIO framework; value chain analysis—primary and support activities; benchmarking; SWOT analysis—identification of strengths, weaknesses, opportunities, and threats; linking internal analysis with strategic choice.

### Unit 6: Strategic Decision-Making Tools – BCG Matrix, GE-McKinsey Matrix, and Other Portfolio Analysis Techniques

Portfolio analysis concept; BCG growth-share matrix—stars, cash cows, question marks, dogs; GE–McKinsey nine-cell matrix; product life cycle and strategic implications; Ansoff’s product–market matrix; experience curve concept; limitations and practical applications of portfolio techniques in diversified firms.

### Block – III: Strategic Formulation

#### Unit 7: Corporate-Level Strategy – Growth, Stability, and Retrenchment Strategies

Types of corporate strategies; growth strategies—concentration, integration (vertical and horizontal), diversification (related and unrelated), mergers and acquisitions, strategic alliances; stability strategy; retrenchment strategies—turnaround, divestment, liquidation; factors influencing corporate strategy choice.

#### Unit 8: Business-Level Strategy – Cost Leadership, Differentiation, and Focus Strategies

Porter’s generic strategies; cost leadership—sources of cost advantage; differentiation—creating unique value; focus strategy—niche markets; risks associated with each strategy; sustaining competitive advantage; role of innovation and customer value in competitive positioning.

#### Unit 9: Functional-Level Strategy – Marketing, Operations, Finance, and HR Strategies Alignment

Role of functional strategies in strategy execution; marketing strategy—segmentation, targeting, positioning; operations strategy—capacity, quality, supply chain; financial strategy—capital structure, investment decisions; HR strategy—talent management, performance systems; need for cross-functional integration and strategic alignment.

### Block – IV: Strategic Implementation and Control

#### Unit 10: Strategy Implementation – Organizational Structure, Culture, and Leadership

Nature of strategy implementation; designing organizational structure—functional, divisional, matrix; role of organizational culture in strategy execution; leadership styles and strategic leadership; resource allocation; communication and coordination mechanisms; importance of change-oriented leadership.

#### Unit 11: Strategic Change Management – Barriers to Implementation and Overcoming Resistance

Concept of strategic change; types of organizational change—incremental and transformational; resistance to change—causes and consequences; change management models (Lewin’s model, Kotter’s steps); role of leadership, communication, training, and participation in managing change; building a change-supportive culture.

## Unit 12: Strategic Control and Evaluation – Tools, Techniques, Balanced Scorecard, and KPIs

Need for strategic control; types of strategic controls—premise, implementation, and special alert control; performance measurement systems; Balanced Scorecard perspectives—financial, customer, internal process, learning and growth; key performance indicators (KPIs); benchmarking and feedback mechanisms; corrective actions.

## Block – V: Modern Issues and Global Perspectives

### Unit 13: Strategic Management in Multinational and Global Organizations

Globalization and strategic management; international vs global strategies; entry modes—exporting, licensing, franchising, joint ventures, wholly owned subsidiaries; global competitive dynamics; managing cross-cultural issues; role of global supply chains and strategic alliances.

### Unit 14: Corporate Governance, Ethics, and Social Responsibility in Strategic Management

Concept and importance of corporate governance; role of board of directors and stakeholders; business ethics and ethical decision making; corporate social responsibility (CSR); sustainability and stakeholder approach; governance practices in Indian companies.

### Unit 15: Emerging Trends – Innovation, Digital Strategy, Sustainability, and Competitive Advantage in Global Markets

Strategic role of innovation and entrepreneurship; digital transformation and platform-based strategies; use of analytics and AI in strategic decisions; sustainability and green strategies; blue ocean strategy concept; building sustainable competitive advantage in volatile global markets.

## Course Outcomes

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

1. Explain the concepts, frameworks, and importance of business policy and strategic management.
2. Analyze internal and external business environments using strategic management tools.

3. Formulate corporate, business, and functional strategies for organizations.
4. Implement, monitor, and evaluate strategies effectively for organizational goals.

Evaluate contemporary issues, ethical challenges, and global trends in strategic management.

**References:**

1. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic management and business policy* (15th ed.). Pearson.
2. David, F. R., & David, F. R. (2020). *Strategic management: A competitive advantage approach* (16th ed.). Pearson.
3. Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2021). *Strategic management* (13th ed.). Cengage Learning.
4. Johnson, G., Scholes, K., & Whittington, R. (2020). *Exploring strategy* (12th ed.). Pearson.
5. Porter, M. E. (1985). *Competitive advantage*. Free Press.

**Program:** Master of Business Administration (MBA)

Course Name: Project Management	Course Code: MBA9402T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

1. To develop conceptual understanding of project management principles and methodologies.
2. To equip learners with tools and techniques for project planning, scheduling and control.
3. To analyze project risks, quality requirements and procurement strategies.
4. To understand leadership, communication and stakeholder management in projects.
5. To examine contemporary project management practices including agile approaches.

### Course Content

<b>BLOCK I: Foundations of Project Management</b>
<b>Unit 1: Introduction to Project Management</b>
Concept and characteristics of projects; Project vs operations; Project life cycle; Project stakeholders; Role of project manager; Project management maturity models.
<b>Unit 2: Project Identification and Selection</b>
Project identification process; Feasibility analysis – technical, financial and market feasibility; Cost–benefit analysis; Project appraisal techniques; Project charter preparation.
<b>Unit 3: Project Planning Framework</b>
Project scope management; Work Breakdown Structure (WBS); Project scheduling basics; Milestones and deliverables; Responsibility assignment matrix (RAM).

## **BLOCK II: Project Planning and Scheduling Techniques**

### **Unit 4: Network Planning Techniques**

PERT and CPM; Network diagramming methods; Critical path analysis; Float and slack calculation; Time–cost trade-off.

### **Unit 5: Resource Planning and Allocation**

Resource types; Resource leveling and smoothing; Resource allocation models; Project budgeting; Cost estimation techniques.

### **Unit 6: Project Time and Cost Management**

Project baseline; Earned Value Management (EVM); Schedule variance and cost variance; Project tracking and control systems; Performance measurement indicators.

## **BLOCK III: Project Risk and Quality Management**

### **Unit 7: Project Risk Management**

Types of project risks; Risk identification techniques; Risk assessment and prioritization; Risk response planning; Risk monitoring and control.

### **Unit 8: Project Quality Management**

Quality planning; Quality assurance and quality control; Total Quality Management (TQM) in projects; Six Sigma basics; Continuous improvement.

### **Unit 9: Project Procurement and Contract Management**

Procurement planning; Types of contracts; Tendering process; Vendor selection; Contract administration and closure.

## **BLOCK IV: Human Resource and Communication Management in Projects**

### **Unit 10: Project Human Resource Management**

Team formation and development; Leadership in projects; Motivation and conflict management; Cross-functional teams; Performance evaluation.

### **Unit 11: Project Communication Management**

Communication planning; Stakeholder communication; Reporting systems; Digital collaboration tools; Managing virtual project teams.

### Unit 12: Project Monitoring and Control

Project control systems; Change management; Configuration management; Project audits; Corrective and preventive actions.

### BLOCK V: Contemporary Issues in Project Management

### Unit 13: Agile and Modern Project Management Approaches

Agile methodology; Scrum framework; Lean project management; Hybrid models; Digital project management tools.

### Unit 14: Project Closure and Evaluation

Project closure process; Post-implementation review; Lessons learned documentation; Project success criteria; Sustainability considerations.

### Unit 15: Strategic Project Management

Project portfolio management; Program management; Alignment with organizational strategy; Global project management challenges; Ethics in project management.

## Course Outcomes

After completion of the course, learners will be able to:

1. Explain the project life cycle and project management processes.
2. Apply network techniques like PERT and CPM for project scheduling.
3. Evaluate project risks and develop appropriate mitigation strategies.
4. Manage project teams, communication and stakeholder relationships effectively.
5. Formulate strategic project plans aligned with organizational goals.

## References

1. Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). PMI.
2. Kerzner, H. (2022). *Project management: A systems approach* (13th ed.). Wiley.
3. Meredith, J. R., & Mantel, S. J. (2019). *Project management: A managerial approach* (9th ed.). Wiley.

4. Pinto, J. K. (2020). *Project management: Achieving competitive advantage* (5th ed.). Pearson.
5. Larson, E. W., & Gray, C. F. (2020). *Project management: The managerial process* (8th ed.). McGraw-Hill.
6. Kerzner, H. (2019). *Using the project management maturity model* (3rd ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Financial Derivatives	Course Code: MFN9401T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of financial derivatives and their role in risk management and speculation.
2. Explain the structure, features, and pricing of various derivative instruments.
3. Familiarize students with derivative trading, clearing, and settlement mechanisms.
4. Equip students with quantitative and analytical tools for derivative valuation and risk assessment.
5. Analyze contemporary applications and challenges of derivatives in global financial markets.

**Course Contents:**

<b>Block – I: Introduction to Financial Derivatives</b>
<b>Unit 1: Financial Derivatives</b>
Concept and Meaning of Financial Derivatives; Evolution of Derivative Instruments in Global Financial Markets; Features and Functions of Derivatives; Importance in Risk Management and Price Discovery; Role in Managing Interest Rate, Currency and Market Risks; Advantages and Limitations.
<b>Unit 2: Types of Derivatives</b>
Overview of Major Derivative Instruments—Forwards, Futures, Options, Swaps and Warrants; Basic Structure and Contract Specifications; Differences between Linear and Non-Linear Derivatives; Uses in Hedging, Speculation and Arbitrage.

### Unit 3: Derivative Markets

Structure of Derivative Markets—Exchange-Traded vs Over-the-Counter (OTC) Markets; Market Participants—Hedgers, Speculators, Arbitrageurs and Market Makers; Role of Stock Exchanges and Clearing Corporations; Growth of Derivatives Market in India and Globally.

### Block – II: Forward and Futures Contracts

#### Unit 4: Forward Contracts

Mechanics and Features of Forward Contracts; Contract Customization and Counterparty Risk; Pricing of Forward Contracts; Payoff Structure and Settlement; Applications in Currency and Commodity Markets.

#### Unit 5: Futures Contracts

Concept and Standardization of Futures Contracts; Types—Commodity, Financial and Index Futures; Futures Pricing (Cost of Carry Model); Margin Requirements and Daily Settlement; Role in Hedging Price Risk.

#### Unit 6: Hedging, Speculation and Arbitrage

Hedging Strategies Using Forwards and Futures—Long and Short Hedge; Cross Hedging; Basis Risk; Speculative Trading Strategies; Arbitrage Opportunities and Market Efficiency; Practical Examples from Commodity and Financial Markets.

### Block – III: Options

#### Unit 7: Options

Concept and Features of Options; Types—Call and Put Options; American vs European Options; Option Terminology (Strike Price, Premium, Expiry); Option Payoff and Profit Diagrams for Buyers and Writers.

#### Unit 8: Option Pricing Models

Determinants of Option Pricing; Binomial Option Pricing Model; Black–Scholes Model—Assumptions and Applications; Greeks (Delta, Gamma, Theta, Vega, Rho) and Sensitivity Analysis; Limitations of Pricing Models.

#### Unit 9: Options Strategies

Basic and Advanced Options Strategies—Bull and Bear Spreads, Straddles, Strangles,

Butterfly Spread; Protective Put and Covered Call; Use of Strategies for Income Generation and Risk Management.

## Block – IV: Swaps and Other Derivatives

### Unit 10: Swaps

Concept and Structure of Swap Agreements; Interest Rate Swaps and Currency Swaps; Cash Flow Mechanism; Role of Financial Intermediaries; Applications in Managing Interest Rate and Exchange Rate Risk.

### Unit 11: Other Derivatives

Credit Derivatives (Credit Default Swaps); Exotic Options (Barrier, Asian Options); Structured Products and Hybrid Securities; Innovation in Derivative Instruments; Uses in Financial Engineering.

### Unit 12: Risk Management and Regulation

Risk Management Using Swaps and Complex Derivatives; Counterparty and Market Risk; Value at Risk (VaR) Overview; Regulatory Framework and Guidelines; Role of Central Banks and Financial Regulators in Controlling Derivative Exposure.

## Block – V: Contemporary Issues and Applications

### Unit 13: Trading and Settlement Mechanism

Derivative Trading Process; Role of Clearing Houses and Clearing Corporations; Margin System—Initial, Maintenance and Variation Margin; Mark-to-Market Settlement; Electronic Trading Platforms.

### Unit 14: Derivatives in Portfolio Management

Use of Derivatives for Portfolio Hedging and Risk Reduction; Portfolio Insurance Strategies; Asset Allocation with Futures and Options; Performance Enhancement and Speculative Opportunities.

### Unit 15: Emerging Trends in Derivatives

Growth of Global Derivative Markets; Regulatory Frameworks—SEBI (India), SEC (USA) and International Standards; Exchange-Traded vs OTC Reforms Post Financial Crises; Ethical Issues, Misuse of Derivatives and Risk Governance; FinTech and Algorithmic Trading in Derivatives.

## Course Outcomes

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

1. Explain the concepts, types, and functions of financial derivatives.
2. Analyze the pricing, valuation, and payoff structures of derivative instruments.
3. Apply derivatives for hedging, speculation, and arbitrage in financial markets.
4. Evaluate derivative strategies using risk management and quantitative tools.
5. Assess emerging trends, regulatory issues, and ethical considerations in derivatives markets.

## References:

1. Hull, J. C. (2022). *Options, futures, and other derivatives* (11th ed.). Pearson.
2. Chance, D. M., & Brooks, R. (2015). *An introduction to derivatives and risk management* (10th ed.). Cengage.
3. McDonald, R. L. (2013). *Derivatives markets* (3rd ed.). Pearson.
4. Varma, J. R. (2017). *Derivatives and risk management*. Tata McGraw-Hill.
5. Kolb, R. W., & Overdahl, J. A. (2010). *Futures, options, and swaps* (6th ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Strategic financial Management	Course Code: MFN9402T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of strategic financial management concepts and its role in achieving long-term corporate objectives.
2. Familiarize students with financial analysis, planning, and control tools used for strategic decision-making.
3. Equip students with techniques for capital budgeting, capital structure, and dividend policy decisions.
4. Enable students to analyze risk, leverage, and valuation in financial decision-making.
5. Examine contemporary trends and global perspectives in strategic financial management.

**Course Content:**

<b>Block – I: Introduction to Strategic Financial Management</b>
<b>Unit 1: Strategic Financial Management – Concept, Scope, Objectives, and Importance</b>
Meaning and definition of strategic financial management; difference between traditional finance and strategic financial management; scope of strategic finance in corporate decision-making; objectives—value creation, wealth maximization, long-term financial sustainability; importance of strategic financial management in competitive and global business environments; role of financial strategy in achieving organizational vision and mission.
<b>Unit 2: Role of Finance in Strategic Management; Aligning Financial Strategy with Corporate Strategy</b>
Role of finance function in strategy formulation and implementation; finance as a strategic

partner in business decisions; integration of financial strategy with corporate, business, and functional strategies; capital allocation and resource optimization; financial implications of strategic choices such as expansion, diversification, mergers, and restructuring; role of CFO in strategic management.

### Unit 3: Financial Goals – Wealth Maximization vs Profit Maximization; Financial Decision-Making Framework

Concept of financial goals; profit maximization—meaning, merits, and limitations; wealth maximization as the primary financial objective; shareholder value creation; stakeholder perspective; time value of money and risk considerations in financial decisions; framework for strategic financial decision-making—investment, financing, and dividend decisions.

## Block – II: Financial Analysis and Planning

### Unit 4: Financial Statement Analysis – Ratio Analysis, Trend Analysis, and Comparative Statements

Objectives and importance of financial statement analysis; analysis of balance sheet, income statement, and cash flow statement; ratio analysis—liquidity, profitability, efficiency, leverage, and market ratios; trend analysis; comparative and common-size statements; limitations of financial analysis; use of financial analysis for strategic planning and control.

### Unit 5: Cash Flow and Fund Flow Analysis for Strategic Decisions

Concept and importance of cash flow analysis; cash flow statement—operating, investing, and financing activities; fund flow analysis—meaning and uses; working capital changes and their strategic implications; cash flow forecasting; role of cash and fund flow analysis in liquidity management, investment planning, and financial sustainability.

### Unit 6: Financial Planning – Concept, Process, and Techniques; Long-Term and Short-Term Financial Planning

Meaning and objectives of financial planning; financial planning process—assessment of financial needs, forecasting, formulation, implementation, and review; tools and techniques—budgeting, projected financial statements, cash budgets; long-term financial planning—capital expenditure and growth planning; short-term financial planning—working capital management and liquidity planning.

### Block – III: Capital Budgeting and Investment Decisions

#### Unit 7: Capital Budgeting – Concept, Importance, and Types of Investment Decisions

Meaning and nature of capital budgeting; importance of capital investment decisions; strategic significance of capital budgeting; types of investment decisions—replacement, expansion, diversification, modernization, and strategic investments; capital rationing; relationship between capital budgeting and corporate strategy.

#### Unit 8: Techniques of Capital Budgeting – NPV, IRR, Payback Period, Profitability Index, and Modified IRR

Time value of money concepts; discounted and non-discounted cash flow techniques; Net Present Value (NPV); Internal Rate of Return (IRR); Payback Period and Discounted Payback Period; Profitability Index (PI); Modified Internal Rate of Return (MIRR); comparison of capital budgeting techniques; limitations and practical applications.

#### Unit 9: Risk Analysis in Capital Budgeting – Sensitivity, Scenario, and Simulation Analysis

Concept of risk and uncertainty in investment decisions; sources of risk in capital budgeting; risk-adjusted discount rate and certainty equivalent approach; sensitivity analysis; scenario analysis; simulation analysis; decision tree approach; strategic implications of risk analysis in long-term investment planning.

### Block – IV: Capital Structure, Leverage, and Dividend Decisions

#### Unit 10: Capital Structure – Concept, Factors Affecting Capital Structure, and Theories

Meaning and significance of capital structure; components of capital structure; factors influencing capital structure—business risk, financial risk, cost of capital, control, flexibility, and market conditions; capital structure theories—Net Income, Net Operating Income, Modigliani–Miller (with and without taxes), Trade-Off Theory, Pecking Order Theory; optimal capital structure.

#### Unit 11: Leverage Analysis – Operating, Financial, and Combined Leverage; EBIT–EPS Analysis

Concept of leverage; operating leverage—cost structure and business risk; financial leverage—use of debt and financial risk; combined leverage; measurement and significance

of leverage; EBIT–EPS analysis; impact of leverage on profitability and risk; leverage planning in strategic financial decisions.

### Unit 12: Dividend Policy – Types, Determinants, and Theories

Concept and relevance of dividend policy; forms of dividends—cash dividend, stock dividend, bonus shares; factors influencing dividend decisions; dividend stability; dividend theories—Walter’s model, Gordon’s model, Modigliani–Miller theory; dividend policy in practice; relevance of dividend decisions in shareholder value creation.

### Block – V: Valuation, Risk Management, and Contemporary Issues

### Unit 13: Valuation of Securities – Equity, Debt, and Preference Shares

Concept and importance of valuation; valuation of equity shares—dividend discount models, earnings-based models; valuation of preference shares; valuation of debentures and bonds; intrinsic value vs market value; valuation for strategic decisions such as mergers, acquisitions, and restructuring.

### Unit 14: Risk Management – Financial Risks, Hedging Techniques, and Derivatives in Strategic Finance

Concept of financial risk management; types of financial risks—market risk, credit risk, liquidity risk, interest rate risk, foreign exchange risk; risk identification and measurement; hedging techniques; use of derivatives—futures, options, swaps; role of risk management in strategic financial planning.

### Unit 15: Contemporary Issues – Corporate Governance, Ethical Considerations, Global Financial Strategies, and Emerging Trends

Corporate governance and financial accountability; ethical issues in financial management; role of financial transparency and disclosure; global financial strategies and international financial management issues; impact of globalization on financial decisions; emerging trends—fintech, digital finance, ESG investing, sustainability, and strategic financial innovation.

## Course Outcomes

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

1. Explain the principles, scope, and importance of strategic financial management in organizations.
2. Analyze financial statements, ratios, and key performance indicators for strategic planning.
3. Formulate and evaluate capital budgeting, capital structure, and dividend decisions.
4. Apply risk management, leverage analysis, and valuation techniques in financial strategy.
5. Assess emerging trends, ethical considerations, and global financial practices in strategic financial management.

## References:

1. Brigham, E. F., & Ehrhardt, M. C. (2019). *Financial management: Theory and practice* (16th ed.). Cengage Learning.
2. Ross, S. A., Westerfield, R., & Jordan, B. D. (2019). *Fundamentals of corporate finance* (12th ed.). McGraw-Hill.
3. Pandey, I. M. (2021). *Financial management* (11th ed.). Vikas Publishing.
4. Van Horne, J. C., & Wachowicz, J. M. (2008). *Fundamentals of financial management* (13th ed.). Pearson.
5. Damodaran, A. (2015). *Applied corporate finance* (4th ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Taxation	Course Code: MFN9403T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the principles, structure, and scope of taxation in India.
2. Familiarize students with direct and indirect taxes applicable to individuals and corporate entities.
3. Equip students with skills to compute taxable income, tax liability, and compliance procedures.
4. Enable students to analyze tax planning, management, and optimization strategies.
5. Examine contemporary issues, reforms, and ethical considerations in taxation.

**Course Content:**

<b>Block – I: Introduction to Taxation</b>
<b>Unit 1: Concept and Principles of Taxation</b>
Concept and Meaning of Taxation; Importance of Taxation in Economic Development; Objectives of Taxation—Revenue Generation, Redistribution of Income, Economic Stability and Growth; Principles of Taxation—Equity, Certainty, Convenience, Economy and Productivity; Role of Tax Policy in Fiscal Management.
<b>Unit 2: Classification of Taxes</b>
Direct and Indirect Taxes—Meaning and Distinction; Progressive, Proportional and Regressive Tax Systems; Incidence and Impact of Taxation; Merits and Demerits of Different Tax Structures; Role of Tax Structure in Income Redistribution.

### Unit 3: Tax Administration in India

Structure of Tax Administration in India; Role and Functions of Central Board of Direct Taxes (CBDT) and Central Board of Indirect Taxes and Customs (CBIC); Powers and Responsibilities of Tax Authorities; Taxpayer Services and Grievance Redressal Mechanism.

### Block – II: Income Tax – Concepts and Computation

#### Unit 4: Income Tax Act

Nature and Scope of Income Tax; Charge of Income Tax; Residential Status of Individuals and Companies; Tax Incidence Based on Residential Status; Concept of Previous Year and Assessment Year; Taxable Income Framework.

#### Unit 5: Heads of Income

Detailed Study of Heads of Income—Income from Salary, Income from House Property, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources; Basic Computation Principles; Allowable Deductions and Inadmissible Expenses.

#### Unit 6: Deductions and Assessment

Deductions under Chapter VI-A; Exemptions and Rebates; Set-off and Carry Forward of Losses; Computation of Gross Total Income and Taxable Income; Overview of Income Tax Return Filing and Assessment Procedures.

### Block – III: Corporate Taxation and Tax Planning

#### Unit 7: Corporate Taxation

Concept of Corporate Tax; Taxation of Domestic and Foreign Companies; Rates of Corporate Tax; Minimum Alternate Tax (MAT); Dividend Distribution Tax and Recent Changes; Tax Incentives and Concessions for Corporates.

#### Unit 8: Tax Planning

Concept and Importance of Tax Planning; Distinction between Tax Planning, Tax Avoidance and Tax Evasion; Tax Planning Strategies for Individuals and Corporate Entities; Role of Tax Planning in Financial and Investment Decisions.

#### Unit 9: Tax Avoidance and Tax Evasion

Meaning and Nature of Tax Avoidance and Tax Evasion; Legal Framework and Judicial

Pronouncements; General Anti-Avoidance Rules (GAAR); Ethical Issues in Tax Practices; Consequences and Penalties for Tax Evasion.

#### Block – IV: Indirect Taxes

##### Unit 10: Goods and Services Tax (GST)

Concept and Objectives of GST; Evolution of Indirect Tax System in India; GST Structure—CGST, SGST, IGST and UTGST; GST Registration and Levy; Taxable Supply and Place of Supply.

##### Unit 11: GST Compliance

Input Tax Credit Mechanism; GST Returns—Types and Due Dates; Payment of GST and Electronic Credit Ledger; GST Audit and Assessment; Role of Technology in GST Administration.

##### Unit 12: Customs and Other Indirect Taxes

Concept and Scope of Customs Duty; Types of Customs Duties; Valuation and Exemptions; Overview of Excise Duty and Other Indirect Taxes; Transition from Pre-GST Regime to GST Framework.

#### Block – V: Contemporary Issues in Taxation

##### Unit 13: International Taxation

Concept and Scope of International Taxation; Transfer Pricing—Meaning and Methods; Double Taxation Avoidance Agreements (DTAA); Taxation of Cross-Border Transactions; Base Erosion and Profit Shifting (BEPS) Overview.

##### Unit 14: Recent Tax Reforms in India

Major Tax Reforms in India; Implementation and Impact of GST; Digital Taxation and Equalization Levy; Faceless Assessment System; Tax Incentives for Start-ups and MSMEs; Ease of Doing Business Initiatives.

##### Unit 15: Tax Ethics and Policy

Ethical Issues in Taxation; Tax Compliance and Corporate Governance; Role of Tax Policy in Strategic Decision-Making; Social Responsibility and Fair Tax Practices; Future Challenges in Tax Administration.

## Course Outcomes

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

1. Explain the fundamental concepts, types, and importance of taxation in business and economy.
2. Compute income tax for individuals, firms, and corporate entities under relevant provisions.
3. Apply indirect tax provisions including GST and customs duty in practical scenarios.
4. Develop tax planning and management strategies for legal optimization of tax liability.
5. Assess contemporary taxation reforms, global practices, and ethical issues in taxation.

## References:

1. Singhania, V. K., & Singhania, M. (2023). *Students' guide to income tax*. Taxmann Publications.
2. Ahuja, G., & Gupta, R. (2023). *Systematic approach to income tax*. Bharat Law House.
3. Mehrotra, H. C., & Goyal, S. P. (2022). *Income tax law and accounts*. Sahitya Bhawan.
4. Central Board of Direct Taxes. (2023). *Income tax act, 1961*. Government of India.
5. Central Board of Indirect Taxes and Customs. (2023). *GST law and practice*. Government of India.

**Program:** Master of Business Administration (MBA)

Course Name: Behavioral Finance	Course Code: MFN9404T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the concepts, theories, and importance of behavioral finance in investment decisions.
2. Examine psychological biases and their impact on financial decision-making.
3. Familiarize students with the role of heuristics, emotions, and cognitive errors in financial markets.
4. Equip students with tools to analyze investor behavior and market anomalies.
5. Analyze contemporary applications of behavioral finance in portfolio management, risk management, and corporate finance.

**Course Content:**

<b>Block – I: Introduction to Behavioral Finance</b>
<b>Unit 1: Behavioral Finance</b>
Definition and Concept of Behavioral Finance; Evolution and Scope; Importance of Behavioral Finance in Understanding Investor Behavior; Assumptions of Rationality and Their Breakdown; Relevance in Modern Financial Markets and Investment Decision-Making.
<b>Unit 2: Traditional Finance vs Behavioral Finance</b>
Overview of Traditional Finance Theories; Efficient Market Hypothesis (EMH)—Weak, Semi-Strong and Strong Forms; Limitations of EMH; Behavioral Critique of Market Efficiency; Role of Irrationality, Bounded Rationality and Market Imperfections.

### Unit 3: Behavioral Economics and Financial Decisions

Concept and Scope of Behavioral Economics; Psychological Foundations of Economic Behavior; Influence of Cognitive Psychology on Financial Decisions; Contribution of Behavioral Economics to Finance, Policy-Making and Consumer Behavior.

### Block – II: Psychological Biases and Heuristics

#### Unit 4: Cognitive Biases

Nature and Impact of Cognitive Biases in Financial Decisions; Overconfidence Bias, Anchoring Bias, Confirmation Bias and Hindsight Bias; Effects on Investment Choices, Trading Behavior and Market Outcomes; Methods to Reduce Cognitive Biases.

#### Unit 5: Heuristics in Decision-Making

Concept of Heuristics and Mental Shortcuts; Representativeness Heuristic, Availability Heuristic and Affect Heuristic; Advantages and Limitations of Heuristics; Role in Risk Assessment and Investment Judgments.

#### Unit 6: Emotional Influences on Financial Decisions

Role of Emotions in Finance; Fear and Greed in Market Cycles; Regret Aversion and Loss Aversion; Herding Behavior and Information Cascades; Impact on Asset Prices and Market Volatility.

### Block – III: Market Anomalies and Investor Behavior

#### Unit 7: Market Anomalies

Concept of Market Anomalies; Calendar Effects (January Effect, Day-of-the-Week Effect); Momentum and Reversal Effects; Equity Premium Puzzle; Behavioral Explanations for Persistent Market Anomalies.

#### Unit 8: Behavioral Portfolio Theory

Concept and Assumptions of Behavioral Portfolio Theory; Risk Perception and Framing Effects; Mental Accounting in Investment Decisions; Layered Portfolio Construction; Comparison with Modern Portfolio Theory.

#### Unit 9: Investor Decision-Making Models

Prospect Theory—Value Function and Probability Weighting; Loss Aversion and Reference

Points; Applications of Prospect Theory in Investment, Insurance and Corporate Decisions; Limitations and Extensions.

#### Block – IV: Behavioral Finance in Investment and Corporate Decisions

##### Unit 10: Behavioral Biases in Financial Markets

Behavioral Biases in Equity and Bond Markets; Mispricing and Limits to Arbitrage; Speculative Bubbles and Market Crashes; Role of Noise Traders and Sentiment Indicators.

##### Unit 11: Behavioral Aspects in Portfolio Management

Behavioral Asset Pricing Models; Impact of Investor Sentiment on Returns; Portfolio Construction under Behavioral Constraints; Role of Behavioral Finance in Active and Passive Investment Strategies.

##### Unit 12: Behavioral Corporate Finance

Behavioral Influences on Corporate Financial Decisions; Managerial Overconfidence and Optimism; Behavioral Aspects of Capital Structure and Dividend Policy; Mergers and Acquisitions from a Behavioral Perspective.

#### Block – V: Fashionable Applications and Global Perspectives

##### Unit 13: Behavioral Risk Management

Concept of Behavioral Risk; Identification of Behavioral Risks in Organizations; Biases in Risk Assessment and Control; Behavioral Approaches to Enterprise Risk Management; Improving Decision Quality through Debiasing.

##### Unit 14: Behavioral Finance in Advisory and Fintech

Behavioral Insights in Financial Advisory Services; Investor Profiling and Bias-Aware Advice; Behavioral Design in Fintech and Robo-Advisors; Nudging and Digital Decision Architecture in Financial Services.

##### Unit 15: Global Trends and Ethical Issues

Global Developments in Behavioral Finance Research; Ethical Implications of Behavioral Interventions; Investor Protection and Regulatory Perspectives; Future Directions and Research Opportunities in Behavioral Finance.

### Course Outcomes

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

1. Explain the concepts, theories, and relevance of behavioral finance in financial markets.
2. Identify cognitive biases, emotional factors, and heuristics affecting investor decisions.
3. Analyze financial market anomalies using behavioral finance perspectives.
4. Apply behavioral finance principles in portfolio construction, asset pricing, and risk management.
5. Evaluate contemporary issues, global trends, and ethical considerations in behavioral finance.

**References:**

1. Thaler, R. H. (2016). *Misbehaving: The making of behavioral economics*. W. W. Norton.
2. Kahneman, D. (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.
3. Shiller, R. J. (2015). *Irrational exuberance* (3rd ed.). Princeton University Press.
4. Pompian, M. M. (2012). *Behavioral finance and wealth management* (2nd ed.). Wiley.
5. Shefrin, H. (2007). *Behavioral corporate finance*. McGraw-Hill.

**Program:** Master of Business Administration (MBA)

Course Name: Project & Micro Finance	Course Code: MFN9405T
Semester: 4	Core / Elective: Elective (FM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of project finance and microfinance concepts, principles, and significance.
2. Familiarize students with project appraisal techniques, financial analysis, and investment evaluation.
3. Equip students with knowledge of microfinance models, institutions, and financial inclusion strategies.
4. Enable students to analyze risk, sustainability, and social impact of project and microfinance initiatives.
5. Examine contemporary issues, policies, and global practices in project and microfinance.

**Course Content:**

<b>Block – I: Introduction to Project Finance</b>
<b>Unit 1: Project Finance</b>
Concept and Meaning of Project Finance; Scope and Objectives; Characteristics of Project Finance; Project Finance vs Corporate Finance; Importance of Cash Flow–Based Financing; Role of Risk Allocation among Stakeholders.
<b>Unit 2: Types of Projects</b>
Classification of Projects—Industrial, Infrastructure, Agricultural and Social Projects; Public, Private and Public–Private Partnership (PPP) Projects; Capital-Intensive and Technology-Driven Projects; Sector-Specific Challenges and Financing Needs.

### Unit 3: Role of Project Finance in Economic Development

Contribution of Project Finance to Economic Growth and Infrastructure Development; Role in Employment Generation and Regional Development; Financial Institutions Supporting Projects—Commercial Banks, Development Financial Institutions, NBFCs and Multilateral Agencies; Role of Government and Policy Support.

### Block – II: Project Appraisal Techniques

#### Unit 4: Technical Appraisal

Objectives and Importance of Technical Appraisal; Project Design and Layout; Selection of Technology and Machinery; Feasibility Studies; Capacity Planning and Location Analysis; Assessment of Technical Risks.

#### Unit 5: Financial Appraisal

Cost Estimation—Project Cost and Means of Finance; Operating Cost Analysis; Break-Even Analysis; Capital Budgeting Techniques—Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR); Financial Viability and Profitability Assessment.

#### Unit 6: Economic and Social Appraisal

Economic Appraisal and Cost-Benefit Analysis; Social Costs and Benefits; Environmental Impact Considerations; Risk Analysis and Sensitivity Analysis; Role of Economic Appraisal in Public Sector and Development Projects.

### Block – III: Project Implementation and Monitoring

#### Unit 7: Project Planning and Scheduling

Importance of Planning and Scheduling in Project Finance; Use of Gantt Charts, CPM and PERT Techniques; Identification of Critical Activities; Time Management and Resource Optimization; Schedule Control Mechanisms.

#### Unit 8: Project Implementation

Project Implementation Process; Resource Allocation—Human, Material and Financial Resources; Fund Flow Management; Role of Project Manager; Coordination among Stakeholders; Managing Delays and Cost Overruns.

<b>Unit 9: Project Monitoring and Control</b>
Monitoring and Control Systems; Performance Measurement Techniques; Physical and Financial Progress Reporting; Project Auditing; Corrective Actions and Post-Implementation Review.
<b>Block – IV: Introduction to Microfinance</b>
<b>Unit 10: Microfinance</b>
Concept and Evolution of Microfinance; Scope and Objectives; Role of Microfinance in Financial Inclusion and Poverty Alleviation; Linkage between Microfinance and Sustainable Development; Challenges in Microfinance Delivery.
<b>Unit 11: Microfinance Institutions (MFIs)</b>
Structure and Functions of MFIs; Models of Microfinance—Self-Help Group (SHG)—Bank Linkage Model, Joint Liability Group (JLG) Model; Role of NGOs, NBFC-MFIs and Cooperative Institutions; Delivery Mechanisms and Outreach.
<b>Unit 12: Microfinance Products</b>
Microcredit, Microsavings and Microinsurance; Other Financial Services—Micro-pensions and Remittance Services; Product Design and Pricing; Impact of Microfinance Products on Income Generation and Livelihood Development.
<b>Block – V: Contemporary Issues in Project &amp; Microfinance</b>
<b>Unit 13: Risk Management</b>
Types of Risks in Project Finance—Construction Risk, Financial Risk, Market Risk and Operational Risk; Risks in Microfinance—Credit Risk, Operational Risk and Social Risk; Risk Mitigation Strategies; Role of Credit Rating and Guarantees.
<b>Unit 14: Sustainability and Impact Assessment</b>
Concept of Sustainability in Project and Microfinance; Financial and Social Sustainability of MFIs; Impact Assessment Techniques; Social Performance Measurement; Role of Impact Investing and Development Finance.
<b>Unit 15: Global Practices and Emerging Trends</b>
Global Best Practices in Project Finance and Microfinance; Policy and Regulatory

Framework in India and Abroad; Role of RBI and International Institutions; Digital Microfinance and FinTech Innovations; Future Trends and Challenges.

### **Course Outcomes**

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

1. Explain the concepts, objectives, and importance of project finance and microfinance.
2. Conduct financial and economic appraisal of projects using standard techniques.
3. Apply microfinance principles and tools to promote financial inclusion and community development.
4. Analyze risks, sustainability, and performance of project and microfinance schemes.
5. Evaluate policies, global trends, and ethical considerations in project and microfinance.

### **References:**

1. Ghatak, M., & Guinnane, T. W. (1999). The economics of lending with joint liability. *Journal of Development Economics*, 60(1), 195–228.
2. Ledgerwood, J. (2013). *The new microfinance handbook*. World Bank Publications.
3. Armendariz, B., & Morduch, J. (2010). *The economics of microfinance* (2nd ed.). MIT Press.
4. Yescombe, E. R. (2018). *Principles of project finance* (2nd ed.). Academic Press.
5. Finnerty, J. D. (2013). *Project financing* (3rd ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Business to Business (B2B) Marketing	Course Code: MMK9401T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of B2B marketing concepts, practices, and differences from B2C marketing.
2. Familiarize students with organizational buying behavior and decision-making processes.
3. Equip students with strategies for B2B product management, pricing, and distribution.
4. Enable students to design effective B2B marketing communication and relationship management strategies.
5. Examine contemporary trends, challenges, and global practices in B2B marketing.

**Course Content:**

<b>Block – I: Introduction to B2B Marketing</b>
<b>Unit 1: B2B Marketing</b>
Concept and Meaning of Business-to-Business (B2B) Marketing; Scope and Importance in Industrial and Service Sectors; Characteristics of B2B Markets; Differences between B2B and B2C Marketing in Terms of Demand, Buyer Behavior, Relationship Orientation and Decision Complexity.
<b>Unit 2: Types of B2B Markets</b>
Classification of B2B Markets—Industrial/Producer Markets, Reseller Markets, Government Markets and Institutional Markets; Nature of Demand and Procurement Practices; Role of Intermediaries and Suppliers; Sectoral Examples.

### Unit 3: Role of B2B Marketing in Strategy

Strategic Role of B2B Marketing in Organizational Growth; Contribution to Competitive Advantage and Value Creation; Market Segmentation, Targeting and Positioning in B2B Context; Integration with Corporate and Business Strategy.

### Block – II: Organizational Buying Behavior

#### Unit 4: Organizational Buying Process

Stages in Organizational Buying—Problem Recognition, Need Description, Supplier Search, Proposal Solicitation, Evaluation and Selection; Buying Center Concept; Roles of Users, Influencers, Gatekeepers, Deciders and Buyers.

#### Unit 5: Factors Influencing Organizational Buying

Environmental Factors (Economic, Technological, Regulatory); Organizational Factors (Objectives, Policies, Structure); Interpersonal and Individual Factors; Supplier Evaluation Criteria; Vendor Selection and Negotiation.

#### Unit 6: Buying Situations

Types of Buying Situations—New Task, Modified Rebuy and Straight Rebuy; Risk and Information Requirements; Strategic Sourcing and Vendor Development; Implications for Marketing Strategy.

### Block – III: B2B Product and Pricing Strategies

#### Unit 7: B2B Product Strategy

Industrial Product Classification—Raw Materials, Components, Capital Equipment and Services; Product Life Cycle in Industrial Markets; Customization and Solution Selling; New Product Development and Co-creation with Clients.

#### Unit 8: B2B Pricing Strategy

Pricing Objectives in B2B Markets; Cost-Based, Value-Based and Competition-Oriented Pricing; Tendering and Negotiated Pricing; Discounts, Allowances and Long-Term Contract Pricing; Pricing for Key Accounts.

#### Unit 9: Channel and Distribution Strategy

Direct vs Indirect Distribution Channels; Role of Distributors, Dealers and Agents; Logistics

and Physical Distribution; Supply Chain Integration and Coordination; Use of Technology in Distribution Management.

#### Block – IV: B2B Marketing Communication and Relationship Management

##### Unit 10: B2B Promotion Mix

Promotion Tools in B2B—Personal Selling, Trade Fairs and Exhibitions, Technical Seminars; Digital Marketing, Email Marketing and Content Marketing; Role of Branding and Corporate Communication in Industrial Markets.

##### Unit 11: Key Account and Relationship Management

Concept of Key Account Management (KAM); Strategic Partnerships and Long-Term Relationships; Trust Building, Service Quality and Customer Retention; Managing Strategic Alliances and Supplier Relationships.

##### Unit 12: CRM in B2B Markets

Customer Relationship Management Systems; Use of CRM Software and Data Analytics; Customer Lifetime Value in B2B Context; Technology-Enabled Relationship Management and After-Sales Support.

#### Block – V: Contemporary Issues and Global Perspectives

##### Unit 13: Emerging Trends in B2B Marketing

Digital Transformation in B2B; E-Procurement Systems and Online Marketplaces; Role of Social Media and Professional Platforms (e.g., LinkedIn); Account-Based Marketing and Marketing Automation.

##### Unit 14: Challenges in B2B Marketing

Impact of Globalization on Industrial Marketing; Ethical Issues and Fair Trade Practices; Cross-Cultural Negotiation and Communication; Managing Channel Conflicts and Competitive Pressures.

##### Unit 15: Case Studies and Best Practices

Case Studies of Successful B2B Organizations; International Best Practices in Industrial Marketing; Innovation in Value Propositions and Service Models; Lessons for Strategy Formulation and Implementation.

## Course Outcomes

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

1. Explain the concepts, scope, and importance of B2B marketing.
2. Analyze organizational buying behavior, buyer-seller relationships, and decision-making processes.
3. Develop effective B2B product, pricing, and distribution strategies.
4. Apply relationship management, digital tools, and communication strategies in B2B marketing.
5. Evaluate global trends, challenges, and ethical considerations in B2B marketing.

## References:

1. Anderson, J. C., Narus, J. A., & Narayandas, D. (2009). *Business market management* (3rd ed.). Pearson.
2. Hutt, M. D., & Speh, T. W. (2017). *Business marketing management* (12th ed.). Cengage.
3. Brennan, R., Canning, L., & McDowell, R. (2020). *Business-to-business marketing* (5th ed.). Sage.
4. Webster, F. E., & Wind, Y. (1972). *Organizational buying behavior*. Prentice Hall.
5. Kotler, P., & Pfoertsch, W. (2006). *B2B brand management*. Springer.

**Program:** Master of Business Administration (MBA)

Course Name: Consumer Behavior	Course Code: MMK9402T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of consumer behavior concepts, models, and their significance in marketing.
2. Examine psychological, social, and cultural factors influencing consumer decision-making.
3. Familiarize students with consumer perception, learning, motivation, and attitude formation.
4. Equip students with tools and techniques to analyze consumer decision processes and buying behavior.
5. Analyze contemporary trends in consumer behavior, including digital and global influences.

**Course Content:**

<b>Block – I: Introduction to Consumer Behavior</b>
<b>Unit 1: Consumer Behavior</b>
Concept and Meaning of Consumer Behavior; Scope and Interdisciplinary Nature; Importance for Marketers and Organizations; Applications in Product Design, Pricing, Promotion and Distribution Decisions; Role in Creating Customer Value and Satisfaction.
<b>Unit 2: Consumer Decision-Making Process</b>
Stages of Consumer Decision-Making—Need Recognition, Information Search (Internal and External), Evaluation of Alternatives, Purchase Decision and Post-Purchase Behavior; Role of Involvement and Perceived Risk; Customer Satisfaction and Cognitive Dissonance.

### Unit 3: Models of Consumer Behavior

Overview of Consumer Behavior Models—Economic, Psychological and Sociological Models; Howard–Sheth Model and its Components; Black Box Model; Implications of Models for Understanding and Predicting Consumer Choices.

### Block – II: Psychological Factors Influencing Consumer Behavior

#### Unit 4: Motivation

Concept and Nature of Consumer Motivation; Types of Motives—Rational and Emotional; Theories of Motivation—Maslow’s Hierarchy of Needs, Herzberg’s Two-Factor Theory; Application of Motivation in Advertising and Product Positioning.

#### Unit 5: Perception

Perceptual Process—Exposure, Attention and Interpretation; Factors Influencing Perception; Selective Perception and Perceptual Bias; Role of Perception in Brand Image, Packaging and Pricing Decisions.

#### Unit 6: Learning and Memory

Concept of Consumer Learning; Behavioral Learning Theories (Classical and Operant Conditioning); Cognitive Learning and Information Processing; Role of Memory—Encoding, Storage and Retrieval; Implications for Brand Recall and Loyalty.

### Block – III: Personality, Attitudes, and Lifestyle

#### Unit 7: Personality

Meaning and Traits of Personality; Theories of Personality; Consumer Personality and Buying Behavior; Brand Personality and Self-Concept; Use of Personality in Market Segmentation.

#### Unit 8: Attitude Formation and Change

Concept and Components of Attitude—Cognitive, Affective and Behavioral; Attitude Formation Processes; Methods of Attitude Change—Persuasion, Communication and Message Appeals; Role of Attitudes in Brand Preference.

#### Unit 9: Lifestyle and Psychographics

Concept of Lifestyle; Psychographic Segmentation; VALS Framework (Values and

Lifestyles); Activities, Interests and Opinions (AIO); Application of Lifestyle Analysis in Target Market Selection and Positioning.

#### Block – IV: Social and Cultural Influences

##### Unit 10: Family and Household Influence

Role of Family in Consumer Socialization; Family Life Cycle Stages; Decision Roles within Household—Initiator, Influencer, Decider, Buyer and User; Impact on Purchase of Durable and Non-Durable Goods.

##### Unit 11: Reference Groups and Social Class

Concept of Reference Groups—Membership, Aspirational and Dissociative Groups; Peer Influence and Opinion Leaders; Social Class and Status; Impact on Brand Choice and Consumption Patterns.

##### Unit 12: Cultural and Cross-Cultural Influences

Meaning and Elements of Culture; Sub-Cultures and Their Characteristics; Cross-Cultural Differences in Consumer Behavior; Cultural Values and Consumption Patterns; Implications for Global Marketing Strategies.

#### Block – V: Contemporary Trends in Consumer Behavior

##### Unit 13: Consumer Behavior in the Digital Age

Online Consumer Decision-Making; E-Commerce and Omni-Channel Buying Behavior; Influence of Social Media, Reviews and Influencers; Role of Data Analytics and Personalization in Marketing.

##### Unit 14: Consumer Ethics and Green Consumerism

Ethical Issues in Consumption; Consumer Rights and Responsibilities; Green Marketing and Sustainable Consumption; Environmentally Responsible Buying Behavior; Corporate Social Responsibility and Ethical Branding.

##### Unit 15: Applications in Marketing Strategy

Use of Consumer Behavior Insights in Segmentation, Targeting and Positioning (STP); Role in Brand Management and Customer Experience Design; Product Development and Communication Strategy; Building Customer Loyalty and Relationship Marketing.

## Course Outcomes

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

1. Explain the concepts, scope, and importance of consumer behavior in marketing strategy.
2. Analyze the psychological, social, and cultural factors influencing consumer decisions.
3. Evaluate consumer learning, perception, motivation, personality, and attitudes in purchase behavior.
4. Apply consumer behavior theories and models to product development, segmentation, and marketing strategy.
5. Assess contemporary trends, digital influences, and ethical considerations in consumer behavior.

## References:

1. Schiffman, L. G., & Wisenblit, J. (2019). *Consumer behavior* (12th ed.). Pearson.
2. Solomon, M. R. (2020). *Consumer behavior: Buying, having, and being* (13th ed.). Pearson.
3. Hawkins, D. I., & Mothersbaugh, D. L. (2019). *Consumer behavior* (13th ed.). McGraw-Hill.
4. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2006). *Consumer behavior* (10th ed.). Thomson.
5. Kardes, F. R., Cline, T. W., & Cronley, M. L. (2018). *Consumer behavior* (2nd ed.). Cengage.

**Program:** Master of Business Administration (MBA)

Course Name: Digital Marketing	Course Code: MMK9403T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the concepts, tools, and techniques of digital marketing.
2. Familiarize students with digital marketing channels, strategies, and platforms.
3. Equip students with skills to plan, execute, and evaluate digital marketing campaigns.
4. Enable students to analyze consumer behavior and engagement in digital environments.
5. Examine contemporary trends, analytics, and ethical issues in digital marketing.

**Course Content:**

<b>Block – I: Introduction to Digital Marketing</b>
<b>Unit 1: Digital Marketing – Concept, Scope, Importance, and Evolution</b>
Meaning and definition of digital marketing; evolution from Web 1.0 to Web 3.0; role of internet and mobile technologies; importance of digital presence for organizations; advantages and limitations of digital marketing; role in modern business strategy; growth of digital economy in India and globally.
<b>Unit 2: Digital vs Traditional Marketing – Integration and Strategic Relevance</b>
Comparison between traditional and digital marketing; ATL, BTL and TTL approaches; omnichannel marketing; customer journey across offline and online touchpoints; cost, reach, targeting and measurability differences; integrating digital with IMC (Integrated Marketing Communication); role in building customer experience.

### Unit 3: Digital Marketing Ecosystem – Channels, Platforms, and Stakeholders

Overview of digital marketing environment; owned, paid and earned media; major platforms (Google, Meta, YouTube, LinkedIn, X, marketplaces); role of agencies, content creators, technology providers; customer data platforms (CDP); marketing technology (MarTech) stack and ecosystem relationships.

### Block – II: Digital Marketing Channels

### Unit 4: Search Engine Optimization (SEO) – On-Page and Off-Page Techniques

Concept and importance of SEO; search engine working and algorithms; keyword research; on-page optimization (meta tags, headings, URL, content optimization, internal linking); technical SEO basics (site speed, mobile friendliness, schema); off-page SEO (backlinks, directory submission, outreach); white-hat vs black-hat SEO.

### Unit 5: Search Engine Marketing (SEM) and Pay-Per-Click (PPC) Advertising

Concept of SEM; Google Ads ecosystem; PPC campaign structure; keyword bidding strategies; quality score; ad copy creation; landing page optimization; cost per click (CPC), cost per acquisition (CPA); A/B testing; conversion tracking and ROI measurement.

### Unit 6: Social Media Marketing (SMM) – Platforms, Strategies, and Engagement Techniques

Major social media platforms and their audience profiles; content planning and social media calendar; organic vs paid social media; community building; engagement metrics (likes, shares, comments, reach); social listening and reputation management; crisis handling in social media.

### Block – III: Content, Email, and Mobile Marketing

### Unit 7: Content Marketing – Blogging, Video Marketing, Infographics, and Storytelling

Role of content in inbound marketing; content strategy and buyer personas; types of content formats; editorial planning; storytelling for brand building; video platforms (YouTube, Reels); content distribution channels; content performance measurement.

### Unit 8: Email Marketing – Campaign Planning, Automation, Personalization, and Metrics

Role of email in customer lifecycle; building subscriber lists; segmentation and targeting; email design and copywriting; automation workflows; personalization techniques; metrics

such as open rate, CTR, bounce rate, unsubscribe rate; compliance with anti-spam regulations.

### Unit 9: Mobile Marketing – Apps, SMS Marketing, Push Notifications, and Location-Based Services

Growth of mobile internet users; mobile-friendly websites; app-based marketing; SMS and WhatsApp marketing; push notifications strategy; QR codes; geo-targeting and location-based promotions; mobile user experience and privacy concerns.

### Block – IV: Analytics and Digital Campaign Management

#### Unit 10: Web Analytics – Google Analytics, KPIs, Metrics, and Dashboard Reporting

Role of data in digital decision-making; introduction to Google Analytics (GA4); traffic sources; user behavior analysis; conversion funnels; key performance indicators (KPIs); attribution models; dashboard creation and reporting for managerial decisions.

#### Unit 11: Digital Advertising – Display Ads, Remarketing, and Programmatic Advertising

Types of digital ads (banner, native, video); ad networks and ad exchanges; remarketing and retargeting techniques; audience segmentation; programmatic advertising process; real-time bidding (RTB); brand safety and ad fraud issues.

#### Unit 12: Digital Campaign Planning and Management – Strategy, Budgeting, and Performance Evaluation

Steps in digital campaign planning; objective setting (SMART goals); media planning; budgeting methods; scheduling and execution; campaign monitoring; performance evaluation using metrics; optimization and reporting to stakeholders.

### Block – V: Contemporary Trends and Emerging Tools

#### Unit 13: Influencer Marketing, Affiliate Marketing, and E-commerce Marketing

Concept and types of influencers; influencer selection and ROI measurement; affiliate networks and commission models; marketplace marketing (Amazon, Flipkart); product listing optimization; customer reviews and ratings management.

#### Unit 14: Emerging Trends – AI in Digital Marketing, Chatbots, Voice Search, and AR/VR Applications

Role of Artificial Intelligence and machine learning in personalization; predictive analytics;

marketing automation tools; conversational marketing through chatbots; voice search optimization; immersive marketing using AR/VR; future of metaverse marketing.

### Unit 15: Digital Marketing Ethics, Privacy Issues, Legal Compliance, and Global Best Practices

Data privacy and consumer consent; cookies and tracking policies; IT Act and global regulations (GDPR overview); ethical advertising practices; misinformation and dark patterns; responsible use of customer data; sustainability and inclusive digital communication.

#### Course Outcomes

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

1. Explain the scope, importance, and components of digital marketing.
2. Develop strategies for social media marketing, email marketing, SEO, SEM, and content marketing.
3. Apply analytics tools to measure and optimize digital marketing campaigns.
4. Analyze digital consumer behavior and engagement across platforms.
5. Evaluate emerging trends, global practices, and ethical considerations in digital marketing.

#### References:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson.
2. Ryan, D. (2016). *Understanding digital marketing* (4th ed.). Kogan Page.
3. Tuten, T. L., & Solomon, M. R. (2020). *Social media marketing* (3rd ed.). Sage.
4. Kingsnorth, S. (2019). *Digital marketing strategy* (2nd ed.). Kogan Page.
5. Strauss, J., & Frost, R. (2016). *E-marketing* (7th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: International Marketing	Course Code: MMK9404T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the concepts, principles, and importance of international marketing.
2. Familiarize students with global market analysis, entry strategies, and international business environment.
3. Equip students with strategies for global product, pricing, distribution, and promotion.
4. Enable students to analyze cross-cultural, political, economic, and legal factors affecting international marketing.
5. Examine contemporary trends, digital globalization, and ethical issues in international marketing.

**Course Content:**

<b>Block – I: Introduction to International Marketing</b>
<b>Unit 1: International Marketing</b>
International Marketing: Concept and evolution of international marketing; scope and objectives of international marketing; importance of international marketing in a globalized economy; role of international marketing in business growth, competitiveness, and economic development; challenges faced by firms in international markets.
<b>Unit 2: Domestic vs. International Marketing</b>
Differences between domestic and international marketing with respect to market scope, environment, risk, competition, consumer behavior, legal systems, and marketing strategies; managerial complexities in international marketing; adaptation of marketing practices across

borders.

### Unit 3: Globalization and International Marketing

Concept and dimensions of globalization; drivers of globalization; impact of globalization on markets, consumers, and firms; opportunities and threats created by globalization; role of multinational corporations (MNCs) in international marketing.

### Block – II: International Market Environment

#### Unit 4: Political, Legal, and Regulatory Environment

Political systems and their impact on international marketing decisions; government policies, trade regulations, tariffs, quotas, and non-tariff barriers; international trade agreements; legal issues related to contracts, intellectual property rights, and dispute settlement.

#### Unit 5: Economic and Technological Environment

Economic systems and levels of economic development; key economic indicators affecting international markets; role of technology in international marketing; impact of digitalization; analysis of emerging markets and their significance for global businesses.

#### Unit 6: Cultural Environment

Concept of culture and its components; cultural dimensions (language, values, beliefs, customs, and lifestyles); cross-cultural differences in consumer behavior; social norms and their influence on marketing decisions; managing cultural diversity in international markets.

### Block – III: International Market Entry and Research

#### Unit 7: International Trade Theories

Classical and modern theories of international trade including comparative advantage, factor endowment theory, and product life cycle theory; relevance of trade theories in explaining international marketing patterns and firm competitiveness.

#### Unit 8: International Market Entry Strategies

Modes of entry into international markets: exporting, licensing, franchising, joint ventures, strategic alliances, and foreign direct investment; factors influencing the choice of entry strategy; advantages and limitations of each mode.

### Unit 9: International Market Research

Importance of international market research; research process in international markets; sources of secondary and primary data; challenges in data collection; analysis and interpretation of international market data for managerial decision-making.

### Block – IV: International Marketing Mix

#### Unit 10: International Product Strategy

Product planning for international markets; standardization versus adaptation of products; global branding strategies; packaging and labeling decisions; management of new product development in international markets.

#### Unit 11: International Pricing Strategy

Factors influencing international pricing decisions; cost, demand, competition, and government controls; pricing methods; impact of exchange rate fluctuations; transfer pricing and dumping issues.

#### Unit 12: International Distribution Strategy

Selection and management of international distribution channels; role of intermediaries; logistics and supply chain management; transportation and warehousing; growth of e-commerce and digital platforms in international distribution.

#### Unit 13: International Promotion Strategy

International advertising and communication strategies; cultural and legal constraints in promotion; sales promotion and personal selling in international markets; public relations; role of digital and social media marketing globally.

### Block – V: Contemporary Issues and Global Trends

#### Unit 14: Global Marketing Challenges

Nature of global competition; managing political and economic risks; market uncertainties and volatility; strategies for risk management; impact of political instability and trade conflicts on international marketing.

#### Unit 15: Ethics, Sustainability, and Emerging Trends

Ethical issues in international marketing; corporate social responsibility and sustainable

marketing practices; digital globalization; impact of technology, artificial intelligence, and data analytics; emerging trends shaping the future of international marketing.

### **Course Outcomes**

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

1. Explain the concepts, scope, and significance of international marketing.
2. Analyze global market opportunities, international trade theories, and market entry strategies.
3. Develop international marketing strategies including product, pricing, promotion, and distribution.
4. Assess cross-cultural, political, legal, and economic influences on international marketing decisions.
5. Evaluate contemporary trends, ethical considerations, and digital globalization in international marketing.

### **References:**

1. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). McGraw-Hill.
2. Keegan, W. J., & Green, M. C. (2020). *Global marketing* (10th ed.). Pearson.
3. Czinkota, M. R., & Ronkainen, I. A. (2018). *International marketing* (11th ed.). Cengage Learning.
4. Onkvisit, S., & Shaw, J. J. (2009). *International marketing: Strategy and theory* (5th ed.). Routledge.
5. Hollensen, S. (2020). *Global marketing* (8th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: Advertising Management	Course Code: MMK9405T
Semester: 4	Core / Elective: Elective (MM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the principles, concepts, and importance of advertising in marketing.
2. Familiarize students with advertising planning, budgeting, and media selection.
3. Equip students with skills to design, execute, and evaluate advertising campaigns.
4. Enable students to analyze consumer responses, advertising effectiveness, and brand impact.
5. Examine contemporary trends, digital advertising, and ethical issues in advertising management.

**Course Content:**

<b>Block – I: Introduction to Advertising</b>
<b>Unit 1: Advertising – Concept, Nature, Scope, and Objectives</b>
Meaning and definition of advertising; evolution and growth of advertising. Nature and characteristics of advertising as a paid, non-personal communication. Scope of advertising in modern business environment. Objectives of advertising—informative, persuasive, reminder, and reinforcement advertising. Role of advertising in competitive markets.
<b>Unit 2: Functions of Advertising in Marketing and Society</b>
Functions of advertising—informing, persuading, reminding, and reinforcing customers. Role in creating demand, brand preference, and market expansion. Economic and social functions of advertising. Impact on consumer awareness, lifestyle, and cultural values. Criticism and positive contributions of advertising in society.

### Unit 3: Advertising in the Marketing Mix; Relationship with Branding and Promotion

Advertising as an element of the promotion mix. Integration of advertising with product, price, and place strategies. Relationship between advertising and branding—brand identity, positioning, and equity building. Coordination with other promotional tools such as sales promotion, personal selling, public relations, and direct marketing.

### Block – II: Advertising Planning and Strategy

#### Unit 4: Advertising Process – Steps in Planning and Execution

Overview of the advertising planning process. Situation analysis, market and competitor analysis. Target audience identification and segmentation. Message development, media selection, budgeting, and implementation. Coordination between advertiser, agency, and media. Monitoring and control mechanisms.

#### Unit 5: Advertising Objectives – DAGMAR Approach, AIDA Model, and Setting SMART Goals

Concept of advertising objectives and their role in campaign effectiveness. DAGMAR approach—Defining Advertising Goals for Measured Advertising Results. AIDA model—Attention, Interest, Desire, Action. Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) advertising goals. Hierarchy of effects model.

#### Unit 6: Advertising Budget – Methods, Approaches, and Allocation Decisions

Importance of advertising budgeting. Methods—percentage of sales, affordable method, competitive parity, objective and task method. Factors influencing budget decisions—product life cycle, market share, competition, and organizational strategy. Allocation of budget across media and markets.

### Block – III: Advertising Media and Creative Strategy

#### Unit 7: Media Planning and Selection – Print, Broadcast, Outdoor, Digital, and Social Media

Media planning process and objectives. Characteristics, advantages, and limitations of various media—newspapers, magazines, radio, television, outdoor, transit, digital platforms, and social media. Criteria for media selection—target audience, cost, reach, frequency, and media habits.

### Unit 8: Media Scheduling and Evaluation; Reach, Frequency, and Impact

Concept of media scheduling—continuous, flighting, and pulsing strategies. Measurement of media effectiveness using reach, frequency, gross rating points (GRPs), impressions, and impact. Media evaluation techniques and cost efficiency measures such as CPM and CPC.

### Unit 9: Advertising Creativity – Concept, Copywriting, Visual Elements, and Storyboard Design

Role of creativity in advertising effectiveness. Creative strategy development. Elements of copywriting—headline, body copy, slogan, call to action. Visual components—layout, color, typography, and imagery. Storyboard preparation for print, TV, and digital advertisements.

### Block – IV: Execution and Evaluation of Advertising

### Unit 10: Advertising Campaign Execution – Production, Timing, and Launch Strategies

Steps in campaign execution—creative production, coordination with media agencies, scheduling and release. Selection of production techniques for print, audio, video, and digital formats. Timing decisions—seasonal, product launch, and competitive timing. Campaign management and coordination.

### Unit 11: Measuring Advertising Effectiveness – Pre-Test and Post-Test Methods, Recall, and Persuasion Metrics

Need for evaluating advertising performance. Pre-testing methods—concept testing, copy testing, focus groups. Post-testing techniques—recall tests, recognition tests, persuasion measures, and tracking studies. Use of analytics and marketing research in measuring effectiveness.

### Unit 12: Consumer Response Analysis – Attitude Change, Brand Awareness, and Sales Impact

Understanding consumer behavior responses to advertising. Measurement of attitude change, brand awareness, and brand recall. Analysis of purchase intention and customer engagement. Linking advertising efforts with sales performance and return on advertising investment (ROAI).

**Block – V: Contemporary Issues and Digital Advertising**

**Unit 13: Digital Advertising – SEO, SEM, Social Media Ads, Video Marketing, and Influencer Marketing**

Concept and growth of digital advertising ecosystem. Search Engine Optimization (SEO) and Search Engine Marketing (SEM). Social media advertising strategies across platforms. Video marketing and content marketing. Role of influencers and affiliate marketing. Performance metrics—CTR, conversions, engagement rate.

**Unit 14: Global Trends in Advertising – Cross-Cultural Communication, Ethical Issues, and Regulatory Frameworks**

Globalization and international advertising strategies. Cross-cultural communication and localization of messages. Ethical concerns—misleading advertising, stereotyping, and consumer protection. Regulatory bodies and guidelines (e.g., ASCI, international codes). Corporate social responsibility in advertising.

**Unit 15: Integrated Marketing Communication (IMC) – Role of Advertising in Omnichannel Marketing and Emerging Trends**

Concept and importance of Integrated Marketing Communication. Coordination of advertising with digital, direct, PR, and sales promotion. Omnichannel customer engagement. Role of data analytics and personalization. Emerging trends—AI-driven advertising, programmatic media buying, and interactive content.

**Course Outcomes**

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

1. Explain the concepts, scope, and role of advertising in marketing strategy.
2. Develop advertising plans, budgets, and select appropriate media channels.
3. Design creative advertising campaigns for different products and target audiences.
4. Evaluate advertising effectiveness and analyze consumer responses using research tools.
5. Assess contemporary trends, digital platforms, ethical issues, and global practices in advertising.

## References:

1. Belch, G. E., & Belch, M. A. (2021). *Advertising and promotion* (12th ed.). McGraw-Hill.
2. Batra, R., Myers, J. G., & Aaker, D. A. (2016). *Advertising management* (5th ed.). Pearson.
3. Clow, K. E., & Baack, D. (2018). *Integrated advertising, promotion, and marketing communications* (8th ed.). Pearson.
4. Wells, W., Moriarty, S., & Burnett, J. (2015). *Advertising: Principles and practice* (10th ed.). Pearson.
5. Percy, L., & Elliott, R. (2016). *Strategic advertising management* (5th ed.). Oxford University Press.

**Program:** Master of Business Administration (MBA)

Course Name: Compensation Management	Course Code: MHR9401T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the principles, objectives, and importance of compensation management.
2. Familiarize students with various components and types of employee compensation.
3. Equip students with skills to design, implement, and evaluate compensation systems.
4. Enable students to analyze performance-based pay, incentives, and rewards.
5. Examine contemporary trends, legal frameworks, and ethical issues in compensation management.

**Course Content:**

<b>Block – I: Introduction to Compensation Management</b>
<b>Unit 1: Compensation Management – Concept, Objectives, and Scope</b>
Meaning and definition of compensation management. Evolution from traditional wage administration to strategic compensation. Objectives—attracting, motivating, and retaining employees; ensuring internal equity and external competitiveness. Scope of compensation in modern organizations including financial and non-financial rewards.
<b>Unit 2: Principles of Compensation – Equity, Fairness, Motivation, and Retention</b>
Principles guiding compensation decisions—internal equity, external equity, fairness, transparency, and consistency. Relationship between compensation and employee motivation. Role of rewards in reducing turnover and improving job satisfaction. Behavioral and psychological aspects of reward systems.
<b>Unit 3: Strategic Role of Compensation in Human Resource Management and Organizational Performance</b>

Compensation as a strategic HR tool aligned with organizational goals. Linking compensation with business strategy, productivity, and performance improvement. Role in talent acquisition, retention, and employer branding. Impact of compensation practices on organizational effectiveness and competitiveness.

**Block – II: Components of Compensation**

**Unit 4: Direct Compensation – Salary, Wages, Incentives, and Bonuses**

Concept and structure of direct pay. Differences between salary and wages. Types of incentive systems—piece rate, commission, productivity-linked incentives. Bonus schemes and performance-linked pay. Role of direct compensation in motivating performance and achieving organizational targets.

**Unit 5: Indirect Compensation – Employee Benefits, Perquisites, Allowances, and Retirement Plans**

Meaning and importance of indirect compensation. Statutory and non-statutory benefits—PF, gratuity, insurance, medical benefits, leave benefits. Perquisites and allowances such as housing, transport, and special allowances. Retirement and long-term security plans. Role of benefits in enhancing employee well-being and loyalty.

**Unit 6: Compensation Policies and Job Evaluation – Job Analysis, Job Grading, and Pay Scales**

Need for formal compensation policies. Job analysis and job description as the basis for pay decisions. Job evaluation methods—ranking, classification, point factor, and factor comparison. Development of job grades and pay scales. Ensuring consistency and fairness in compensation structure.

**Block – III: Designing Compensation Systems**

**Unit 7: Salary Structures – Pay Bands, Job-Based vs. Skill-Based Pay, and Market-Based Pay**

Designing salary structures and pay bands. Traditional job-based pay versus competency/skill-based pay. Market pricing and benchmarking with industry standards. Broadbanding and flexible pay structures. Balancing internal equity with market competitiveness.

**Unit 8: Incentive Plans – Individual, Team, and Organizational Incentives**

Types of incentive plans—individual incentives, group incentives, and organization-wide schemes such as profit sharing and gainsharing. Short-term and long-term incentives. Linking incentives with productivity, quality, and innovation. Advantages and limitations of incentive

compensation.

**Unit 9: Performance Appraisal and Linking Pay to Performance – Appraisal Methods and Reward Management**

Role of performance appraisal in compensation decisions. Traditional and modern appraisal methods—rating scales, MBO, 360-degree feedback, KPI-based evaluation. Concept of pay-for-performance and merit pay. Reward management strategies to reinforce high performance.

**Block – IV: Legal and Ethical Considerations**

**Unit 10: Labour Laws and Compensation – Minimum Wages Act, Payment of Bonus Act, Equal Pay Regulations**

Overview of major labour legislations related to wages and compensation in India. Provisions of Minimum Wages Act, Payment of Bonus Act, Equal Remuneration principles, and other relevant statutory requirements. Role of compliance in protecting employee rights and avoiding legal disputes.

**Unit 11: Ethical Issues in Compensation – Pay Equity, Transparency, and Executive Compensation**

Ethical concerns in compensation management—gender pay gap, discrimination, and fairness issues. Importance of transparency in pay structures. Debate on executive compensation and corporate governance. Building ethical and socially responsible compensation policies.

**Unit 12: Compensation Audits and Compliance – Monitoring, Reporting, and Internal Controls**

Need for compensation audits to ensure fairness and legal compliance. Methods of auditing pay structures and benefit programs. Role of HR analytics in monitoring compensation effectiveness. Internal controls, reporting systems, and corrective actions.

**Block – V: Contemporary Trends in Compensation Management**

**Unit 13: Global Compensation Practices – Expatriate Pay, International Salary Structures, and Cross-Cultural Considerations**

Concept of international compensation management. Approaches to expatriate compensation—balance sheet approach, localization. Challenges in managing global salary structures. Cultural, economic, and tax considerations in multinational organizations.

**Unit 14: Flexible Compensation and Total Rewards – Cafeteria Plans, Work-Life Balance, and Employee Well-being Programs**

Concept of total rewards approach. Flexible compensation or cafeteria benefit plans.

Inclusion of non-monetary rewards such as flexible working, wellness programs, recognition, and career development. Role of total rewards in employee engagement and satisfaction.

**Unit 15: Emerging Trends – Digital HR, Pay-for-Performance Analytics, Artificial Intelligence in Compensation, and Future Challenges**

Use of HRIS and digital platforms in compensation management. Application of data analytics for pay decisions and performance-linked rewards. Role of artificial intelligence in compensation benchmarking and forecasting. Future challenges—gig workforce, remote work, and evolving employee expectations.

**Course Outcomes**

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

1. Explain the concepts, objectives, and significance of compensation management in organizations.
2. Analyze and design compensation structures including salaries, incentives, and benefits.
3. Evaluate performance-based pay systems, reward strategies, and employee motivation mechanisms.
4. Apply compensation policies in alignment with organizational strategy and HRM practices.
5. Assess contemporary trends, legal compliance, and ethical considerations in compensation management.

**References:**

1. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). *Compensation* (13th ed.). McGraw-Hill.
2. Martocchio, J. J. (2020). *Strategic compensation* (10th ed.). Pearson.
3. Armstrong, M., & Brown, D. (2019). *Armstrong's handbook of reward management practice* (5th ed.). Kogan Page.
4. Gerhart, B., & Rynes, S. L. (2003). *Compensation: Theory, evidence, and strategic implications*. Sage.
5. Henderson, R. I. (2011). *Compensation management in a knowledge-based world* (10th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: Cross Cultural Human Resource Management	Course Code: MHR9402T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

1. To develop understanding of cultural influences on human resource management practices.
2. To analyze global staffing, performance and compensation systems in multinational firms.
3. To examine cross-cultural leadership, communication and ethical challenges.
4. To understand strategic HR issues in global and multicultural environments.
5. To prepare learners to manage diversity and global talent effectively.

**Course Content**

<b>BLOCK I: Foundations of Cross-Cultural Management</b>
<b>Unit 1: Introduction to Cross-Cultural Human Resource Management</b>
Concept and scope of CCHRM; Globalization and workforce diversity; Differences between domestic HRM and international HRM; Challenges of managing multicultural workforce.
<b>Unit 2: Culture and Its Dimensions</b>
Meaning and components of culture; Cultural frameworks – Hofstede’s cultural dimensions, Trompenaars’ model, Hall’s context theory; Cultural intelligence (CQ); Managing cultural diversity.
<b>Unit 3: Comparative HRM Systems</b>
HR practices across countries; Convergence vs divergence debate; National culture and HR policies; Institutional influences on HR systems.

## **BLOCK II: International Staffing and Talent Management**

### **Unit 4: Global Staffing Approaches**

Ethnocentric, polycentric, regiocentric and geocentric staffing models; Expatriate management; Selection and recruitment in global firms; Repatriation challenges.

### **Unit 5: Cross-Cultural Training and Development**

Pre-departure training; Cultural adaptation; Cross-cultural competence development; Global leadership development; Coaching and mentoring in international context.

### **Unit 6: Global Talent Management**

Global workforce planning; Talent acquisition strategies; Succession planning in multinational corporations; Managing global mobility.

## **BLOCK III: Performance and Compensation in Global Context**

### **Unit 7: Cross-Cultural Performance Management**

Performance appraisal in multinational firms; Cultural biases in evaluation; Global performance standards; Managing virtual teams.

### **Unit 8: International Compensation Management**

Compensation approaches; Balance sheet method; Host-based vs home-based pay; International benefits and incentives; Taxation and legal considerations.

### **Unit 9: Employee Relations in Global Environment**

Trade unions and labor laws across countries; Managing industrial relations internationally; Employee engagement in diverse settings; Conflict resolution across cultures.

## **BLOCK IV: Leadership, Communication and Ethics**

### **Unit 10: Cross-Cultural Leadership**

Leadership styles across cultures; Global leadership competencies; Cultural impact on decision-making; Transformational leadership in global context.

### **Unit 11: Cross-Cultural Communication**

Verbal and non-verbal communication differences; Managing language barriers; Negotiation styles across cultures; Communication in global virtual teams.

### **Unit 12: Ethics and Corporate Social Responsibility**

Ethical challenges in international HRM; Corporate governance; Global labor standards; Diversity, equity and inclusion (DEI) in multinational firms.

### **BLOCK V: Contemporary Issues and Strategic Perspectives**

### **Unit 13: Managing Diversity and Inclusion**

Gender diversity in global organizations; Inclusion strategies; Multicultural team management; Anti-discrimination policies.

### **Unit 14: HR Technology in Global Context**

Digital HR platforms; HR analytics in multinational firms; Remote workforce management; Data privacy regulations (GDPR and others).

### **Unit 15: Strategic Role of Cross-Cultural HRM**

Strategic alignment of HR with global business strategy; International mergers and acquisitions; Change management in multicultural organizations; Future trends in global HRM.

## **Course Outcomes**

After completion of the course, learners will be able to:

1. Explain the role of culture in shaping HR practices across countries.
2. Design global staffing and expatriate management strategies.
3. Evaluate cross-cultural performance appraisal and compensation systems.
4. Demonstrate effective cross-cultural communication and leadership skills.
5. Formulate strategic HR policies for multinational organizations.

## **References**

1. Briscoe, D. R., Schuler, R. S., & Tarique, I. (2021). *International human resource management* (6th ed.). Routledge.
2. Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International human resource management* (7th ed.). Cengage.

3. Brewster, C., Sparrow, P., & Vernon, G. (2016). *International human resource management* (4th ed.). CIPD.
4. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
5. Thomas, D. C., & Peterson, M. F. (2018). *Cross-cultural management* (4th ed.). Sage.
6. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

**Program:** Master of Business Administration (MBA)

Course Name: Organization Development & Change Management	Course Code: MHR9403T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of the concepts, theories, and practices of organization development (OD).
2. Familiarize students with change management models, strategies, and interventions.
3. Equip students with skills to diagnose organizational issues and design OD interventions.
4. Enable students to manage resistance to change and lead organizational transformation effectively.
5. Examine contemporary trends, ethical considerations, and global best practices in OD and change management.

**Course Content:**

<b>Block – I: Introduction to Organization Development (OD)</b>
<b>Unit 1: Organization Development</b>
Concept of OD; objectives such as improving organizational effectiveness, enhancing employee well-being, and fostering adaptability; significance of OD in improving organizational performance, problem-solving, and long-term sustainability; OD as a planned and systematic approach to organizational improvement.
<b>Unit 2: Historical Evolution of OD</b>
Origins of OD from the human relations movement; development through behavioral science and systems theory; role of OD in modern organizations for managing change, developing

leadership, and fostering innovation; key contributors and milestones in OD evolution.

### Unit 3: Fundamental Assumptions, Values, and Principles of OD

Core assumptions of OD such as people’s desire for growth and organizations as systems; underlying values like trust, collaboration, and participation; guiding principles including data-driven interventions, ethical practice, and continuous learning.

## Block – II: OD Interventions and Techniques

### Unit 4: Individual Interventions

Techniques focusing on individual growth and performance: coaching, mentoring, and counseling; performance appraisal as a tool for feedback and development; strategies for improving individual skills and competencies in alignment with organizational goals.

### Unit 5: Group Interventions

Team-based interventions to improve group effectiveness: team building, role analysis, conflict resolution, and intergroup development; methods to enhance collaboration, communication, and problem-solving within teams.

### Unit 6: Structural Interventions

Organization-level interventions including process reengineering, job design, and organizational restructuring; aligning structure, roles, and workflows to strategic objectives; managing change at the structural level to enhance efficiency and responsiveness.

## Block – III: Change Management Concepts

### Unit 7: Organizational Change

Types of change: strategic, structural, technological, and cultural; need for change in dynamic business environments; drivers of change such as globalization, technology, and competitive pressure; challenges organizations face during change.

### Unit 8: Change Management Models

Popular models for guiding change: Lewin’s 3-Step Model (Unfreeze–Change–Refreeze), Kotter’s 8-Step Model, ADKAR Model (Awareness, Desire, Knowledge, Ability, Reinforcement); comparison of models and their application in real organizational settings.

### Unit 9: Strategies for Change

Approaches to implementing change: planned change versus emergent change; top-down versus participative strategies; aligning change initiatives with organizational vision and stakeholder engagement; ensuring adaptability and sustainability of change.

### Block – IV: Implementing Change

### Unit 10: Resistance to Change

Causes of resistance such as fear, uncertainty, and habit; types of resistance: individual, group, and organizational; strategies to overcome resistance including communication, participation, negotiation, and incentives.

### Unit 11: Leadership and OD

Role of leadership in driving organizational change; leadership styles that support OD initiatives; influencing culture, motivating employees, and fostering innovation through effective leadership.

### Unit 12: Organizational Culture and Change

Understanding organizational culture and its impact on change initiatives; aligning culture with strategic goals; tools to assess and transform culture to support organizational development and innovation.

### Block – V: Contemporary Issues and Global Practices

### Unit 13: Technology-Driven Change

Impact of digital transformation, automation, and innovation on organizational development; adoption of technology in improving processes, collaboration, and decision-making; managing digital disruption and workforce adaptation.

### Unit 14: Evaluating OD Interventions

Methods for assessing effectiveness of OD initiatives; metrics and key performance indicators (KPIs); feedback mechanisms; continuous improvement and learning loops to sustain organizational development.

### Unit 15: Global Best Practices and Emerging Trends

International trends in OD and change management; ethical considerations in OD practice;

examples of global best practices; emerging trends such as AI in HR, agile OD, and sustainable organizational practices.

### **Course Outcomes**

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

1. Explain the concepts, scope, and significance of organization development and change management.
2. Analyze organizational problems using diagnostic tools and OD interventions.
3. Apply change management models and strategies to implement organizational transformation.
4. Manage resistance to change and foster a culture of continuous improvement.
5. Evaluate emerging trends, ethical considerations, and global best practices in OD and change management.

### **References:**

1. Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage.
2. French, W. L., & Bell, C. H. (1999). *Organization development* (6th ed.). Prentice Hall.
3. Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.
4. Burke, W. W. (2017). *Organization change* (5th ed.). Sage.
5. Cameron, E., & Green, M. (2019). *Making sense of change management* (5th ed.). Kogan Page.

**Program:** Master of Business Administration (MBA)

Course Name: Strategic Human Resource Management	Course Code: MHR9404T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives**

The objectives of this course are to:

1. Develop an understanding of strategic HRM concepts, models, and their integration with organizational strategy.
2. Familiarize students with strategic planning of human resources and talent management.
3. Equip students with skills to design performance, reward, and development strategies aligned with organizational goals.
4. Enable students to analyze HR metrics, workforce analytics, and strategic decision-making processes.
5. Examine contemporary trends, global practices, and ethical issues in strategic human resource management.

**Course Content:**

<b>Block – I: Introduction to Strategic HRM</b>
<b>Unit 1: Strategic Human Resource Management</b>
Concept of SHRM as an integrated approach to managing people aligned with organizational strategy; objectives such as enhancing organizational performance, achieving competitive advantage, and fostering employee engagement; importance of SHRM in adapting to dynamic business environments.
<b>Unit 2: Evolution of SHRM</b>
Historical development of HRM to SHRM; linkage between organizational strategy and HR strategy; role of SHRM in strategic planning, talent development, and organizational

competitiveness.

### Unit 3: Models and Approaches to SHRM

Key models and frameworks: Harvard Model (focus on stakeholder interests and HRM policies), Michigan Model (best-fit approach linking strategy with HR practices), and Guest Model (emphasizing commitment, flexibility, and integration); comparative analysis and applicability in different organizational contexts.

## Block – II: Strategic HR Planning and Talent Management

### Unit 4: Human Resource Planning

Process of HR planning including forecasting workforce needs, identifying skill gaps, and aligning HR strategy with organizational goals; techniques such as scenario planning and succession mapping.

### Unit 5: Talent Acquisition and Retention

Strategies for attracting and retaining talent; employer branding, recruitment methods, selection processes, onboarding programs, and engagement initiatives; reducing attrition and fostering long-term retention.

### Unit 6: Succession Planning and Career Development

Planning for critical roles and leadership continuity; identifying high-potential employees, career pathing, mentoring, and developing leadership pipelines; aligning individual growth with organizational needs.

## Block – III: Performance and Reward Management

### Unit 7: Performance Management Systems

Design and implementation of performance management systems; setting objectives, defining KPIs, using balanced scorecards and competency mapping; continuous feedback, appraisal, and performance improvement.

### Unit 8: Strategic Compensation and Rewards

Compensation strategies including salary structures, incentives, benefits, and non-monetary recognition; aligning rewards with organizational goals and performance; promoting motivation and retention through effective reward systems.

### Unit 9: Linking Performance to Rewards

Pay-for-performance and merit-based systems; performance-related incentives; motivation theories (Maslow, Herzberg, Vroom) and their application in designing reward systems; ensuring fairness and transparency.

### Block – IV: HR Metrics, Analytics, and Strategic Decision Making

#### Unit 10: HR Metrics

Measuring HR effectiveness using metrics such as turnover rate, employee productivity, cost per hire, training ROI, absenteeism, and engagement scores; benchmarking against industry standards.

#### Unit 11: HR Analytics

Use of data-driven HR analytics for decision-making; predictive analytics for workforce planning, talent retention, and performance forecasting; leveraging HR data to inform strategic HR decisions.

#### Unit 12: Strategic HR Decision Making

Linking HR practices to business outcomes and organizational performance; scenario analysis, strategic alignment of HR initiatives, and evaluating impact on profitability, growth, and employee engagement.

### Block – V: Contemporary Issues and Global Perspectives

#### Unit 13: Global Trends in SHRM

International HRM practices, managing expatriates, cross-cultural management, global mobility, and managing multinational workforces; strategic implications for global competitiveness.

#### Unit 14: Ethical and Legal Considerations

Diversity, equity, and inclusion; compliance with labor laws, workplace ethics, employee rights, and organizational responsibilities; managing ethical dilemmas in HR practices.

#### Unit 15: Emerging Trends in SHRM

Digital HR and HR technology adoption; AI in recruitment, learning, and performance management; flexible work practices, remote workforce management, and strategic change

initiatives; preparing organizations for future HR challenges.

### **Course Outcomes**

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

1. Explain the concepts, scope, and importance of Strategic HRM in organizational success.
2. Analyze workforce planning, talent acquisition, and development strategies aligned with corporate goals.
3. Design performance management, reward systems, and succession planning strategies.
4. Apply HR analytics and metrics to improve strategic decision-making in HR.
5. Evaluate contemporary trends, global best practices, and ethical considerations in SHRM.

### **References:**

1. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
2. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
3. Schuler, R. S., & Jackson, S. E. (2007). *Strategic human resource management*. Wiley.
4. Wright, P. M., & McMahan, G. C. (2011). Exploring human capital. *Academy of Management Perspectives*, 25(1), 46–58.
5. Boxall, P., & Purcell, J. (2016). *Strategy and human resource management* (4th ed.). Palgrave Macmillan.

**Program:** Master of Business Administration (MBA)

Course Name: Human Resource Analytics	Course Code: MHR9405T
Semester: 4	Core / Elective: Elective (HRM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completion of this course, students will be able to:

1. Understand the fundamentals and significance of Human Resource Analytics in modern organizations.
2. Apply analytical tools and techniques to HR data for effective decision-making.
3. Analyze HR metrics related to talent management, performance, and workforce planning.
4. Evaluate the impact of HR interventions through data-driven insights.
5. Integrate HR analytics with organizational strategy to enhance business performance.

**Course Contents:**

**Block I: Introduction to Human Resource Analytics**

Unit 1: Human Resource Analytics: Meaning, Scope, Objectives, and Importance in Contemporary Organizations – Definition and scope of HR analytics; distinction between operational and strategic HR analytics; role in improving decision-making, workforce productivity, and organizational competitiveness; examples of analytics-driven HR interventions.

Unit 2: Evolution of HR Analytics and its Role in Strategic HR Management – Historical development of HR analytics; from HR reporting to advanced analytics; integration with organizational strategy; adoption challenges and success factors; global trends and emerging best practices.

Unit 3: Types of HR Data: Sources, Collection Methods, and Data Quality Considerations – Internal data sources (HRIS, payroll, performance reviews, engagement surveys); external data sources (industry benchmarks, labor market data); structured vs unstructured data; data cleaning, validation, standardization; maintaining data privacy and integrity.

**Block II: HR Metrics and Measurement**

Unit 1: Key HR Metrics: Recruitment, Retention, Training, Performance, and Engagement Metrics – Metrics for recruitment (time-to-fill, cost-per-hire), retention (turnover rate, retention rate, tenure analysis), training (training ROI, competency improvement), performance (goal achievement, rating distributions), engagement (employee satisfaction index, NPS).

Unit 2: Designing HR Dashboards and Scorecards for Effective Decision Making – Principles of dashboard design; selecting relevant KPIs; real-time reporting; visual analytics techniques (charts, heatmaps, trend lines); example dashboards for recruitment, performance, and retention.

Unit 3: Benchmarking and Best Practices in HR Analytics – Using internal and external benchmarks; comparing performance across departments, geographies, and industries; identifying gaps; learning from global best practices; case studies of successful HR analytics initiatives.

**Block III: Analytical Tools and Techniques**

Unit 1: Descriptive Analytics in HR: Reports, Visualizations, and Trend Analysis – Summarizing HR data using statistical measures (mean, median, mode, variance); trend analysis for turnover, absenteeism, and productivity; using visualizations like bar charts, pie charts, histograms, and dashboards; tools such as Excel, Power BI, and Tableau.

Unit 2: Predictive Analytics: Regression, Classification, and Attrition Modeling – Introduction to regression analysis and classification models; predicting attrition and retention; identifying high-risk employees; performance forecasting; talent pipeline prediction; practical examples using HR datasets.

Unit 3: Prescriptive Analytics: Optimization Techniques for Workforce Planning – Scenario analysis and simulation; workforce allocation models; optimizing employee scheduling, compensation planning, and resource deployment; linking prescriptive insights to strategic HR planning and cost efficiency.

**Block IV: Applications of HR Analytics**

Unit 1: Talent Acquisition and Workforce Planning Analytics – Forecasting workforce demand; assessing sourcing channels; candidate quality analysis; succession planning; aligning workforce plans with organizational strategy; predictive recruitment analytics.

Unit 2: Performance Management, Training Effectiveness, and Employee Engagement Analytics – Evaluating training outcomes and productivity improvements; analyzing

engagement survey results; linking engagement to retention and performance; KPI-driven performance management; designing targeted HR interventions.

Unit 3: Compensation and Reward Analytics: Linking HR Data to Organizational Performance – Pay equity analysis; evaluating incentive effectiveness; analyzing reward structures and productivity correlations; ROI of compensation programs; designing data-driven reward strategies.

**Block V: Emerging Trends and Ethical Considerations**

Unit 1: HR Analytics in the Age of AI, Machine Learning, and Big Data – AI applications in recruitment and talent management; machine learning for predictive attrition and performance modeling; big data integration from multiple HR systems; advanced analytics tools and platforms.

Unit 2: Ethical, Privacy, and Legal Issues in HR Analytics – Ensuring employee data privacy; GDPR and local labor laws; ethical considerations in using HR data; informed consent, confidentiality, and responsible data usage.

Unit 3: Case Studies on Data-Driven HR Decision Making and Future Trends – Real-life examples of successful HR analytics implementation; lessons learned; challenges and opportunities; emerging trends like people analytics, employee experience analytics, and future-ready HR models.

**Course Outcomes (COs):**

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

1. Interpret and analyze HR data using statistical and analytical tools.
2. Develop and implement HR metrics and dashboards for informed decision-making.
3. Apply predictive analytics to address workforce challenges such as attrition and performance.
4. Demonstrate ability to link HR analytics with organizational outcomes and strategic goals.
5. Critically assess HR processes and provide data-driven recommendations for improvement.

**References:**

1. Fitz-enz, J., & Mattox, J. (2014). *Predictive analytics for human resources*. Wiley.
2. Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR analytics. *International Journal of Human Resource Management*, 28(1), 3–26.
3. Rasmussen, T., & Ulrich, D. (2015). Learning from practice. *Organizational Dynamics*, 44(3), 236–242.
4. Edwards, M. R., & Edwards, K. (2016). *Predictive HR analytics*. Kogan Page.
5. Davenport, T. H., Harris, J. G., & Shapiro, J. (2010). Competing on talent analytics. *Harvard Business Review*, 88(10), 52–58.

**Program:** Master of Business Administration (MBA)

Course Name: International Marketing	Course Code: MIB9401T
Semester: 4	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completing this course, students will be able to:

1. Understand the principles, scope, and importance of international marketing in a globalized economy.
2. Analyze global marketing environments including economic, cultural, legal, and political factors.
3. Develop strategies for international market entry, branding, and positioning.
4. Apply marketing concepts for product, pricing, promotion, and distribution in international contexts.
5. Evaluate and manage global marketing challenges using analytical and strategic tools.

**Course Contents:**

**Block I: Introduction to International Marketing**

**Unit 1: Concept, Scope, and Importance of International Marketing**

Definition, features, and evolution of international marketing; differences between domestic and international marketing; globalization and its impact on marketing; role in firm growth and competitiveness.

**Unit 2: International Marketing Environment**

Economic, political, legal, and technological environment; cultural, social, and ethical factors; environmental scanning and global market analysis; PESTLE and SWOT analysis in international context.

**Unit 3: International Marketing Research**

Concept and importance of international marketing research; primary and secondary data collection methods; analysis of international market data; understanding cross-cultural consumer insights; tools and software for research.

**Block II: Market Entry and Global Strategy**

**Unit 4: Market Entry Strategies**

Exporting, licensing, franchising, joint ventures, wholly owned subsidiaries; strategic alliances, mergers, and acquisitions; factors influencing selection of entry mode such as cost, control, risk, and market potential.

**Unit 5: Global Marketing Strategy**

Standardization vs adaptation strategies; global branding, positioning, and strategic planning; developing a global marketing mix aligned with corporate objectives.

**Unit 6: Market Segmentation, Targeting, and Positioning (STP)**

Global segmentation variables: geographic, demographic, psychographic, behavioral; target market selection and prioritization; positioning strategies; case studies of successful international STP implementation.

**Block III: International Product and Pricing Strategies**

**Unit 7: Product Decisions in International Markets**

Product adaptation vs standardization; new product development for global markets; international product life cycle; quality management, branding, and after-sales support.

**Unit 8: Pricing Strategies for International Markets**

Factors influencing pricing in international markets; cost-based, market-based, competition-based pricing; transfer pricing, currency fluctuations, inflation, and hedging strategies.

**Unit 9: Branding and Packaging in Global Markets**

Global branding strategies; packaging, labeling, and compliance requirements; building brand equity; brand extensions, repositioning, and revitalization strategies.

**Block IV: International Promotion and Distribution**

**Unit 10: International Promotion Strategies**

Advertising, sales promotion, personal selling, public relations; digital marketing, social media, and influencer marketing; cross-cultural communication; media selection for global campaigns.

**Unit 11: Distribution and Supply Chain Management**

International logistics; distribution channel design and selection of intermediaries; global supply chain management; inventory control and risk management; cost efficiency.

**Unit 12: E-Commerce and Digital Marketing in Global Context**

Role of e-commerce platforms in international marketing; global social media strategies; digital marketing analytics and metrics; mobile commerce and omnichannel integration.

**Block V: Contemporary Issues and Emerging Trends****Unit 13: Emerging Markets and Global Opportunities**

Characteristics of emerging markets; opportunities and challenges in entering emerging economies; strategies for success; case studies of multinational corporations in emerging markets.

**Unit 14: International Marketing Ethics and CSR**

Ethical challenges in global marketing; corporate social responsibility (CSR) and sustainability; regulatory compliance across countries; ethical frameworks in international marketing.

**Unit 15: International Marketing Research and Decision Making**

Tools for market analysis and forecasting; decision-making frameworks; application of research insights to global marketing strategy; case studies and project work.

**Course Outcomes (COs):**

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

1. Identify and analyze international market opportunities using environmental and market data.
2. Formulate market entry strategies and global marketing plans.
3. Adapt marketing mix elements (product, price, place, promotion) for international markets.
4. Evaluate global marketing risks and propose mitigation strategies.
5. Demonstrate understanding of cultural, ethical, and legal considerations in international marketing.

**References:**

1. Craig, C. S., & Douglas, S. P. (2005). *International marketing research* (3rd ed.). Wiley.
2. Malhotra, N. K., Nunan, D., & Birks, D. F. (2017). *Marketing research* (5th ed.). Pearson.
3. Czinkota, M. R., & Ronkainen, I. A. (2018). *International marketing* (11th ed.). Cengage.

4. Hair, J. F., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage.
5. Bradley, F. (2005). *International marketing strategy* (5th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: International Marketing Research	Course Code: MIB9402T
Semester: 4	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completing this course, students will be able to:

1. Understand the principles, scope, and significance of international marketing research.
2. Apply research methodologies and data collection techniques in global markets.
3. Analyze and interpret international market data to support decision-making.
4. Develop research-based solutions for international marketing challenges.
5. Integrate research findings into strategic planning for global marketing operations.

**Course Contents:**

<p><b>Block I: Introduction to International Marketing Research</b></p> <p><b>Unit 1: Concept and Importance of International Marketing Research</b>            Definition, scope, objectives, and significance of international marketing research; role in strategic decision-making; differences between domestic and international research.</p> <p><b>Unit 2: International Marketing Research Process</b>            Steps in the research process: problem definition, research design, data collection, data analysis, and report preparation; challenges in international research; ethical considerations.</p> <p><b>Unit 3: Research Design and Methodology</b>            Exploratory, descriptive, and causal research designs; qualitative vs quantitative approaches; survey, observation, and experimental methods; cross-cultural research considerations.</p> <p><b>Block II: Data Collection and Sampling Techniques</b></p> <p><b>Unit 4: Primary Data Collection in International Markets</b>            Interviews, questionnaires, focus groups, online surveys; designing culturally appropriate instruments; fieldwork management; pilot testing.</p> <p><b>Unit 5: Secondary Data Collection and Sources</b>            International databases, trade publications, government reports, company records; evaluation</p>
--

of reliability, validity, and relevance; use of digital and syndicated data sources.

**Unit 6: Sampling Techniques and Sample Design**

Probability and non-probability sampling methods; sample size determination; stratified, cluster, and multistage sampling for global markets; challenges in international sampling.

**Block III: Data Analysis and Interpretation**

**Unit 7: Data Preparation and Coding**

Data cleaning, coding, editing, and validation; handling missing or inconsistent data; software tools for data management.

**Unit 8: Statistical Tools and Techniques for Analysis**

Descriptive statistics, cross-tabulation, correlation, regression analysis; multivariate analysis; factor and cluster analysis; use of SPSS, R, and Excel for data analysis.

**Unit 9: Interpretation and Reporting of Research Findings**

Techniques for interpretation; visual presentation of data using charts, graphs, and dashboards; report writing; preparing actionable insights for decision-makers.

**Block IV: International Marketing Research Applications**

**Unit 10: Consumer Behavior and Market Analysis**

Understanding international consumer behavior; segmentation analysis; competitor and market trend analysis; forecasting demand and preferences.

**Unit 11: Product, Pricing, and Promotion Research**

Research for product development, pricing strategies, branding, and promotion; testing product concepts; measuring advertising effectiveness in global markets.

**Unit 12: Distribution and Supply Chain Research**

Research on distribution channels, logistics, retailing, and supply chain efficiency; evaluating intermediaries and global channel strategies; international e-commerce research.

**Block V: Emerging Trends and Strategic Decision Making**

**Unit 13: Digital Marketing Research in International Context**

Online consumer behavior analysis; social media analytics; digital campaigns tracking; big data and AI applications in international marketing research.

**Unit 14: Ethical, Legal, and Cultural Considerations**

Ethical issues in international research; data privacy, GDPR, and legal compliance; cross-cultural sensitivities and data interpretation challenges.

**Unit 15: International Marketing Research and Strategic Decision Making**

Integration of research insights into international marketing strategy; scenario analysis,

market forecasting, and risk assessment; case studies and project-based applications.

### Course Outcomes (COs):

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

1. Design and conduct international marketing research projects using appropriate methods.
2. Collect and analyze primary and secondary data from global markets.
3. Interpret research findings to generate actionable insights for international marketing.
4. Use statistical and analytical tools to support evidence-based decision-making.
5. Demonstrate the ability to communicate research results effectively for strategic marketing planning.

### References:

1. Craig, C. S., & Douglas, S. P. (2005). *International marketing research* (3rd ed.). Wiley.
2. Malhotra, N. K., Nunan, D., & Birks, D. F. (2017). *Marketing research* (5th ed.). Pearson.
3. Czinkota, M. R., & Ronkainen, I. A. (2018). *International marketing* (11th ed.). Cengage.
4. Hair, J. F., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage.
5. Bradley, F. (2005). *International marketing strategy* (5th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: International Business Laws	Course Code: MIB9403T
Semester: 4	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completion of this course, students will be able to:

1. Understand the legal framework governing international business transactions.
2. Analyze the impact of international trade laws and agreements on global business operations.
3. Apply international business law principles in cross-border commercial activities.
4. Evaluate legal risks and compliance requirements in international trade.
5. Integrate knowledge of international laws into strategic business decision-making.

**Course Content:**

<b>Block I: Introduction to International Business Laws</b>
<b>Unit 1: Concept, Scope, and Importance of International Business Laws</b> Definition, nature, and objectives of international business laws; significance in global trade; role in promoting fair and ethical business practices.
<b>Unit 2: Sources of International Business Laws</b> Treaties, conventions, customary international law, model laws, and domestic statutes affecting international trade; hierarchy and applicability of laws.
<b>Unit 3: International Organizations and Legal Frameworks</b> Role of WTO, UNCTAD, IMF, World Bank, and regional trade organizations; international arbitration bodies; impact on business operations.
<b>Block II: International Trade Laws</b>
<b>Unit 4: The World Trade Organization (WTO) and Trade Regulations</b> Principles of WTO agreements; GATT, GATS, TRIPS; trade liberalization and tariff regulations; dispute settlement mechanisms.
<b>Unit 5: International Contract Laws</b>

Formation, performance, and enforcement of international contracts; Incoterms, choice of law, and jurisdiction clauses; contracts for sale of goods and services.

**Unit 6: International Sales of Goods and Services**

UN Convention on Contracts for the International Sale of Goods (CISG); rights and obligations of buyers and sellers; remedies for breach of contract.

**Block III: Foreign Investment and Intellectual Property Laws**

**Unit 7: Foreign Direct Investment (FDI) Laws and Regulations**

Legal framework for FDI; entry modes, approvals, incentives, and restrictions; bilateral investment treaties; dispute resolution mechanisms.

**Unit 8: Intellectual Property Rights (IPR) in International Trade**

International conventions: Paris Convention, Berne Convention, TRIPS Agreement; patents, copyrights, trademarks, and trade secrets; enforcement and protection in foreign jurisdictions.

**Unit 9: Licensing, Franchising, and Technology Transfer Laws**

Legal issues in licensing and franchising; contractual obligations; technology transfer agreements; protection of proprietary knowledge and know-how.

**Block IV: Dispute Resolution and Compliance**

**Unit 10: International Dispute Resolution Mechanisms**

Arbitration, conciliation, mediation, and litigation; international commercial arbitration institutions; enforcement of foreign awards under the New York Convention.

**Unit 11: International Banking and Finance Laws**

Legal aspects of international finance, foreign exchange regulations, letters of credit, payment mechanisms, and risk management; cross-border lending and borrowing regulations.

**Unit 12: Compliance and Risk Management in International Business**

Legal compliance frameworks; anti-bribery and corruption laws; due diligence; corporate governance; managing legal and regulatory risks in global operations.

**Block V: Emerging Trends and Contemporary Issues**

**Unit 13: E-Commerce and Digital Trade Laws**

Legal issues in cross-border e-commerce, digital contracts, online dispute resolution, data protection, and cybersecurity in international trade.

**Unit 14: International Competition and Consumer Protection Laws**

Competition law principles, anti-trust regulations, merger control; consumer protection laws in cross-border transactions; enforcement mechanisms.

**Unit 15: Recent Developments and Case Studies in International Business Law**

Emerging legal trends, international business law reforms, sustainability and CSR compliance, analysis of real-world case studies; application in strategic business decisions.

### Course Outcomes (COs):

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

1. Demonstrate understanding of key international trade laws and regulatory frameworks.
2. Analyze and interpret international contracts, treaties, and dispute resolution mechanisms.
3. Identify and mitigate legal risks in cross-border business transactions.
4. Apply international legal principles to practical business scenarios.
5. Evaluate compliance with international legal and ethical standards in business operations.

### References:

1. Schaffer, R., Agusti, F., & Dhooge, L. (2020). *International business law and its environment* (10th ed.). Cengage.
2. Carr, I., & Stone, P. (2018). *International trade law* (6th ed.). Routledge.
3. Trebilcock, M. J., Howse, R., & Eliason, A. (2013). *The regulation of international trade* (4th ed.). Routledge.
4. WTO. (2023). *Understanding the WTO*. World Trade Organization.
5. Government of India. (1999). *Foreign exchange management act (FEMA), 1999*. Ministry of Finance.

**Program:** Master of Business Administration (MBA)

Course Name: EXIM Documentation	Course Code: MIB9404T
Semester: 4	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completing this course, students will be able to:

1. Understand the principles and importance of documentation in international trade.
2. Learn the various documents used in exports and imports.
3. Apply legal, procedural, and regulatory requirements in EXIM documentation.
4. Develop the ability to manage documentation processes for smooth global trade operations.
5. Evaluate risks, compliance issues, and best practices in international trade documentation.

**Course Contents:**

**Block I: Introduction to EXIM Documentation**

**Unit 1: Concept, Importance, and Scope of EXIM Documentation**

- Definition and significance of export-import documentation
- Role of documentation in international trade efficiency and compliance
- Impact on customs clearance, trade finance, and supply chain management

**Unit 2: Principles and Legal Framework**

- Legal basis for EXIM documentation in India and internationally
- Regulatory authorities: DGFT, RBI, Customs, and WTO guidelines
- Role of Incoterms in defining responsibilities and documentation requirements

**Unit 3: Types of EXIM Documents**

- Commercial documents: invoice, packing list, certificate of origin
- Transport documents: Bill of Lading, Airway Bill, CMR, multimodal transport document
- Financial documents: Letter of Credit, Bill of Exchange, Bank Certificate

**Block II: Export Documentation**

**Unit 4: Commercial and Regulatory Export Documents**

- Proforma Invoice and Commercial Invoice preparation
- Packing List, Shipping Bill, Export Declaration Form (EDF)
- Export Licenses, Certificates of Origin, and other regulatory documents

**Unit 5: Shipping and Transport Documents**

- Bill of Lading (BL): types, role, and importance
- Airway Bill, Multimodal Transport Document
- Cargo insurance documents and shipment tracking documentation

**Unit 6: Payment and Financial Documentation in Exports**

- Letter of Credit (LC) and its types
- Bank Drafts, Bills of Exchange, and Demand Drafts
- Insurance certificate, foreign exchange forms, and documentation for trade finance

**Block III: Import Documentation**

**Unit 7: Regulatory and Commercial Import Documents**

- Import License and registration requirements
- Bill of Entry (BE) and related customs forms
- Invoice, packing list, and country-specific compliance documents

**Unit 8: Shipping and Transport Documents in Imports**

- Bill of Lading (BL), Airway Bill (AWB), and Multimodal Transport Document
- Insurance certificate and marine insurance requirements
- Role of Freight Forwarders and shipping agents in documentation

**Unit 9: Payment and Financial Documentation in Imports**

- Letter of Credit (LC) and other payment mechanisms for imports
- Bill of Exchange, Bank Guarantee, and Demand Drafts
- Documentation for foreign currency transactions and customs clearance

**Block IV: Trade Compliance and Risk Management**

**Unit 10: Compliance in EXIM Documentation**

- Regulatory compliance with DGFT, RBI, and customs authorities
- Compliance with international trade standards and WTO guidelines
- Penalties, fines, and legal implications of non-compliance

**Unit 11: Risk Management in International Documentation**

- Common risks in EXIM documentation: fraud, misrepresentation, shipping errors
- Risk mitigation strategies: documentation accuracy, insurance, and verification procedures

- Role of banks, shipping companies, and trade intermediaries in reducing risks

### **Unit 12: Documentation for Trade Facilitation**

- Use of technology: EDI, digital documentation, and electronic submission
- Integration of documentation with supply chain management
- Best practices for smooth export-import operations

### **Block V: Emerging Trends and Case Studies**

#### **Unit 13: Digitalization in EXIM Documentation**

- E-documentation, e-Invoicing, and blockchain applications
- Online submission to customs and trade portals
- Automation in trade documentation and its benefits

#### **Unit 14: International Standards and Harmonization**

- INCOTERMS 2020 and their application in documentation
- Harmonized System of Nomenclature (HS Codes)
- International trade documentation standards (ISO, UN/CEFACT)

#### **Unit 15: Case Studies and Practical Applications**

- Analysis of real-world EXIM documentation cases
- Documentation challenges and solutions in exports and imports
- Project-based assignments on preparing complete export-import documentation

### **Course Outcomes (COs):**

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

1. Identify and prepare key export and import documents accurately.
2. Comply with international trade regulations and standards.
3. Evaluate the importance of documentation in facilitating trade finance and customs clearance.
4. Apply knowledge of EXIM procedures to solve practical international trade scenarios.
5. Demonstrate efficiency in handling documentation to reduce delays and risks in cross-border trade.

### **References:**

1. Parasramka, R. (2016). *Export-import procedures and documentation*. Sultan Chand.
2. Khurana, P. K. (2020). *Export management*. Galgotia Publishing.

3. Government of India. (2023). *Handbook of procedures (Foreign Trade Policy)*. Directorate General of Foreign Trade.
4. WTO. (2023). *Trade facilitation agreement*. World Trade Organization.
5. RBI. (2023). *Master direction on export of goods and services*. Reserve Bank of India.

**Program:** Master of Business Administration (MBA)

Course Name: India Foreign Trade & Policy	Course Code: MIB9405T
Semester: 4	Core / Elective: Elective (IBM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

After completing this course, students will be able to:

1. Understand the fundamentals of India's foreign trade and its significance in the global economy.
2. Analyze the evolution, structure, and impact of India's Foreign Trade Policy (FTP).
3. Examine export-import procedures, incentives, and regulatory mechanisms in India.
4. Evaluate India's trade agreements, regional blocs, and participation in global trade organizations.
5. Apply trade policy knowledge to make strategic decisions in international business.

### Course Contents:

<b>Block I: Introduction to India Foreign Trade</b>
<b>Unit 1: Overview of India's Foreign Trade</b>
<ul style="list-style-type: none"> <li>• Definition, scope, and importance of foreign trade</li> </ul>
<ul style="list-style-type: none"> <li>• Composition and trends of India's exports and imports</li> </ul>
<ul style="list-style-type: none"> <li>• Role of foreign trade in India's economic development</li> </ul>
<b>Unit 2: Evolution of India's Foreign Trade Policy</b>
<ul style="list-style-type: none"> <li>• Pre-liberalization and post-liberalization trade policies</li> </ul>
<ul style="list-style-type: none"> <li>• Major reforms and policy milestones</li> </ul>
<ul style="list-style-type: none"> <li>• Impact of globalization on India's trade</li> </ul>
<b>Unit 3: Structure and Organization of Foreign Trade</b>

- Regulatory bodies: DGFT, RBI, Customs, EXIM Bank

- Institutional framework for trade promotion

- Trade facilitation and support mechanisms

## Block II: India Foreign Trade Policy (FTP)

### Unit 4: Objectives and Features of India's FTP

- Goals of FTP and policy framework
- Key provisions and incentives for exporters and importers
- Policy updates and periodic revisions

### Unit 5: Export Promotion Schemes

- Duty Drawback Scheme, EPCG, SEZ benefits
- Merchandise Exports from India Scheme (MEIS) / Remission of Duties & Taxes (RoDTEP)
- Role of trade promotion councils and export houses

### Unit 6: Import Policy and Regulation

- Restricted, prohibited, and free imports
- Import licensing and clearance procedures
- Policy impact on domestic industry and international trade

## Block III: Trade Procedures and Documentation

### Unit 7: Export and Import Procedures

- Steps in export/import operations
- Customs procedures and clearance formalities
- Role of banks, shipping agents, and insurance

**Unit 8: Documentation in India Foreign Trade**

- Commercial, shipping, and banking documents
- Certificates: origin, quality, inspection, insurance
- Digital documentation and e-governance in trade

**Unit 9: Payment and Risk Management**

- Payment terms: advance, LC, DP, DA
- Export credit and insurance facilities
- Risk mitigation in foreign trade transactions

**Block IV: Trade Agreements and Regional Cooperation**
**Unit 10: India's Bilateral and Multilateral Trade Agreements**

- Bilateral trade agreements: India–ASEAN, India–Japan, etc.
- Regional trade agreements and FTAs
- Legal and regulatory implications of agreements

**Unit 11: India and Global Trade Organizations**

- World Trade Organization (WTO) membership and obligations
- Role of IMF, World Bank, and UNCTAD in India's trade
- Dispute settlement and compliance mechanisms

**Unit 12: Export-Import Performance Analysis**

- Export-import statistics and trends
- Trade balance and current account implications
- Analytical tools for monitoring India's trade performance

## Block V: Contemporary Issues and Emerging Trends

### Unit 13: Emerging Sectors in India's Foreign Trade

- Services exports: IT, tourism, healthcare
- Manufacturing exports and startup ecosystem
- Opportunities in high-growth markets

### Unit 14: Trade Policy Reforms and Challenges

- Recent policy reforms and initiatives: Make in India, Digital India
- Non-tariff barriers and regulatory challenges
- Competitiveness and global positioning

### Unit 15: Case Studies and Strategic Applications

- Analysis of successful trade initiatives
- Policy impact on businesses and SMEs
- Strategic recommendations for exporters and importers

## Course Outcomes (COs)

On successful completion of this course, the student will be able to:

1. Explain the trends, composition, and determinants of India's foreign trade.
2. Analyze India's foreign trade policies, including export-import regulations.
3. Evaluate trade agreements, bilateral and multilateral trade frameworks impacting India.
4. Apply knowledge of foreign trade procedures, documentation, and incentives in business decisions.
5. Formulate strategies for promoting exports and enhancing India's global trade competitiveness.

## References:

1. Government of India. (2023). *Foreign Trade Policy 2023*. Directorate General of Foreign Trade.
2. Ministry of Commerce & Industry. (2023). *Handbook of procedures*. Government of India.
3. Cherunilam, F. (2020). *International business environment* (6th ed.). PHI Learning.
4. WTO. (2023). *World trade statistical review*. World Trade Organization.
5. RBI. (2023). *Annual report*. Reserve Bank of India.

## PRODUCTION & OPERATIONS MANAGEMENT

**Program:** Master of Business Administration (MBA)

Course Name: Quantitative Analysis of Risk & Uncertainty	Course Code: MPO9401T
Semester: 4	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives (COs):

After completing this course, students will be able to:

1. Understand the fundamental concepts of risk and uncertainty in business decisions.
2. Apply quantitative techniques to measure, analyze, and manage risk.
3. Develop models to evaluate uncertainty in financial and operational environments.
4. Interpret statistical data to support decision-making under risk conditions.
5. Integrate quantitative risk analysis into strategic and operational business decisions.

### Course Contents:

#### **Block I: Introduction to Risk and Uncertainty**

##### **Unit 1: Concept, Types, and Significance of Risk & Uncertainty**

- Definition and scope of risk and uncertainty in business
- Types of risk: market, credit, operational, strategic, and financial
- Importance of risk analysis for effective decision-making

##### **Unit 2: Risk Management Frameworks**

- Components of risk management
- Risk identification, assessment, and prioritization
- Risk mitigation and control measures

##### **Unit 3: Decision Making under Uncertainty**

- Decision criteria: maximin, maximax, Laplace, and Hurwicz
- Role of risk preferences and risk tolerance
- Practical examples in managerial decision-making

#### **Block II: Probability and Risk Analysis**

##### **Unit 4: Probability Concepts for Risk Assessment**

- Basic probability rules and distributions
- Conditional probability and Bayes' theorem
- Applications in business risk assessment

**Unit 5: Random Variables and Probability Distributions**

- Discrete and continuous random variables
- Binomial, Poisson, and Normal distributions
- Expected value, variance, and standard deviation in risk analysis

**Unit 6: Risk Measurement Techniques**

- Measures of risk: variance, standard deviation, and coefficient of variation
- Value at Risk (VaR) and risk-adjusted performance metrics
- Applications in investment and operational risk

**Block III: Quantitative Decision Models**

**Unit 7: Decision Trees and Sensitivity Analysis**

- Construction of decision trees for complex decisions
- Expected monetary value (EMV) calculations
- Sensitivity analysis for uncertain parameters

**Unit 8: Simulation Techniques for Risk Analysis**

- Monte Carlo simulation
- Scenario and what-if analysis
- Applications in financial and operational decision-making

**Unit 9: Optimization under Uncertainty**

- Linear and nonlinear programming under uncertain conditions
- Stochastic optimization models
- Applications in resource allocation and project selection

**Block IV: Financial and Market Risk Analysis**

**Unit 10: Risk in Financial Markets**

- Market risk, credit risk, liquidity risk, and operational risk
- Risk-return trade-off and portfolio theory
- Hedging and risk management instruments

**Unit 11: Quantitative Techniques in Investment Risk**

- Capital Asset Pricing Model (CAPM) and Beta coefficient
- Portfolio variance and diversification
- Option pricing and risk evaluation

**Unit 12: Forecasting and Time Series Analysis**

- Trend, seasonal, and cyclical analysis
- ARIMA and exponential smoothing models
- Applications in revenue, demand, and financial forecasting

**Block V: Emerging Trends and Applications****Unit 13: Enterprise Risk Management (ERM)**

- Concept, framework, and components of ERM
- Integration of risk management across business functions
- Risk governance and reporting

**Unit 14: Big Data and Analytics in Risk Management**

- Role of data analytics and predictive modeling
- AI and machine learning applications in risk assessment
- Case studies on data-driven risk management

**Unit 15: Case Studies and Strategic Decision-Making under Risk**

- Analysis of real-world risk management scenarios
- Practical exercises in project, financial, and operational risk
- Strategic recommendations based on quantitative risk analysis

**Course Outcomes (COs):**

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

1. Identify and classify types of business risks and uncertainties.
2. Apply probability theory and statistical techniques for risk assessment.
3. Develop decision models to evaluate alternatives under uncertainty.
4. Interpret quantitative risk analysis results for managerial decision-making.
5. Critically evaluate strategies to mitigate risk and uncertainty in business contexts.

**References:**

1. Taha, H. A. (2017). *Operations research: An introduction* (10th ed.). Pearson.
2. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to operations research* (11th ed.). McGraw-Hill.
3. Vose, D. (2008). *Risk analysis: A quantitative guide* (3rd ed.). Wiley.
4. Hull, J. C. (2022). *Risk management and financial institutions* (5th ed.). Wiley.
5. Winston, W. L. (2004). *Operations research* (4th ed.). Cengage.

**Program:** Master of Business Administration (MBA)

Course Name: Technology, Innovation & New Product Management	Course Code: MPO9402T
Semester: 4	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completing this course, students will be able to:

1. Understand the role of technology and innovation in contemporary business.
2. Analyze the processes and strategies of new product development (NPD).
3. Evaluate models and frameworks for managing innovation and technology projects.
4. Develop skills to plan, launch, and manage new products in competitive markets.
5. Integrate technology and innovation strategies with organizational goals for sustainable growth.

**Course Contents:**

<p><b>Block I: Introduction to Technology and Innovation</b></p> <p><b>Unit 1: Concept, Scope, and Importance of Technology and Innovation</b></p> <ul style="list-style-type: none"> <li>• Definition and types of innovation: product, process, and business model</li> <li>• Role of technology in organizational competitiveness</li> <li>• Innovation as a driver of growth and differentiation</li> </ul>
<p><b>Unit 2: Innovation Management Frameworks</b></p> <ul style="list-style-type: none"> <li>• Models of innovation: closed vs. open innovation</li> <li>• Innovation lifecycle and adoption models</li> <li>• Organizational structures and culture for fostering innovation</li> </ul>
<p><b>Unit 3: Technology Management</b></p> <ul style="list-style-type: none"> <li>• Technology strategy and planning</li> <li>• Technology lifecycle and diffusion</li> <li>• Technology adoption, transfer, and commercialization</li> </ul>
<p><b>Block II: New Product Development (NPD) Process</b></p>

**Unit 4: Conceptualizing and Planning New Products**

- Idea generation and screening techniques
- Market research and consumer needs assessment
- Feasibility analysis and concept development

**Unit 5: Product Design and Development**

- Product design strategies and prototyping
- Concurrent engineering and design thinking
- Technology integration and design for manufacturability

**Unit 6: Product Testing and Launch Planning**

- Product testing and validation methods
- Test marketing and pilot studies
- New product launch strategies and commercialization

**Block III: Technology and Innovation Strategy**

**Unit 7: Strategic Management of Technology**

- Aligning technology with business strategy
- Core competencies and technology portfolio management
- Technology forecasting and roadmapping

**Unit 8: Managing R&D and Innovation Projects**

- R&D planning and budgeting
- Project evaluation, monitoring, and control
- Collaborative R&D and strategic alliances

**Unit 9: Intellectual Property and Innovation Protection**

- Patents, copyrights, trademarks, and trade secrets
- IP strategy in technology-intensive industries
- Licensing, technology transfer, and open innovation

**Block IV: Product Commercialization and Marketing**

**Unit 10: Product Launch and Market Introduction**

- Go-to-market strategies and channel selection
- Marketing mix decisions for new products
- Customer adoption and diffusion of innovation

**Unit 11: Product Lifecycle Management (PLM)**

- Stages of product lifecycle and management strategies
- Product portfolio analysis and decision-making

- Product rejuvenation and extension strategies

### **Unit 12: Risk Management in New Product Development**

- Identifying and assessing NPD risks
- Mitigation strategies for technological, market, and operational risks
- Case studies on successful and failed product launches

### **Block V: Emerging Trends and Case Studies**

#### **Unit 13: Digital Transformation and Innovation**

- Role of AI, IoT, and big data in new product development
- Digital platforms and technology-driven innovation
- Impact on product development and business models

#### **Unit 14: Sustainable and Green Innovation**

- Eco-innovation and sustainability-driven product development
- Circular economy and environmental considerations
- Regulatory and ethical issues in technology and product innovation

#### **Unit 15: Case Studies and Practical Applications**

- Analysis of real-world innovation and product management cases
- Lessons from successful technology-driven products
- Project-based exercises on conceptualizing and managing new products

### **Course Outcomes (COs):**

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

1. Demonstrate understanding of technology trends and their impact on business.
2. Apply innovation management principles to develop and commercialize new products.
3. Design strategies for effective product lifecycle management.
4. Evaluate risks and opportunities in technology-driven product development.
5. Formulate actionable plans for integrating innovation and technology into business strategy.

### **References:**

1. Trott, P. (2021). *Innovation management and new product development* (7th ed.). Pearson.

2. Tidd, J., & Bessant, J. (2020). *Managing innovation* (6th ed.). Wiley.
3. Crawford, C. M., & Di Benedetto, A. (2015). *New products management* (11th ed.). McGraw-Hill.
4. Schilling, M. A. (2020). *Strategic management of technological innovation* (6th ed.). McGraw-Hill.
5. Cooper, R. G. (2019). *Winning at new products* (5th ed.). Basic Books.

**Program:** Master of Business Administration (MBA)

Course Name: Advanced Operations Management	Course Code: MPO9403T
Semester: 4	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

### Course Objectives

After completing this course, students will be able to:

1. Understand advanced concepts, frameworks, and tools of operations management in modern organizations.
2. Analyze operations strategies and their alignment with business objectives.
3. Apply quantitative and qualitative techniques for effective production and service operations.
4. Evaluate contemporary practices like lean operations, six sigma, and supply chain management.
5. Develop skills to design, plan, and optimize operations for efficiency and competitiveness.

### Course Contents:

#### **Block I: Introduction & Operations Strategy**

##### **Unit 1: Overview of Advanced Operations Management**

- Definition, scope, and objectives of operations management
- Evolution of operations practices: from craft production to mass production, lean manufacturing, and agile operations
- Role of operations in strategic management and organizational competitiveness
- Key performance indicators (KPIs) for operational efficiency
- Integration of operations with marketing, finance, and human resources

##### **Unit 2: Operations Strategy and Competitive Advantage**

- Operations strategy formulation and alignment with business strategy
- Dimensions of competitive priorities: cost, quality, flexibility, speed, and innovation
- Case studies of operations-driven competitive advantage in manufacturing and services

- Strategic trade-offs in operations decision-making
- Operations strategy for global and digital supply chains

**Unit 3: Process Analysis and Design**

- Types of production processes: job, batch, continuous, project-based, and cellular manufacturing
- Process mapping, workflow analysis, and bottleneck identification
- Process redesign, reengineering, and business process optimization
- Techniques for improving process efficiency and reducing lead times
- Role of technology and automation in process design

**Block II: Forecasting, Capacity, and Inventory Management**

**Unit 4: Demand Forecasting**

- Qualitative methods: Delphi technique, expert opinion, market research, and focus groups
- Quantitative methods: time series analysis, regression, causal models, moving averages, and exponential smoothing
- Forecast accuracy measures: MAD, MSE, MAPE, tracking signals
- Role of forecasting in production planning, inventory management, and capacity planning
- Integration of AI and predictive analytics in demand forecasting

**Unit 5: Capacity Planning**

- Concepts of capacity, utilization, and efficiency
- Short-term, medium-term, and long-term capacity planning
- Strategies for matching capacity with demand: lead, lag, and smoothing strategies
- Role of flexible resources, outsourcing, and bottleneck management
- Impact of technology, automation, and workforce planning on capacity management

**Unit 6: Inventory Management and Control**

- Types of inventory: raw materials, work-in-progress, finished goods, MRO inventory
- Inventory control techniques: EOQ, safety stock, reorder point, ABC and XYZ analysis
- Just-In-Time (JIT) and Kanban systems for inventory reduction
- Role of inventory in cash flow, working capital, and customer satisfaction
- Use of ERP and inventory management software for real-time tracking

**Block III: Production Planning & Scheduling**

**Unit 7: Aggregate Production Planning (APP)**

- Strategies: chase demand, level production, hybrid approach
- Development of Master Production Schedule (MPS)

- Case studies of production planning in manufacturing and services
- Cost implications of different APP strategies
- Scenario planning for demand fluctuations and supply disruptions

#### **Unit 8: Material Requirements Planning (MRP)**

- MRP concepts, inputs (BOM, inventory status, master schedule), and outputs (planned orders, schedule)
- Lot-sizing techniques: lot-for-lot, EOQ, fixed period
- Planning logic: dependent vs. independent demand
- Implementation challenges and benefits of MRP in ERP systems
- Integration with supply chain and procurement planning

#### **Unit 9: Scheduling Techniques**

- Job shop, flow shop, and project-based scheduling
- Gantt charts, priority rules (FCFS, SPT, EDD), and critical ratio scheduling
- Resource allocation, capacity smoothing, and sequencing
- Use of software tools for scheduling optimization
- Case studies of scheduling in high-mix, low-volume and mass-production environments

### **Block IV: Quality Management & Lean Operations**

#### **Unit 10: Total Quality Management (TQM)**

- Principles of TQM: customer focus, continuous improvement, employee involvement
- Quality tools: Pareto charts, cause-and-effect diagrams, control charts
- Quality circles and continuous improvement initiatives
- Benchmarking performance against industry leaders
- Role of ISO standards and certifications in quality management

#### **Unit 11: Six Sigma and Statistical Process Control (SPC)**

- DMAIC methodology: Define, Measure, Analyze, Improve, Control
- Process capability analysis and sigma level measurement
- Control charts for variables and attributes
- Lean Six Sigma integration for process improvement
- Applications in manufacturing and service sectors

#### **Unit 12: Lean Operations and Waste Reduction**

- Lean principles and waste identification (TIMWOOD: Transport, Inventory, Motion, Waiting, Overproduction, Overprocessing, Defects)
- Value stream mapping and process improvement

- Kaizen, 5S methodology, and continuous improvement
- Just-In-Time (JIT) practices and pull systems
- Case studies of lean manufacturing and lean services implementation

### **Block V: Supply Chain, Emerging Trends, and Case Studies**

#### **Unit 13: Supply Chain Management (SCM)**

- Supply chain design, network optimization, and distribution strategy
- Inventory management, logistics, and demand-supply integration
- Supplier selection, collaboration, and performance metrics
- Risk management and resilience in global supply chains
- Role of technology in SCM: IoT, AI, and digital platforms

#### **Unit 14: Technology in Operations Management**

- ERP systems and their impact on operations integration
- Industry 4.0, smart manufacturing, and automation technologies
- Use of AI, robotics, and IoT in production and quality control
- Analytics for operations decision-making: predictive and prescriptive analytics
- Digital twin and simulation for operational planning

#### **Unit 15: Case Studies and Simulation Exercises**

- Real-life operational challenges and solutions in manufacturing and services
- Simulation and modeling of operations problems using software tools
- Strategic decision-making under uncertainty and risk
- Application of forecasting, capacity, scheduling, and lean principles
- Group projects and practical exercises for holistic understanding

### **Course Outcomes (COs)**

By the end of this course, students will be able to:

1. Explain advanced concepts, frameworks, and strategies of operations management.
2. Analyze and optimize production, capacity, and inventory planning using quantitative techniques.
3. Develop and implement quality management, lean operations, and continuous improvement initiatives.
4. Evaluate supply chain processes and apply technology-driven solutions for operations efficiency.
5. Apply case-based learning and simulation to solve complex operational challenges.

## References:

1. Slack, N., Brandon-Jones, A., & Burgess, N. (2022). *Operations management* (10th ed.). Pearson.
2. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). *Operations and supply chain management* (15th ed.). McGraw-Hill.
3. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). *Operations management* (12th ed.). Pearson.
4. Hayes, R. H., & Wheelwright, S. C. (1984). *Restoring our competitive edge*. Wiley.
5. Heizer, J., Render, B., & Munson, C. (2020). *Operations management* (13th ed.). Pearson.

**Program:** Master of Business Administration (MBA)

Course Name: Inventory Management	Course Code: MPO9404T
Semester: 4	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completing this course, students will be able to:

1. Understand the fundamental concepts and importance of inventory in supply chain management.
2. Analyze inventory costs and optimize trade-offs between service levels and cost.
3. Apply quantitative and qualitative techniques for inventory control and planning.
4. Evaluate advanced inventory models and multi-echelon systems for efficiency.
5. Integrate technology and best practices to improve inventory management performance.

**Course Contents:**

**Block I: Introduction to Inventory Management**

**Unit 1: Fundamentals of Inventory**

- Definition, objectives, and importance of inventory in operations and supply chain
- Types of inventory: raw materials, work-in-progress (WIP), finished goods, MRO (Maintenance, Repair, and Operations)
- Role of inventory in production planning, customer service, and cost management
- Relationship between inventory, lead time, and operational efficiency

**Unit 2: Inventory Costs and Trade-offs**

- Ordering costs, holding costs, shortage costs, and stock-out costs
- Trade-off between inventory cost and service level
- Inventory performance metrics and KPIs
- Methods to optimize inventory carrying capacity and minimize total cost

**Unit 3: Inventory Systems and Policies**

- Continuous review (Q-system) and periodic review (P-system)

- Deterministic vs stochastic inventory models
- Safety stock, reorder point, buffer inventory, and lead time considerations
- Integration of inventory policy with procurement and production planning

## **Block II: Inventory Control Techniques**

### **Unit 4: Economic Order Quantity (EOQ) Models**

- Basic EOQ model: assumptions, derivation, and applications
- EOQ with quantity discounts, backorders, and shortages
- Sensitivity analysis for EOQ parameters
- Real-world examples in manufacturing, retail, and e-commerce

### **Unit 5: ABC, VED, and FSN Analysis**

- ABC analysis for prioritizing inventory based on value
- VED (Vital, Essential, Desirable) analysis for critical items
- FSN (Fast-moving, Slow-moving, Non-moving) analysis for turnover optimization
- Integration of ABC, VED, FSN for inventory decision-making and resource allocation

### **Unit 6: Just-In-Time (JIT) and Lean Inventory**

- Principles of JIT inventory management and pull systems
- Kanban system for workflow and inventory control
- Lean techniques: reducing waste, improving flow, and increasing responsiveness
- Case studies of JIT implementation in manufacturing and service sectors

## **Block III: Demand Forecasting and Inventory Planning**

### **Unit 7: Demand Forecasting for Inventory Management**

- Qualitative methods: expert opinion, Delphi technique, market research, and focus groups
- Quantitative methods: moving averages, exponential smoothing, regression, and causal models
- Forecast error measurement: MAD, MSE, MAPE, and tracking signals
- Application of forecasting in procurement, production, and stock planning

### **Unit 8: Safety Stock and Service Levels**

- Calculation of safety stock under demand and lead time variability
- Determining service levels to minimize stock-outs and maximize customer satisfaction
- Multi-echelon safety stock strategies for complex supply chains
- Impact of forecast accuracy on inventory planning

### **Unit 9: Inventory Planning and Budgeting**

- Inventory planning cycles: short-term, medium-term, and long-term planning

- Budgeting for inventory procurement and carrying costs
- Inventory review methods and performance evaluation
- Integration of inventory planning with operations, finance, and sales

#### **Block IV: Advanced Inventory Models**

##### **Unit 10: Probabilistic Inventory Models**

- Single-period (newsvendor) model and applications in perishables
- Multi-period stochastic inventory models for uncertain demand
- Handling demand variability and lead time fluctuations
- Case studies on probabilistic inventory decision-making

##### **Unit 11: Multi-Echelon Inventory Management**

- Centralized vs decentralized inventory systems
- Distribution network optimization and inventory positioning
- Multi-echelon inventory replenishment strategies
- Coordination across multiple warehouses and suppliers

##### **Unit 12: Technology in Inventory Management**

- ERP systems and inventory management software applications
- RFID, barcoding, IoT-enabled tracking, and automation
- Analytics and reporting for real-time inventory decision-making
- Data-driven inventory optimization and monitoring

#### **Block V: Contemporary Issues and Case Studies**

##### **Unit 13: Inventory Performance Metrics and Benchmarking**

- Inventory turnover, stock-to-sales ratio, fill rate, and cycle service level
- Benchmarking against industry standards
- KPIs for evaluating efficiency and productivity
- Continuous improvement initiatives based on performance metrics

##### **Unit 14: Risk Management in Inventory**

- Risks in inventory: obsolescence, damage, theft, and stock-outs
- Inventory insurance, hedging, and contingency strategies
- Scenario analysis and risk mitigation planning
- Role of inventory flexibility in managing uncertainty

##### **Unit 15: Case Studies and Practical Applications**

- Real-world examples of inventory optimization across industries
- Simulation exercises using ERP and inventory management software

- Strategic recommendations for inventory improvement and supply chain efficiency
- Group projects and hands-on exercises to consolidate learning

### Course Outcomes (COs):

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

1. Classify inventory types and understand their role in operations and supply chain.
2. Apply EOQ, ABC, VED, FSN, JIT, and lean inventory techniques in practical scenarios.
3. Forecast demand and calculate safety stock and service levels for optimal inventory.
4. Implement probabilistic and multi-echelon inventory models for real-world applications.
5. Utilize ERP, RFID, and analytics tools for inventory monitoring and decision-making.

### References:

1. Silver, E. A., Pyke, D. F., & Thomas, D. J. (2016). *Inventory and production management in supply chains* (4th ed.). CRC Press.
2. Zipkin, P. (2000). *Foundations of inventory management*. McGraw-Hill.
3. Chopra, S., & Meindl, P. (2019). *Supply chain management* (7th ed.). Pearson.
4. Nahmias, S., & Olsen, T. L. (2015). *Production and operations analysis* (7th ed.). Waveland Press.
5. Waters, D. (2019). *Inventory control and management* (3rd ed.). Wiley.

**Program:** Master of Business Administration (MBA)

Course Name: Supply Chain Management	Course Code: MPO9405T
Semester: 4	Core / Elective: Elective (POM)
Teaching Scheme in Hrs (L:T:P): 3:00	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

**Course Objectives (COs):**

After completing this course, students will be able to:

1. Understand the fundamental concepts, scope, and importance of supply chain management in modern business.
2. Analyze supply chain components, flows, and integration mechanisms for efficiency.
3. Apply planning, inventory, and forecasting techniques to optimize supply chain operations.
4. Evaluate sourcing, procurement, and supplier management strategies including risk and sustainability considerations.
5. Integrate technology and analytics to improve supply chain decision-making and performance.

**Course Contents:**

**Block I: Introduction to Supply Chain Management**

**Unit 1: Fundamentals of SCM**

- Definition, scope, and objectives of supply chain management
- Importance of SCM in modern business and competitive advantage
- Key trends and drivers in global supply chains: globalization, technology, customer expectations
- Integration with marketing, operations, and finance functions

**Unit 2: Components and Flows in SCM**

- Supply chain components: suppliers, manufacturers, distributors, retailers, and customers
- Material flow, information flow, and financial flow
- Coordination mechanisms and supply chain integration
- Case examples of effective supply chain networks

### **Unit 3: Supply Chain Strategy and Competitive Advantage**

- Strategic role of SCM in cost leadership, differentiation, and responsiveness
- Aligning supply chain strategy with business objectives
- Case studies on supply chain-driven competitive advantage
- Strategic trade-offs in global supply chains

## **Block II: Supply Chain Planning & Demand Management**

### **Unit 4: Demand Forecasting and Planning**

- Quantitative forecasting techniques: moving average, exponential smoothing, regression analysis
- Collaborative forecasting and demand planning
- Forecast accuracy, performance measurement, and error analysis
- Use of AI and predictive analytics in demand forecasting

### **Unit 5: Inventory Management in SCM**

- Role of inventory in balancing supply and demand
- Inventory control techniques: EOQ, ABC, JIT, safety stock, reorder point
- Optimization of inventory levels and impact on working capital
- Integration with production planning and logistics

### **Unit 6: Capacity Planning and Resource Allocation**

- Capacity planning methods for supply chain operations
- Resource allocation, production scheduling, and bottleneck management
- Balancing demand and supply using short-term and long-term planning
- Scenario analysis and decision-making under uncertainty

## **Block III: Sourcing, Procurement, and Supplier Management**

### **Unit 7: Sourcing and Procurement Strategies**

- Supplier selection, evaluation, and performance monitoring
- Strategic sourcing, global procurement, and cost optimization
- Supplier relationship management (SRM) for collaboration and risk mitigation
- Case studies on successful supplier partnerships

### **Unit 8: Contracting and Supplier Collaboration**

- Types of contracts and negotiation strategies
- Collaborative Planning, Forecasting, and Replenishment (CPFR)
- Vendor-Managed Inventory (VMI) and partnership models
- Real-life examples of supplier collaboration improving performance

**Unit 9: Risk and Sustainability in Sourcing**

- Supply chain risks: supply, demand, operational, financial, and geopolitical
- Risk mitigation strategies and contingency planning
- Sustainable sourcing, ethical sourcing practices, and CSR considerations
- Emerging trends in green supply chains

**Block IV: Logistics, Distribution & Technology**

**Unit 10: Transportation and Distribution Management**

- Transportation modes, cost optimization, and mode selection
- Distribution network design and warehouse management
- Third-party logistics (3PL) and fourth-party logistics (4PL)
- Case studies in logistics optimization and last-mile delivery

**Unit 11: Technology in Supply Chain**

- Role of ERP, RFID, IoT, blockchain, and automation in SCM
- Digital supply chains and Industry 4.0 integration
- Data-driven decision-making and predictive analytics
- Case examples of technology-enabled supply chain transformation

**Unit 12: Performance Measurement in SCM**

- Key Performance Indicators (KPIs) for supply chain efficiency
- Balanced scorecard approach for SCM performance
- Benchmarking, continuous improvement, and operational excellence
- Examples from global supply chain leaders

**Block V: Contemporary Issues and Case Studies**

**Unit 13: Global Supply Chain Management**

- International logistics, trade regulations, and customs compliance
- Cross-border supply chain coordination and risk management
- Challenges in global supply chains: lead times, currency, geopolitical issues
- Case studies on multinational supply chains

**Unit 14: Supply Chain Integration and Collaboration**

- Internal and external integration strategies
- Collaborative supply chain planning and information sharing
- Case studies on effective supply chain integration
- Best practices for achieving synchronized operations

**Unit 15: Case Studies and Practical Applications**

- Analysis of real-world supply chain challenges in manufacturing, retail, and e-commerce
- Simulation exercises for supply chain planning and operational decision-making
- Strategic recommendations for improving supply chain performance
- Group projects and hands-on exercises to consolidate learning

### Course Outcomes (COs):

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

1. Describe and analyze the end-to-end supply chain components, flows, and strategic alignment.
2. Apply quantitative and qualitative techniques for demand forecasting, inventory, and capacity planning.
3. Develop supplier evaluation, contracting, and collaboration strategies for global and local supply chains.
4. Utilize technology, data analytics, and KPIs to monitor and enhance supply chain performance.
5. Critically assess real-world supply chain challenges and propose effective solutions.

### References:

1. Chopra, S., & Meindl, P. (2019). *Supply chain management* (7th ed.). Pearson.
2. Christopher, M. (2016). *Logistics and supply chain management* (5th ed.). Pearson.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). *Designing and managing the supply chain* (4th ed.). McGraw-Hill.
4. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). *Purchasing and supply chain management* (7th ed.). Cengage.
5. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2019). *Supply chain logistics management* (5th ed.). McGraw-Hill.

### 5.3 Faculty and Support Staff

The University has identified the dedicated requisite faculty and support staff as mandated by the UGC and they are allocated the positions exclusively for ODL mode.

**List of Faculty associated with M.B.A. program is as follows:-**

S. No	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1	Dr. Amit Singh	Associate Professor	Full-Time	PhD	Management
2	Dr. Atul Kumar Mishra	Associate Professor	Full-Time	PhD	Management
3	Dr. Pankaj Kumar	Assistant Professor	Full-Time	PhD	Management

### 5.4 Delivery Mechanism

The Madhav University (MU) ODL Programmes follows a modern ICT (Information & Communication Technology) enabled approach for instruction. The methodology of instruction in ODL of MU is different from that of the conventional/regular programs. Our ODL system is more learner-oriented and the learner is an active participant in the teaching learning process.

ODL of MU academic delivery system comprises:

➤ **Print Material**

The printed material of the programme supplied to the students will be unit wise for every course.

➤ **Counselling Sessions**

There will be 12 counselling/ contact classes in face to face mode of one hours each for a course of 4 credits. The counselling sessions / face to face contact classes will be held on the campus of the University on Saturdays and Sundays.

### 5.5 Support Systems

The Madhav University shall not have its Study Centres outside its campus. There shall be a Study Centre at the campus of the University for providing academic support to the ODL learners. The Study Centre at the campus shall be headed by a Coordinator, who shall not be

below the rank of an Assistant Professor. The University shall augment the academic and non-academic staff depending on the number of students enrolled following the UGC guidelines. The University has made appropriate arrangements for various support services including counselling schedule and resource-oriented services evaluation methods and dates for easy and smooth services to the students of distance mode. At present the University has only one study centre in the campus. The institution is not promoting any study centres outside the campus. All student support services will be provided to the student through a single window method/mode onsite.

## **6 Procedure for Admissions, Curriculum, Transaction and Evaluation**

### **6.1 Admission Process**

Students who are seeking admission in programs offered by CDOE-MU need to apply through <https://cdoemu.in/> in the programme offered there. Admission to the MBA programme will be done on the basis of screening of candidate's eligibility on first come first serve basis. The University will follow the reservation policy as per norms of the Government. Admission shall not be a right to the students and MU, CDOE shall retain the right to cancel any admission at any point of time if any irregularity is found in the admission process, eligibility etc.

### **6.2 Maximum Duration**

- A. The maximum duration of the M.B.A. programme is four years. Thereafter, students seeking completion of the left-over course(s) will be required to seek fresh admission.
- B. The student can complete his programme within a period of 4 years failing which he/she shall seek fresh admission to complete the programme.

### **6.3 Minimum Eligibility Criteria for Admission**

The minimum eligibility criteria for admission in ODL MBA program is a pass in Bachelor's from any recognized University. The learner should also meet all the required documentation criteria as mentioned on the website for admission in the program. Admission will stand cancelled, if candidate does not submit proof of eligibility within stipulated time given by CDOE-MU. Candidates are expected to read all instructions given in the Program prospectus before filling of application form.

#### 6.4 Programme Fee Academic Session beginning July 2026

Name of the Program	Degree	Duration	Year	Program Fee/Year	Exam	Fee/Year Total (in Rs.)
Master of Business Administration	PG	2 Years	1	32,500	3000	35,500
			2	32,500	3000	35,500
			<b>Total</b>			

#### 6.5 Academic Calendar

Sr.No.	Event	Batch	Last Date
1	Admission	January	March
		July	September
2	Assignment Submission	January	By March 31st and May 31st
		July	By September 30th and November 30th
3	Distribution of SLM	January	15 <sup>th</sup> February
		July	15 <sup>th</sup> September
4	Project Report Submission (Applicable during Final semester)	January	30th April
		July	30th October
5	Admit Card Generation	January	May 20th
		July	November 20th
6	Term End Examination	January	June 15onward
		July	December 15onward
7	Result Declaration of End Term Examination	January	By end of August
		July	By end of February

#### 6.6 Credit System

MU, CDOE proposes to follow the 'Credit System' for most of its programs. Each credit amounts to 30 hours of study comprising all learning activities. Thus, a 8 credit course

requires 240 hours, 6 credit course requires 180 hours , 4 credit course requires 120 hours and 2 credit course requires 60 hours of study. This helps the student to understand the academic effort to complete a course. Completion of an academic programme requires successful clearing of both, the assignments and the term-end examination of each course in a programme.

### **6.7 Assignments**

Distance Education learners have to depend much on self-study. In order to ascertain the writing skill and level of comprehension of the learner, assignment work is compulsory for all learners. Each assignment shall consist of a number of questions, case studies and practical related tasks.

The Assignment Question Papers will be uploaded to the website within a scheduled time and the learners shall be required to respond them within a specified period of time. The response of the learner is examined by a faculty member.

**Evaluation:** The evaluation system of the programme is based on two components:

**A. Continuous Evaluation in the form of assignments (weightage 30%):**

This Component carries a weightage of 30%. There will be at least one graded assignment and test per course. These assignments are to be submitted to the Co-ordinator of the CDOE/Study Centre to which the student is assigned or attached with.

**B. Term-end examination (weightage 70%):**

This will be held twice every year in the months of June and December. The students are at liberty to appear in any of the examinations conducted by the University during the year. A student will be allowed to appear in the Term-End Examination only after she/he has registered for that course and submitted the assignment. For appearing in the Examination, every student has to submit an Examination form through online <https://cdoemu.in/> or offline before the due dates as given in the schedule of operations. If a student misses any term-end examination of a course for any reason, s/he may appear for any of them or all the courses subject to the maximum of 12 courses in the subsequent term-end examinations. This facility will be available until a student secures the minimum pass grade in the courses but up to a maximum period of 06 semesters, since the

date of registration of the course is valid for 06 semesters. Beyond this period s/he may continue for another 06 semesters by getting Re-registration by paying fee again. In that case, the score of qualified assignments and/or term-end examination will be retained and the student will be required to complete the left out requirements of such re-registered courses. Minimum requirement for passing a course will be 40% marks.

## **7. Laboratory Support and Library Resources**

The library of Madhav University aims to empower the teaching mission and intellectual culture of the community through availability through an organized collection of information as well as instruction in its access, relevance and evaluation. The University Library enriches advance learning and discovery by providing access to a broad array of resources for education, research and creative work to ensure the rich interchange of ideas in the pursuit of knowledge. The Center for Distance Education of Madhav University has initiated the process of setting up a dedicated Library for ODL program and acquiring printed books and e-books for this purpose. The required International and National subject journals are also provided. We already have annual journal subscriptions and the capacity can be enlarged at later stages as the University lines up with more online journals. The collection of the Library is rich and diverse especially in terms of the breadth and depth of coverage. Collection encompasses subjects in Management, Commerce, Information Technology, Computer Applications, and other allied areas. This collection further includes Books, Research Journals, Project Reports/Dissertations and online Journals. The University has well equipped Computer Laboratories, Lecture Capturing Systems, Audio Video facilities, ICT enabled class rooms, Wi-Fi facilities etc

## **8. Cost estimate of the programme and the provisions**

Initial expenses have been done by the University to in terms of provision of infrastructure, manpower, printing of self-study material and other. The University intends to allocate expenses out of the total fee collection as per following details:

- a) SLM development and distribution: 20%
- b) Postal expense: 10%
- c) Salary and other administrative expenses : 60%
- d) Future development : 10% .

Once programmes are operational, fee receipt from the programmes' budget to be planned as per the guidelines of University Grants Commission

## 9. Quality Assurance

The University has established the Centre for Internal Quality Assurance (CIQA) in the University campus. The CIQA will monitor and maintain the quality of the ODL programmes. It has the following objectives in making the compliances of quality implementations.

### Objectives

The objective of Centre for Internal Quality Assurance is to develop and put in place a comprehensive and dynamic internal quality assurance system to ensure that programmes of higher education in the Open and Distance Learning mode and Online mode being implemented by the Higher Educational Institution are of acceptable quality and further improved on continuous basis.

### Functions of CIQA

The functions of Centre for Internal Quality Assurance would be following

- To maintain quality in the services provided to the learners.
- To undertake self-evaluative and reflective exercises for continual quality improvement in all the systems and processes of the Higher Educational Institution.
- To contribute in the identification of the key areas in which Higher Educational Institution should maintain quality.
- To devise mechanism to ensure that the quality of Open and Distance Learning programmes and Online programmes matches with the quality of relevant programmes in conventional mode.
- To devise mechanisms for interaction with and obtaining feedback from all stakeholders namely, learners, teachers, staff, parents, society, employers, and Government for quality improvement.
- To suggest measures to the authorities of Higher Educational Institution for qualitative improvement.
- To facilitate the implementation of its recommendations through periodic reviews.

- To organize workshops/ seminars/ symposium on quality related themes, ensure participation of all stakeholders, and disseminate the reports of such activities among all the stakeholders in Higher Educational Institution.
- To develop and collate best practices in all areas leading to quality enhancement in services to the learners and disseminate the same all concerned in Higher Educational Institution.
- To collect, collate and disseminate accurate, complete and reliable statistics about the quality of the programme(s).
- To ensure that Programme Project Report for each programme is according to the norms and guidelines prescribed by the Commission and wherever necessary by the appropriate regulatory authority having control over the programme;
- To put in place a mechanism to ensure the proper implementation of Programme Project Reports.
- To maintain a record of Annual Plans and Annual Reports of Higher Educational Institution, review them periodically and generate actionable reports.
- To provide inputs to the Higher Educational Institution for restructuring of programmes in order to make them relevant to the job market.
- To facilitate system-based research on ways of creating learner centric environment and to bring about qualitative change in the entire system.
- To act as a nodal coordinating unit for seeking assessment and accreditation from a designated body for accreditation such as NAAC etc.
- To adopt measures to ensure internalization and institutionalization of quality enhancement practices through periodic accreditation and audit.
- To coordinate between Higher Educational Institution and the Commission for various quality related initiatives or guidelines.
- To obtain information from other Higher Educational Institutions on various quality benchmarks or parameters and best practices.
- To record activities undertaken on quality assurance in the form of an annual report of Centre for Internal Quality Assurance.
- It will be mandatory for Centre for Internal Quality Assurance to submit Annual Reports to the Statutory Authorities or Bodies of the Higher Educational Institution about its activities at the end of each academic session. A copy of report in the format as specified by the Commission, duly approved by the statutory authorities of the Higher Educational Institution shall be submitted annually to the Commission.