

MASTER OF BUSINESS ADMINISTRATION

PROGRAM STRUCTURE AND SYLLABUS 2019-20 ADMISSIONS ONWARDS

(UNDER MAHATMA GANDHI UNIVERSITY PGCSS REGULATIONS 2019)



**EXPERT COMMITTEE FOR BUSINESS MANAGEMENT
MAHATMA GANDHI UNIVERSITY**

2019

MBA Degree Program

(Mahatma Gandhi University Regulations PGCSS2019 from 2019-20 Academic Year)

- **Aim of the Program:**
 - i. To develop young MBA aspirants into professional managers who can contribute to the growth of business and industry in India and abroad
 - ii. To develop leaders with a strong ethical background who can efficiently and effectively manage business amidst of environmental turbulences
 - iii. To nurture entrepreneurial skills among young generation and make them effective change agents
 - iv. To contribute towards better management practices in the country by way of offering quality management education.
- **Eligibility for Admission:** A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other Universities duly recognized by Mahatma Gandhi University with not less than 50% marks in the aggregate for all parts of examination or a Master's Degree examination with 50% marks in aggregate. Under grading system, C Grade of Mahatma Gandhi University or equivalent thereto from other recognized Universities with not less than 50% marks in aggregate is required to become eligible for admission. Under any circumstances, it shall be the responsibility of the Director / Principal to ensure that a candidate is having 50% marks in aggregate in order to become eligible for admission. For SC/ST students, a pass in any Bachelor's Degree examination is needed. Reservation rules are applicable as per Government of Kerala norms for eligibility and admission.
- **Medium of Instruction and Assessment:** English
- **Faculty under which the Degree is Awarded:** Faculty of Management Science
- **Specializations offered, if any:** Finance, Human Resources Management, Marketing, Operations, Information Systems and International Business
- **Note on compliance with the UGC Minimum Standards** for the conduct and award of Post Graduate Degrees: In compliance with the norms of AICTE and UGC.

1. PREAMBLE

1.1 Nomenclature of the Programme: Master of Business Administration (MBA)

1.2 Nature of the Programme

Master of Business Administration (MBA) is a two year full time Post Graduate programme offered under semester system. The programme is delivered under Choice based Credit and Semester System (CBCSS) with grading system. The revised curriculum of MBA will come into effect from the Academic Year 2019-20. The full time MBA programme is developed after considering the national requirements and best practices in management education. MBA curriculum is designed in line with the recommendations in AICTE model curriculum 2018. The dynamism in educational environment, the evolving expectations from students, teachers, parents and other stakeholders were considered while developing the revised curriculum. Also, utmost importance has been given to the learning outcomes and development of managerial acumen among the participants.

1.3. Objectives of MBA Programme

- To develop young MBA aspirants into professional managers who can contribute to the growth of business and industry in India and abroad.
- To develop astute leaders with a strong ethical background who can efficiently and effectively manage business amidst environmental turbulences.
- To nurture entrepreneurial skills among young generation and make them effective change agents.
- To contribute towards better management practices in the country by offering quality management education.
- To facilitate the Institutions to contribute towards the management of non-corporate sectors and social enterprises with main focus on local and regional level.

The accomplishments of the course objectives are possible only through synergized efforts of stakeholders at the micro level of the affiliated colleges.

1.4. Programme Outcomes

- Application oriented Knowledge in Domain and Business Environment (AKDBE)
- Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)
- Social Responsiveness and Ethical Standards (SRES)
- Astute Leadership and Synergy (ALS)
- Effective Communication (EC)
- Global Exposure and Cross-Cultural Sensitivity (GECCS)

2. ELIGIBILITY AND ADMISSION

2.1. Eligibility

A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other Universities duly recognized by Mahatma Gandhi University with not less

than 50% marks in the aggregate for all parts of examination or a Master's Degree examination with 50% marks in aggregate. Under grading system, C Grade of Mahatma Gandhi University or equivalent thereto from other recognized Universities with not less than 50% marks in aggregate is required to become eligible for admission. Under any circumstances, it shall be the responsibility of the Director / Principal to ensure that a candidate is having 50% marks in aggregate in order to become eligible for admission. A pass in any Bachelor's Degree examination is needed for SC/ST candidates. The Reservation Rules are applicable as per the Government and University norms in all the affiliated Colleges.

2.2 Admission Procedure

The admission procedure in the affiliated colleges should be based on the norms stipulated by Admission Supervisory Committee (ASC) and approved by Mahatma Gandhi University. All affiliated colleges are required to prepare the prospectus in accordance with the approved norms of Mahatma Gandhi University. The admissions to the MBA full time programme shall be strictly on the basis of merit as determined by the entrance examinations (KMAT Kerala / CMAT / CAT), Group Discussion and Personal Interview conducted at the institution level.

The rank list shall be prepared by affiliated institutions on the basis of sum of following components:

Admissions – Components of Rank List

Component	Weight
Entrance Examination Score	80%
Group Discussion	10%
Personal Interview	10%

Based on the score in the entrance test, candidates shall be short-listed for Group Discussion and Personal Interview. The Group Discussion and Personal Interview shall be conducted by a panel of senior Faculty Members deputed by the Principal. While preparing the rank list, if there are same index marks for more than one candidate, he/she will be ranked on the basis of actual marks obtained in the qualifying examination. Even after this, if there is a tie, they will be ranked on the basis of date of birth; i.e. the elder person is to be ranked higher. Based on the performance in the entrance examination, group discussion and interview, merit rank list shall be prepared and notified duly signed by the Principal/Director and Head of the Department. An evaluation format for Group Discussion and Personal Interview along with the Rank List is attached as Annexure 1. The copies of the duly filled Annexure I, the Rank list and the list of selected students shall be submitted to the Dean, Faculty of Management Sciences and Registrar of the University by 31st August every year.

The Reservation Rules are applicable as per the Government and University norms in all the affiliated Colleges.

3. COURSE DURATION – ACADEMIC AND EXAMINATION CALENDAR

3.1. Academic Calendar

The academic calendar has been designed to ensure that the course will be completed within the stipulated two years' time. The commencement of the course shall be in the month of June of the Academic Year. A semester comprises of 90 working days. The academic and exam calendar published by the University shall be strictly followed by all affiliated colleges in order to ensure

timely completion of the course, conduct of examinations, project works and declaration of results.

3.2 Examination Calendar

The calendar for University examinations and Course Viva-voce are presented below. The exam calendar has been prepared to ensure timely completion of examinations, viva-voce, evaluation of answer scripts, and timely publication of results.

MBA Examination Calendar

Semester	University Examinations and Viva-voce	Schedule
S1	Course Viva I	1 st Week of November
	University Examination S1 MBA	3 rd week of November
S2	Course Viva II	1 st Week of June
	University Examination S2 MBA	2 nd Week of June
S3	Course Viva III	4 th Week of September
	University Examination S3 MBA	1 st Week of October
S4	Course Viva IV	3 rd Week of February
	University Examinations S4 MBA	2 nd Week of March

The dates for Centralized Valuation Camp will be notified by the University after the completion of examination.

3.3 Internship and Research Project Calendar

The Summer Internship is scheduled during April -May (not less than eight weeks), every year and shall be done in a reputed Manufacturing / Service organisation. The evaluation of Internship shall be conducted during the month of July in all affiliated colleges. The two-month Problem centered Research Project is scheduled during April - May (not less than eight weeks), every year and shall be done in a reputed Manufacturing / Service / Non-profit / Government organisation. The Project Presentation and Viva-voce shall be conducted by a panel of external examiners, chaired by a Faculty from University Department, during the month of June every year.

MBA Internship and Problem Centered Research Project Calendar

Semester	Internship / Project	Duration
S3	Summer Internship	April- May
S3	Internship Presentation	July
S4	Problem centered Research Project	April to May
S4	Research Project Presentation & Viva	June

In addition to the Academic and University Exam calendar, the tentative internal exam calendar shall be prepared and published by the Board of Studies during the month of May every year. This is to facilitate and ensure timely completion of internal examinations and viva voce.

3.4 Duration of the Course

The minimum time period for the completion of MBA Programme shall be two years and the maximum period for securing a pass shall be four years from the date of admission. The Principal/ Director of all affiliated colleges shall provide Course Completion Certificate to the candidates who have completed all courses in the curriculum.

4. MBA PROGRAMME SCHEME – CHOICE BASED CREDIT SEMESTER SYSTEM

As per National Policy and academic practices, the University have adopted Credit and Grading system for MBA programme with effect from Academic Year 2019-20. Under the Choice based Credit Semester System (CBCSS) students can accumulate prescribed number of credits to become eligible for the degree. The number of credits earned by the students reflects their level of proficiency attained in the intended outcomes of the course.

The curriculum comprises of courses at four levels:

- Foundation Courses (No Credits)
- Full Credit Core Courses
- Full Credit Elective Courses
- Courses of Independent Study (No Credits)

Apart from foundation, core, and elective courses, there is one Summer Internship and one Problem centered Research Project in the MBA programme.

- Summer Internship (not less than eight weeks) – at the end of Second Semester
- Problem centered Research Project (not less than eight weeks) – at the end of Fourth Semester

4.1 Foundation Programme

It is imperative to provide a foundation programme for the MBA aspirants since the professional course in management is meant for students from different disciplines. It is recommended to conduct the foundation programme in all affiliated colleges based on the course contents prescribed by the University. The foundation programme consists of seven (7) courses with specific number of hours allotted for completion. The Principal / Director/Head of the Department shall allocate the courses in foundation programme to Faculty Members.

The framework for foundation programme is shown in the table given below.

Foundation Programme in First Semester

Course Code	Course Title
MB FC0101	Introduction to Management
MB FC0102	Quantitative Foundation
MB FC0103	Fundamentals of Economics
MB FC0104	Fundamentals of Accountancy
MB FC0105	Introduction to Case Method
MB FC0106	Introduction to Research & Projects
MB FC0107	General Orientation Programme (GOP)
No. of Credits – 0	

Note: The affiliated colleges may add more modules during the foundation programme with zero credit.

Suggested areas in General Orientation Programme (GOP) are:

- i. Goal Setting
- ii. Attitude Formation
- iii. Self-discipline and Professionalism
- iv. Leadership & Synergy
- v. Group Discussion & Presentation Skills

vi. Self-Learning – Importance of Course Plan

For the Foundation Programme, a maximum of 48 hours is allotted (6 hours per day × 8 days). All affiliated colleges are required to complete the foundation programme within the stipulated time. The Principal / Director/Head of the Department shall ensure the completion of foundation programme with an element of evaluation. The documents pertaining to foundation programme (Schedule, Content, and Evaluation) are to be submitted during inspection by the University.

4.2 Core Courses

There are 19 core courses in the MBA programme across four semesters. Core courses provide multi-disciplined domain knowledge and skills at the basic and working level to the participants. These core courses lay strong foundation to management concepts which can be further studied in-depth during the elective phase. A course which carries 3 or 4 credits is considered as a full credit course.

Semester I - Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
MB010101	Management Concepts & Organizational Behaviour	40	60	4
MB010102	Business Communication	40	60	4
MB010103	Managerial Economics	40	60	4
MB010104	Accounting for Management	40	60	4
MB010105	Quantitative Methods	40	60	4
MB010106	Legal Environment of Business	40	60	4
MB010107	Environment Management	40	60	4
MB010108	Course Viva I		50	2

The core courses in second semester are presented in the Table given below. Certain core courses in second semester are intended to provide basic level of knowledge while other courses are expected to impart knowledge at the working level.

Semester II - Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
MB010201	Financial Management	40	60	3
MB010202	Marketing Management	40	60	3
MB010203	Human Resources Management	40	60	3
MB010204	Operations Management	40	60	3
MB010205	Management Science	40	60	3
MB010206	Management Information Systems & Cyber Security	40	60	3
MB010207	Business Research methods	40	60	4
MB010208	Entrepreneurship Development	40	60	4

MB010209	Course Viva II		50	2
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The core courses in third semester are presented in the Table given below. There are two full credit core courses in third semester, both intended to provide basic level of knowledge to the participants. The course Business Ethics & Corporate Governance shall be taught and evaluated as a Case Study paper. The participants are required to analyse case studies in the Indian context. This recommendation is based on the guidelines provided by AICTE in the Model Curriculum 2018.

Semester III - Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
MB010301	Big Data & Business Analytics	40	60	4
MB010302	Business Ethics & Corporate Governance	40	60	4
MB010303	Course Viva III		50	2

There is only one core course in semester 4, which is expected to provide working level of knowledge to the participants. The core courses including viva-voce in fourth semester are presented in the Table given below.

Semester IV - Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
MB010401	Strategic Management	40	60	4
MB010402	Course Viva IV		100	2

4.3 Elective Courses

All elective courses across functional areas carry 3 credits each. The MBA Programme shall be offered in Dual specialization scheme (two functional areas are to be selected by a student). Two courses from each of the opted functional areas are to be selected during a semester. In third semester, $2 \times 2 = 4$ and in fourth semester $2 \times 2 = 4$ are to be selected by the students.

Choice of Elective Area

A candidate is expected to select two functional areas subject to the following criteria:

- His / Her own choice based on preference, skills and aptitude
- The availability of Faculty Members specialised in different functional areas in the affiliated colleges and required infrastructure.
- Job market realities and opportunities in a functional area

The final decision pertaining to offer of specialisation choice shall be by the Director / Principal of the affiliated colleges.

The following areas of specialisations are offered by the University in the third and fourth semesters.

List of Elective Areas

Sl. No.	Elective Area	Sl. No.	Elective Area
1.	Finance	4.	Operations
2.	Marketing	5.	Information Systems
3.	Human Resources Management	6.	International Business

Finance Electives

Course Code	Elective Course	Semester
MB80 03/0401	Security Analysis and Portfolio Management	S3
MB80 03/0402	Financial Derivatives and Risk Management	S3
MB80 03/0403	Management of Banks and Financial Institutions	S3
MB80 03/0404	Corporate Taxation	S3
MB80 03/0405	Project Risk Evaluation and Management	S3
MB80 03/0406	Behavioural Finance	S4
MB80 03/0407	International Finance and Forex Management	S4
MB80 03/0408	Management of Financial Services	S4
MB80 03/0409	Rural Economy and Micro Finance	S4
MB80 03/0410	Strategic Financial Management	S4

Marketing Electives

Course Code	Elective Course	Semester
MB81 03/0401	Sales Management	S3
MB81 03/0402	Retail Business Management	S3
MB81 03/0403	Services Marketing	S3
MB81 03/0404	Digital and Social Media Marketing	S3
MB81 03/0405	Integrated Marketing Communication	S3
MB81 03/0406	Product and Brand Management	S4
MB81 03/0407	Marketing Analytics	S4
MB81 03/0408	Consumer Behaviour	S4
MB81 03/0409	Agriculture Business and Rural Marketing	S4
MB81 03/0410	Marketing Research	S4

HRM Electives

Course Code	Elective Course	Semester
MB82 03/0401	Training and Development	S3
MB82 03/0402	Performance and Talent Management	S3
MB82 03/0403	Organisational Change and Transformation	S3
MB82 03/0404	Compensation Management	S3
MB82 03/0405	Global Human Resources Management	S3
MB82 03/0406	Mentoring Coaching and Management Consulting	S4
MB82 03/0407	Industrial Relations and Labour Laws	S4
MB82 03/0408	Counseling Skills for Managers	S4
MB82 03/0409	Human Resources Information System	S4

MB82 03/0410	Leadership for Managerial Performance	S4
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Operations Management Electives

Course Code	Elective Course	Semester
MB83 03/0401	Supply Chain Management	S3
MB83 03/0402	Total Quality Management	S3
MB83 03/0403	Project Management	S3
MB83 03/0404	World Class Manufacturing	S3
MB83 03/0405	Service Operations Management	S3
MB83 03/0406	Industrial Safety & Occupational Health	S4
MB83 03/0407	Global Operations and Logistics Management	S4
MB83 03/0408	Maintenance Management	S4
MB83 03/0409	Materials and Purchase Management	S4
MB83 03/0410	Advanced Operations Research	S4

Information Systems Electives

Course Code	Elective Course	Semester
MB84 03/0401	Decision Support Systems	S3
MB84 03/0402	E Business	S3
MB84 03/0403	Enterprise Resource Planning	S3
MB84 03/0404	System Analysis and Design	S3
MB84 03/0405	Cloud Computing	S3
MB84 03/0406	Database Management	S4
MB84 03/0407	E-Business Strategy	S4
MB84 03/0408	Information Security Management	S4
MB84 03/0409	Software Project Management	S4
MB84 03/0410	Software Quality Management	S4

International Business Electives

Course Code	Elective Course	Semester
MB85 03/0401	International Financial System	S3
MB85 03/0402	International Marketing	S3
MB85 03/0403	Import / Export Policies & Procedures	S3
MB85 03/0404	International Human Resource Management	S3
MB85 03/0405	Global Trade Practices	S3
MB85 03/0406	International Economic Organisations	S4
MB85 03/0407	International Logistics & Supply Chain Management	S4
MB85 03/0408	International Trade Promotion Strategies	S4
MB85 03/0409	International Business Negotiations	S4
MB85 03/0410	International Consumer and Industrial Buyer Behaviour	S4

4.4 Viva Voce

The MBA Programme has both internal and external viva-voce as part of the curriculum. Course viva-voce is considered as a half credit course in all semesters. A panel of not less than two (2) external examiners shall conduct the course viva-voce for all candidates in affiliated colleges. The guidelines for course viva-voce and evaluation format is included in Annexure No. 5

For Summer Internship (Semester II) and Problem Centered Research Project (Semester IV), viva-voce shall be conducted by not less than two (2) external examiners. The Viva-voce examination of Problem Centered Research Project shall be chaired by a Faculty member from University Department.

4.5 Summer Internship

At the end of the second semester, all students will have to undertake Summer internship for a period of 8 weeks. For details of Summer Internship guidelines, refer to Annexure No. 3.

4.6 Problem Centered Research Project

A research-based dissertation is compulsory for all candidates at the end of semester 4 during the months of April and May. The duration of Project shall be 8 weeks. The guidelines pertaining to Problem centered Research project is included in Annexure No. 4.

Master of Business Administration
List of Courses (With Effect from Academic Year 2019-20)

Semester I Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
MB010101	Management Concepts & Organizational Behaviour	40	60	4
MB010102	Business Communication	40	60	4
MB010103	Managerial Economics	40	60	4
MB010104	Accounting for Management	40	60	4
MB010105	Quantitative Techniques	40	60	4
MB010106	Legal Environment of Business	40	60	4
MB010107	Environment Management	40	60	4
MB010108	Course Viva I		50	2

Course Summary – Semester I	Total Marks for Continual Evaluation	Total Marks for University Evaluation	No. of Credits
Full Credit Courses – 7 Course Viva – 1	280	470	30

Semester II Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
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MB010201	Financial Management	40	60	3
MB010202	Marketing Management	40	60	3
MB010203	Human Resources Management	40	60	3
MB010204	Operations Management	40	60	3
MB010205	Management Science	40	60	3
MB010206	Management Information Systems & Cyber Security	40	60	3
MB010207	Business Research Methods	40	60	4
MB010208	Entrepreneurship Development	40	60	4
MB010209	Course Viva II		50	2

Course Summary – Semester II			
Full Credit Courses – 8			
Course Viva – 1	320	530	28

Semester III Core Courses & Elective Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
MB010301	Big Data & Business Analytics	40	60	4
MB010302	Business Ethics & Corporate Governance	40	60	4
MB010303	Course Viva III		50	2
MB010304	Summer Internship		100	4
	Elective Course 1	40	60	3
	Elective Course 2	40	60	3
	Elective Course 3	40	60	3
	Elective Course 4	40	60	3

Course Summary – Semester III			
Full Credit Courses – 6			
Course Viva – 1	240	510	26
Internship – 1			

Semester IV Core Courses, Elective Courses & Viva Voce

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)	No. of Credits
MB010401	Strategic Management	40	60	4
MB010402	Course Viva IV		50	2
MB010403	Problem Centered Research Project		100	4
	Elective Course 5	40	60	3
	Elective Course 6	40	60	3
	Elective Course 7	40	60	3
	Elective Course 8	40	60	3

Course Summary – Semester IV			
Full Credit Courses – 5			
Course Viva – 1	200	450	22
Research Project – 1			

COURSE SUMMARY

Semester	Course Details	Total Marks for Continual Evaluation	Total Marks for University Evaluation	No. of Credits
I	Full Credit Courses – 7			
	Course Viva – 1	280	470	30
II	Full Credit Courses – 7			
	Course Viva – 1	320	530	28
III	Full Credit Courses – 6			
	Course Viva – 1	240	510	26
	Internship – 1			
IV	Full Credit Courses – 5			
	Course Viva – 1	200	450	22
	Research Project – 1			
Total Marks & Credits		1040	1960	106
Grand Total of Marks		3000		
Total Credits		106		

4.7 Teaching Methods

Since the MBA Programme is a professional course, the teaching methods shall be carefully designed at the Institution level. The teaching methods in MBA programme ideally include the following components: (Faculty Members are free to design appropriate teaching methods).

Teaching methods

Lectures in Interactive Mode	Practical Illustrations & Simulations
Case Studies	Role Plays
Quizzing	Class Seminars & Presentations

4.8 Grading System

The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. The grading system followed is that of relative grading on a ten-point scale. The following table indicates the performance range and the relative value of the grades (grade points) on the scale.

Range of % of Marks	Grade Letter	Grade Point
95 - ≤100	O	10
85 - <95	A plus	9
75 - <85	A only	8
65 - <75	B plus	7
55 - <65	B only	6
45 - <55	C	5
40 - <45	P	4
<40	F	0
Absent	Ab	0

Letter grade	Performance	Grade point
O	Outstanding	10
A plus	Excellent	9
A only	Very good	8
B plus	Good	7
B only	Above Average	6
C	Average	5
P	Pass	4
F	Fail	0
Ab	Absent	0

Minimum grade for passing in a course or programme: The minimum for a pass in a course is 'P' grade. The minimum credit point requirement (CGPA) for the programme is five.

The evaluation of a candidate shall be based on two indices:

- Semester Grade Point Average (SGPA)
- Cumulative Grade Point Average (CGPA)

Calculation of Semester Grade Point Average (SGPA)

Credit Points for the Course = No. of Credits assigned for the course x Grade Point secured for that course.

SGPA indicates the performance of a student in a given Semester. SGPA is based on the total credit points earned by a student in all the courses divided by the total number of credits assigned to the courses required in a Semester.

Note: SGPA is computed only if the candidate passes in all the required courses (gets a minimum required grade for a pass in all the required courses as per the specific curriculum). Securing of SGPA in all semesters may not enable students to have minimum required CGPA for a pass in the programme.

Total credit points earned by the student from all the required courses of a Semester

$$\text{SGPA} = \frac{\text{Total credit points earned by the student from all the required courses of a Semester}}{\text{Total credits of all courses required in a semester}}$$

Calculation of Cumulative Grade Point Average (CGPA)

CGPA refers to the Cumulative Grade Point Average weighted across all the semesters (4 Semesters). CGPA is obtained by dividing the total number of credit points earned by the student in all the semesters by the total number of required credits of all the Semesters as per curriculum.

CGPA = Total CPts of Semester- S1 + 2 + 3 + 4 ...

Total Credits of Semester- S1 + 2 + 3 + 4..

OR

[SGPA of I Semester x Total Credits of I Sem] + [SGPA of II Semester x Total Credits of II Sem] + [SGPA of III Semester x Total Credits of III Sem] + [SGPA of IV Semester x Total Credits of IV Sem]

[Total Credits of I Semester + Total credits of II Semester + Total credits of III Semester + Total credits of IV Semester]

This formula shall be printed on the Grade Card issued to the student with a note that it could be used to convert the grades into mark-percentages. (The details of the grading system as indicated above shall also be printed on the Grade Card).

Conversion of CGPA to percentage

Equivalent Percentage = (CGPA obtained) X 100

Maximum CGPA (=10)

4.9 Assessment and Evaluation

The evaluation of students comprises of continual evaluation at the Institution level and comprehensive evaluation by University.

4.9.1 Continual Evaluation

Continual Evaluation or internal assessment shall be conducted throughout the semester. It shall be based on internal examinations and various components as decided by the Faculty Member who is handling the course. The following components are suggested for continual evaluation. However, the Faculty Members are free to include any appropriate component with prior permission from Head of the Department / Principal.

Components of Continual Evaluation

Internal Examinations Written Examinations – Open Book Exams Question & Answer Sessions – Online Exams – Spot Tests	Individual Assignments – Problem Solving Group Assignments Class Seminars Case Study / Caselet Analysis and Presentation
Role Plays – Management Games – Story Telling	Software Exercises – Soft Assignments
Internal Viva-voce – Quizzes – Group Discussions – Interview with Industry Experts	Book Reviews – Article / Research Paper Reviews
Field Visits – Industrial Visits – Study Tour – Observation Study (with brief Reports)	News Paper Reading

Continual evaluation shall be completed in a transparent and justifiable manner. The purpose of continual evaluation is to facilitate the learner / participant to achieve learning outcomes. Faculty Members in all affiliated colleges are required to conduct internal assessment strictly in compliance with University prescribed criteria. In case of underperformance by the candidates in any components due to various reasons, remedial measures shall be taken by the Faculty Member so that the student will get transformed by the time of award of continual assessment marks. Head of the Department / Principal of the Institution should ensure that no candidate is getting intimidated during continual evaluation in all semesters. Any complaint / grievance by the students pertaining to internal assessment shall be submitted to the Grievance Committee in the college and appropriate measures shall be taken by the Principal for resolving the grievance. Faculty Members also can complain against the disobedience / mistrust / negative attitude etc. from the student's side to the Head of the Department / Academic Head. All processes in this regard shall be completed before the publication of internal assessment marks.

The Faculty Members, at the end of the semester, shall submit the continual evaluation marks in the prescribed format to the Head of the Department / Academic Head for verification and corrections, if any. The HOD shall forward the continual evaluation marks to the Principal / Director for publication. The Faculty Members are required to keep in safe custody a record of internal assessment marks duly signed by Head of the Department / Dean Academics and countersigned by the Principal. The Principal / Director shall publish the Continual Evaluation marks 5 days before the commencement of University examinations. After resolving the complaints / grievances, if any, the continual evaluation document shall be submitted to the University through uploading the file as required before the end of University examinations. This is to facilitate uniformity in the internal evaluation process. The distribution of continual evaluation shall be as follows:

Criteria for Continual Evaluation

Sl. No.	Component of Continual Evaluation	Marks	Percentage
1.	Test Papers (Subject to a Minimum of 2 tests including model exam for each course)	20 (5 + 15)	50%
2.	Assignments – Other Components	10	25%
3.	Class Participation, Punctuality, Discipline	10	25%
Total		40	100

4.9.2 Reappearance and improvement Examinations

Candidates in the 1st and 2nd semesters, who have secured the SGPA letter grade of 'C' or 'P' in the end-semester examination can improve their grade by reappearing for all the semester courses together along with the next immediate batch provided the candidate has applied for the same and paid the required fee; in such cases a candidate will be awarded a new grade only if there is an improvement in grade in the new examination; otherwise, the candidate is eligible to retain the grade obtained in the previous examination before improvement.

Candidates in the 1st or 2nd semesters who have secured a letter grade of 'P', 'F' or 'Ab' in any of the courses can reappear for exams course-wise along with the next immediate batch provided the candidate has applied for the same and paid the required fee. Candidates in the 3rd semester,

who have secured the SGPA letter grade of 'C' or 'P' in the end-semester examination can improve their grade by reappearing for all the semester courses together, along with the next immediate batch provided the candidate has applied for the same and paid the required fee; in such cases a candidate will be awarded a new grade only if there is an improvement in grade in the new examination; otherwise, the candidate is eligible to retain the grade obtained in the previous examination before improvement.

Candidates in the 3rd semester who has obtained letter grade of 'P', 'F' or 'Ab' in any of the courses can reappear for exams course-wise in a supplementary examination along with the 4th semester examinations provided the candidate has applied for the same and paid the required fee. After completing a semester programme (all courses with 'P' or above grade) students will not have the facility of course-wise improvement and they will have to reappear for all the courses constituting the entire semester. 1st and 2nd semester SGPA cannot be improved after the completion of the 4th semester. Only 3rd and 4th semester SGPA can be improved after the completion of a programme. The marks/grades awarded for internal assessment and that for the project/dissertation cannot be improved. Improvement of the 3rd or 4th semester must be done within a period of one year, that is, by reappearing for the third semester examinations at the following semester and the fourth semester examinations along with the immediate lower batch. If the improvement is meant to obtain minimum CGPA requirement, a candidate has the option to decide which semester (3rd or 4th) is to be improved; however, the grade given to the candidate shall be that obtained for the entire semester improvement examination.

Candidates who could secure the grade of only 'F' or 'Ab' in a course in the 3rd or 4th semester examinations will be given two additional chances for course-wise reappearance even after the completion of the programme; but it has to be done within a period of two years after the completion. In such cases a candidate has to apply for the same as a supplementary exam and pay the required fee (Fee for supplementary examination of any course shall be full semester examination fee irrespective of number of courses involved). In the case of students who discontinued studies during a semester or on completion of a semester of the programme for genuine reasons, with the prior permission of the director of the School, he/she can be permitted to complete the programme by taking the required number of courses within a maximum period of eight continuous semesters including the period of his/her programme, provided an amount equivalent to the semester fees for all the intervening semesters have been regularly paid and provided he/she has not been removed from the rolls by issuing a Transfer Certificate. In all cases of discontinuation and readmissions, candidates must submit applications countersigned by the HOD to the CSS section and obtain the required statutory order for the same. Candidates who are readmitted to repeat a course must follow the then existing syllabus for the said programme and will have no assurance to do the repeat course in the same syllabus which he/she had attempted initially for the course. They need to attend classes along with new batch of students and should obtain the required percentage of attendance as usual.

4.9.3 Semester Promotion

Candidates for the MBA Degree shall be eligible to undergo the courses of study in the next semester and appear for the examination of that semester, irrespective of the results of the examinations of the previous semester provided they have completed all the requirements of attendance, payment of all fees due to the University and Institution and registration for the examinations in the earlier semesters.

5 Academic Administration in Affiliated Colleges

5.1 Registration and Attendance Norms

- Every candidate should register for all subjects of the end semester examinations of each semester. A candidate who does not register will not be permitted to attend the end semester examinations. He / she shall not be permitted to attend the next semester.
- No student shall be allowed to appear for the University examinations (written and viva-voce), if he/she has not secured 75 % attendance for each course. In this regard, it is required to note that prior application and subsequent sanction of leave will not be considered as presence. Under any circumstances, the Principal shall be the final authority to decide upon the requests made by the candidate to condone the absence due to genuine reasons like medical case. In such cases, the candidate has to undergo special / remedial sessions and complete all academic requirements in order to become eligible for appearing in University exams.

5.2 Faculty Advisory System

- All candidates who are provisionally admitted to the MBA Programme, shall be assigned to a Faculty Advisor who shall advise him / her about academic courses, teaching learning process, self-development, choice of specialisation, career focus, and other required aspects for the holistic development and transformation of the candidate into a management professional.

5.3 Course Plan

- In the beginning of every semester, all teachers are required to submit their course plans to the Head of the Department /Academic Head. The course plans shall be prepared with utmost care after considering the semester duration, holidays, non-academic endeavours of the college and other relevant aspects. The course plans should ideally include the following elements / sections (not comprehensive) shown in the Table given below. A soft copy of all evaluated course plans is to be provided to all participants before the commencement of class work during all semesters.

Components in Course Plan

1.	Title of the Course, Semester, Course Code, Level of intended knowledge, Course Facilitator
2.	Brief Description of the Course
3.	Course Objectives
4.	Session Plan with provision for Backlogs and Additional Sessions with Dates
5.	Assignment Plan with date of Submission and Statement of Evaluation
6.	Pedagogy for the Course – Elements
7.	Instructions to the Participants
8.	Learning Outcomes of the Course
9.	End Report Format– To be submitted to Principal through HOD / Academic Head after the completion of the Course

5.4 Academic Review

- The academic progress and teaching learning process shall be reviewed by the HOD / Academic Head during Class Committee Meetings and the Report must be submitted to the Principal / Director (Refer Class Committee section). The Representatives of Students

in Class Committee shall inform HOD / Academic Head about the progress in teaching learning and also the problems that may occur during the conduct of the course.

- All documents pertaining to Academics shall be maintained by the Head of the Department / Academic Head. The documents shall be produced on demand during inspection by the University.
- All academic related works including continual evaluation and remedial measures shall be completed before the last working day in a particular semester.

5.5 General Instructions

- Academics and Academic Administration shall be entrusted fully to the Principal and the Faculty Council. The Faculty Council consists of the Principal and all Faculty Members. Periodic Meetings of the Faculty Council are to be convened by the Principal / Head of the Department / Academic Head and proper minutes shall be maintained. The Management Representative may also attend the meeting periodically and ensure effective administration of the professional course in management.
- Grievance Committee as per statutory requirements is to be constituted in all affiliated colleges. The complaints from the Students and Faculty Members are to be resolved through deliberations.
- Library Hours are to be compulsorily allocated in the Regular Time Table of the Institution. The teachers are expected to motivate the participants and ensure quality library reference by the students throughout the MBA Programme.
- Internet connectivity and Wi-Fi facilities are to be provided to students as per AICTE norms.
- It is the responsibility of the Management that conducive environment exists for effective teaching learning process. All issues pertaining to the administration of the college are to be deliberated and resolved in Governing Body Meetings and Advisory Board Meetings.
- All mandatory requirements stipulated by All India Council for Technical Institution (AICTE) and the Government are to be strictly implemented by the affiliated Colleges offering MBA Programme.

5.6 Class Committee Functions

The Principal / Director shall constitute and notify a Class Committee for each batch at the beginning of every semester. This Committee shall be in existence throughout for the concerned semester. The Class Committee shall consist of Head of Department / Academic Head as Chairperson of the Committee, Faculty Advisor / Batch Coordinator / Class Faculty of the class, a Senior Faculty Member of the Department and four Student Representatives, out of which two shall be lady Student Representatives. There should be at least two meetings of the class committee every semester. It shall be the responsibility of the Head of Department / Academic Head to convene Class Committee meetings and discuss academic matters. The functions of Class Committee are the following:

- To review periodically the progress and conduct of students in the class.
- To ensure syllabus coverage within the stipulated time.
- To discuss any academic problems / matters related to any course in any semester.
- Maintain strict vigil AGAINST RAGGING.
- Any other relevant issues related to the conduct of MBA Programme at the Institution.

The Minutes of Class Committee Meetings are to be maintained in safe custody by the Head of the Department / Academic Head, duly signed by the HOD and the Principal.

5.7 Examination Monitoring Cell

The Principal shall constitute an Examination Monitoring Cell (EMC) at the college level in the beginning of every academic year for the conduct and supervision all examinations, especially the internal examinations. The Exam Monitoring Cell shall be headed by a Senior Faculty Member, not less than at the level of Associate Professor as Convener and the Cell shall consists of minimum three Faculty Members including the Convener and one Member shall be a lady. A clerical Staff Member having computer skills shall be assigned for assisting the Examination Monitoring Cell.

The following are the responsibilities of Examination Monitoring Cell:

- Schedule and conduct all internal examinations – EMC have to schedule all internal examinations as per the guidelines issued by Board of Studies from time to time. The internal exam schedule has to be notified, duly signed by EMC Convener and Principal.
- To coordinate various forms of students' applications related to examinations to the University.
- To make all arrangements for conducting examinations.
- To Act as the Examination Squad to keep a vigil on all internal and University Examinations – EMC Members have to act as a Squad for preventing malpractices. Any form of malpractice has to be reported to the Principal immediately and appropriate disciplinary action shall be initiated.
- To receive complaints from students regarding issues like out of syllabus questions, printing mistakes etc. The Cell shall investigate these complaints and if necessary, forward the same to University with specific comments.
- To receive complaints from students regarding internal examinations, award of marks and any allegation of victimization. The Cell shall enquire such incidents and give a report to the Principal for necessary action.
- To coordinate timely submission of Project Reports to the University as per norms.
- To function as a wing of the University Office of Controller of Examinations at the Institution level.

Annexure 1

[illegible]

Note: The template in Annexure 1 is for submission of list of admitted candidates with particulars related to Entrance Score, GD, Interview and Category with Rank.

Annexure 2

[illegible]

Note: The Continual Evaluation marks are to be submitted to the HOD and Principal in this format as per the Guidelines in MBA Regulations 2019

Annexure 3

SUMMER INTERNSHIP

At the end of the second semester, all students will have to undertake Summer internship for a period of 8 weeks. The Summer Internship carries 100 marks with 4 credits. This internship is expected to provide the participants elements of experiential learning pertaining to managerial functions. The following are the objectives of Summer Internship:

- To provide practical insights to MBA students in managerial functions and processes.
- To provide short term training on managerial skills and application of management concepts
- To analyse an industry by using standard procedure and understand the status of the business

The Summer Internship is envisaged to provide the participants practical knowledge in managerial functions and processes. The purpose is to expose the MBA participants to the business world and make them understand how various managerial functions are performed in an organisation. The students are expected to gain practical insights into the application of various management concepts in an organisation.

- The students will have to undergo Summer Internship in any reputed National or International organization, where they can get practical experience in various functional areas of Management. The organisations either from manufacturing or services sectors may be selected by the students for internship. PSUs, Organisations in Co-operative Sector, SMEs, Private and Public Limited firms may be selected for this.
- The students can give more importance to the functional areas where they plan to specialize in the second year during Summer Internship.

Guidelines for Report Submission and Evaluation

- The candidates shall submit periodic working reports through e-mail to the Faculty Guide in the Institution and External Guide, if any in the Industry / Organisation. Periodic reviews and discussions are compulsory and Faculty Guides are required to submit brief report to the Head of the Department / Academic Head. The Head of the Department has to consolidate the Reports by the Faculty Members and submit a Report to the Principal, specifically showing whether the learning outcome through Summer Internship and Industry Analysis is satisfactory / not satisfactory.
- The Summer Internship Report shall be typed in “Times New Roman” font by using 12 font size with 1.5 spacing. All chapter headings shall be in font size 14 in bold. All main headings shall be

in font size 12 in bold and all sub-headings are to be in 12 font size. The cover page of the Report shall be in white with colour / black & white printing with college emblem.

- The candidates are required to submit a *soft copy* of draft report of Summer Internship to the Faculty Guide within the stipulated date. Faculty Guide, after corrections and suggested changes, shall direct the candidates to submit the Report in the prescribed format as a PDF File. The Head of the Department / Academic Head shall verify all Reports submitted by registered candidates and forward the same to the Chairman of Board of Examiners for Third semester MBA appointed by the University. The candidates are also required to take one hard copy of the Summer Internship Report with the completion certificates from the Organisation and the College. The hard copy of the Report has to be signed by the Faculty Guide, Head of the Department / Academic Head, and the Principal / Director. The duly signed hard copy Report has to be submitted to the External Examiners. External Examiner has to sign the Report and return it to the candidate
- The evaluation of the Summer Internship Report and Presentation shall be based on the criteria given in the evaluation format.

Annexure 4

PROBLEM CENTERED RESEARCH PROJECT

At the end of the fourth semester, all students will have to undertake a Research Project for a period of not less than 8 weeks. The research project is a problem centered study in management where the students are expected to follow the basic process of research. A specific managerial problem from any industry shall be selected by the candidate in consultation with the Faculty Guide. The candidate can select any area of specialisation for the research project. The following are the objectives of Research Project:

- To provide basic insights into the process of research in management.
- To provide practical experience on identifying a managerial problem in any industry and carrying out a study
- To provide basic knowledge in data collection, processing, analysis and report writing using appropriate methodology.

The suggested chapters / sections in the Research Report are presented in the Table given below:

Sl. No.	CHAPTERS
01.	Introduction 1.1 Background of the Study 1.2 Statement of the Problem 1.3 Relevance & Scope of the Study 1.4 Objectives of the Study
02.	Review of Literature 2.1 An Overview of Earlier Studies 2.2 Uniqueness of Research Study
03.	Methodology of the Study 3.1 Research Approach and design 3.2 Sources of Data 3.3 Sampling Design – Reliability & Content Validity 3.4 Data Analysis Tools 3.5 Report Structure 3.6 Limitations of the Study
04.	Data Analysis, Interpretation and Inference
05.	Findings and Conclusion
06.	Suggestions
Appendix Bibliography	

The Research Project has to be carried out for a period of not less than 8 weeks, during April and May every year. This period is inclusive of problem formulation, discussions, survey, data analysis and report writing.

Guidelines for Report Submission and Evaluation

- The candidates shall submit periodic working reports through e-mail to the Faculty Supervisors in the Institution. Periodic reviews and discussions are compulsory and Faculty Supervisors are required to submit brief report to the Head of the Department / Academic Head. The Head of the Department has to consolidate the Reports by the Faculty Members and submit a Report to the Principal, specifically showing whether the learning outcome through Research Report is satisfactory / not satisfactory.
- The Research Report shall be typed in “Times New Roman” font by using 12 font size with 1.5 spacing. All chapter headings shall be in font size 14 in bold. All main headings shall be in font size 12 in bold and all sub-headings are to be in 12 font size. The cover page of the Report shall be in white with colour / black & white printing with college emblem.
- The candidates are required to submit a *soft copy* of draft report of Research Report to the Faculty Supervisor before the cut-off date. Faculty Supervisors, after corrections and suggested changes, shall direct the candidates to submit the Report in the prescribed format as a PDF File. The Head of the Department / Academic Head shall verify all Reports submitted by registered candidates and forward the same to the Chairman of Board of Examiners for fourth semester MBA appointed by the University. The candidates are also required to take one hard copy of the Research Report with Project completion certificates from the College. The hard copy of the Report has to be signed by the Faculty Guide, Head of the Department / Academic Head, and the Principal / Director. The duly signed hard copy Report has to be submitted to the External Examiners. External Examiner has to sign the Report and return it to the candidate
- The evaluation of the Research Report and Presentation shall be based on the criteria given in the evaluation format.
- Evaluation of Research Report and Presentation carries 100 marks each and the candidates are required to score separate minimum of fifty percent (50%) in both the components.
- An unsatisfactory Research Report by the candidate after corrective measures and reminders shall be summarily rejected by the Principal and the candidate has to repeat the course in the next academic year.

 RESEARCH DISSERTATION EVALUATION SHEET					Name of the College:		
Reg. No.	Name of the Candidate	Problem Formulation & Objectives	Literature Review	Methodology & Tools	Research Report	Project Presentation & Communication Skills	Total Marks
		20	10	40	30	100	200
Additional Examiner						Countersigned by Chairperson	

The Research Dissertation evaluation has to be conducted as per University norms using this format.

Annexure 5

FORMAT FOR COURSE VIVA-VOCE

 COURSE VIVA - EVALUATION SHEET S1 / S2 / S3 / S4		Name of the College		
Register Number	Name of the Candidate	Subject Knowledge	Communication Skills	Total marks
		35	15	50
External Examiner 1				
External Examiner 2	Certified that all entries are verified with no errors		Counter Signed by Chairperson	

Note:

The Course Viva-voce in all Semesters S1 / S2 / S3 / S4 has to be evaluated in this format.

MBA SYLLABUS
SEMESTER – I

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010101	MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR	S1 Basic	Core Course 4
Course Objective			
1	To provide the participants conceptual framework in Management functions and practices		
2	To provide basic insights into Individual and Group Behaviour in Organisations		
3	To introduce framework of Organisation Structure, Climate		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	MANAGEMENT AND DECISION MAKING 1.1 Changing Job of a Manager in the light of Technology & Digitization, Organisational & Managerial Ethics, Competitiveness, Security Threats – Managing Diversity 1.2 Role of Importance of Customers, Social Media, Innovation and Sustainability to Manager's Job 1.3 Decision Making Process – Decision Making Conditions of Certainty, Risk & Uncertainty 1.4 Decision Making Perspectives – Rationality, Bounded Rationality, Intuition, Evidence Based Management 1.5 Effective Decision Making – Big Data & Decision Making	5 + 1	
2.	MANAGERIAL FUNCTIONS 2.1 Planning –Types of Plans – Goals and Plans – Management by Objectives (MBO) – Contemporary Issues in Planning 2.2 Designing Organisational Structure – Departmentalisation – Cross Functional Teams – Mechanistic & Organic Structures – Contingency Factors affecting Structural Choice – An Overview of Contemporary Organisational designs 2.3 Importance of HRM – HRM Process 2.4 Leadership – Contingency Theories of Leadership – Contemporary Views of Leadership 2.5 Controlling – Control Process – Tools for Measuring Organisational Performance – Contemporary Issues in Control	5 + 1	
3.	MANAGING INDIVIDUAL BEHAVIOUR 3.1 Personality – MBTI – Big Five Model –Self-esteem – Self-monitoring – Proactiveness & Resilience 3.2 Attitudes & Its Components – Cognitive – Affective – Behavioural – Cognitive Dissonance Theory 3.3 Emotions & Emotional Intelligence – its Implications 3.4 Perception – Factors Influencing Perception 3.5 Learning – Operant Conditioning – Social Learning – Shaping as a Managerial Tool	5 + 1	
4.	MOTIVATION 4.1 Early Theories of Motivation –Needs Hierarchy Theory Theory X and theory Y – Two Factor Theory – Three Needs Theory 4.2 Contemporary Theories of Motivation – Reinforcement Theory – Expectancy Theory 4.3 Current Issues in Motivation – Motivating in Challenging	5 + 1	

	Economic Circumstances – Cross Cultural Motivational Challenges – Motivating Unique Group of Workers & Diverse Workforce 4.4 Motivating Professionals – Motivating Low Skilled Employees	
5.	GROUP BEHAVIOUR & CONTEMPORARY ORGANISATIONAL ISSUES 5.1 Group – Stages of Group Development – Group Dynamics 5.2 Work Teams – Types – Creating Effective Work Teams 5.3 Managing Global Teams – Team Skills & Social Network 5.4 Managing Change – Types of Change – Resistance to Change – Changing Organisational Culture – Employee Stress 5.5 Creativity Vs Innovation – Stimulating & Nurturing Innovation – Managing Diversity – Types of Diversity	5 + 1

Suggested Readings

1. Stephen P. Robbins, Mary Coulter – Management 13th Edition – Pearson
2. Stoner J.A.F., Freeman R.E., Daniel R. Gilbert – Management – 6th Edition – Pearson
3. Aswathappa K. – Essentials of Business Administration – Himalaya Publishing House
4. Harold Koontz, Heinz Weihrich – Essentials of Management – McGraw Hill
5. Tripathy P.C., Reddy P.N. – Principles of Management – Tata McGraw Hill

Learning Outcomes	
1	The participants will get basic insights into Management concepts and Functions
2	At the end of this course, participants are expected to acquire basic knowledge about role of individual and group behaviour in organisations
3	The participants are expected to gain knowledge about recent trends in Managerial Process

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010102	BUSINESS COMMUNICATION	S1 Basic	Core Course 4
Course Objective			
	To familiarize the participants with the basics of business communication		
1	To make the participants appreciate the application of these concepts in business environment		
2	To sensitize the participants to non-verbal communication and effective utilization of the same.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO COMMUNICATION 1.1 Communication in a business environment 1.2 Types of communication, Principles of effective communication 1.3 Reading, listening and note making / note taking skills	2+ 1	

2.	NON – VERBAL COMMUNICATION 2.1 Nonverbal communication – significance 2.2 Body language – concept of power distance 2.3 Cross cultural communication – concept of culture and elements of cultural differences across Nations 2.4 Barriers to effective communication	4 + 3
3.	ORAL SKILLS 3.1 Oral skills - Interpersonal communication, Key skills – listening and speaking skills 3.2 Group Discussion 3.3 Debate - Extempore 3.4 Meetings 3.5 Formal speeches – Introduction, Vote of thanks	4 + 3
4.	WRITTEN SKILLS 4.1 Letters – Form (layout of letters), Different types of letters including application letter, curriculum vitae, offer of employment, letter of acceptance, resignation letter, letter of recommendation (testimonial), sales letters, invitation letters, acceptance and refusal letters 4.2 Notices, Circulars, Memos 4.3 Agenda and Minutes 4.4 Newsletters – Publicity material – Press Releases 4.5 Legal aspects in communication	4 3
5.	REPORTS 5.1 Formal Reports – content 5.2 Content of the different types of reports 5.3 Types of Formal Reports Practical Sessions on Report Writing is recommended as part of Continual Evaluation	3 + 2

Suggested Readings:

1. Shirley Taylor, V. Chandra – Business Communication – A Practical Approach – Pearson
2. Raymond V Lesikaret. al. – Connecting in a Digital World, 13e – Tata McGraw Hill
3. Courtland L. Bovee, John V Thill – Business Communication Today - Prentice Hall International
4. P.D. Chaturvedi and Mukesh Chaturvedi – The Art and Science of Business Communication 4th Edition – Pearson
5. R.C. Bhatia – Business Communication – Ane’s Student Edition
6. Rajendra Pal, J.S. Korlahalli – Essentials of Business Communication – Sultan Chand & Sons

Learning Outcomes	
1.	The participants will be able to understand the nuances of communication including body language
2.	The participants will be able to utilize all forms of communication effectively for their professional purpose and growth.

Note: Exercise on mind mapping method of note making, role play for non – verbal communication, cross cultural communication, and practical sessions for drafting letters, notices/circulars/ memos, agenda and minutes, press release etc. are strongly recommended for this course.

This Course requires more practical questions in both continual and comprehensive evaluation.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010103	MANAGERIAL ECONOMICS	S1 Basic	Core Course 4
Course Objective			
1.	To familiarize the participants concepts and techniques in Economics		
2.	To make the participants appreciate the applications of core concepts in economics for managerial decision making		
3.	To sensitize the participants how economic environment affects Organizations		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO ECONOMICS – MANAGERIAL ECONOMICS 1.1 Managerial Economics and Decision Making 1.2 Fundamental concepts in Managerial economics that aid decision making: Incremental Principle, Opportunity Cost, Discounting Principle, Time Concept, Equi-Marginal Principle 1.3 Illustrations on fundamental concepts in Managerial Economics	4+ 2	
2.	DEMAND ANALYSIS AND FORECASTING – EQUILIBRIUM OF CONSUMER 2.1 Demand Analysis – Types of Demand – Law of Demand & its Exceptions 2.2 Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Advertisement Elasticity 2.3 Applications or Uses of the concepts of Elasticity – Price Floor Elasticity of Demand and Business Decision Making 2.4 Demand Forecasting– Process – An overview of Forecasting Techniques – Statistical & Non-Statistical Methods 2.5 Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories	6 + 3	
3.	SUPPLY & PRODUCTION 3.1 Theory of Production – Production function 3.2 Production function with one variable input – Law of Variable Proportions – Returns to Scale 3.3 Production function with two variable inputs – Iso-quants – Producers' Equilibrium 3.4 Economies of Scale – Types – Economies of Scope 3.5 Theory of Costs – Classification of Costs – Determinants of Cost 3.6 Short Run & Long Run Cost Curves – Graphical Presentation 3.7 Revenue Curves	6 + 3	

4.	MARKET STRUCTURE 4.1 Classification of Markets – Markets based on Competition 4.2 Theory of Firm – Profit Maximization Rules 4.3 Price & Output Determination under Perfect Competition 4.4 Monopoly – Price & Output Determination Monopoly Power – Monopoly Price Discrimination 4.5 Price & Output Determination under Monopolistic Competition 4.6 Price & Output Determination under Oligopoly – Kinked Demand curve model only	7 + 3
5.	PRICING PRACTICES & STRATEGIES 5.1 Factors affecting Price Determination – Pricing Process 5.2 Pricing Strategies – Cost Oriented 5.3 Pricing Strategies – Competition Oriented 5.4 Pricing based on other economic considerations 5.5 Pricing in large enterprises – Pricing in small business	4 + 2

Suggested Readings

1. Mote V.L., Paul Samuel, Gupta G.S. – Managerial Economics – TMH New Delhi
2. Keat, Yong, & Banarjee – Managerial Economics: Economic Tools for Today's Decision Makers – Pearson
3. Dwivedi D.N – Managerial Economics – Vikas Publications (ISBN 8125910042)
4. Pearson & Lewis – Managerial Economics – Prentice Hall, New Delhi
5. P.L. Mehta – Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons (ISBN 81-7014-386-1)
6. Gregory Mankiw – Principles of Micro Economics – South Western Cengage Learning
7. Pindyck, Rubinfeld – Micro Economics – Pearson
8. K.K. Dewett – Modern Economic Theory: Micro & Macro Analysis – Orient Book Distributors, New Delhi
9. Gupta G.S. – Managerial Economics – TMH New Delhi
10. Homas, Maurice – Managerial Economics – Tata McGraw Hill

Learning Outcomes	
1.	The participants will be able to understand economic concepts used for managerial decision making
2.	Appraise how demand and supply interact in various market structures to determine price and quantity of goods and services produced and consumed
3.	At the end of this course, the participants will get conceptual clarity and logical aspects of economic behaviour of individuals, firms and markets.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010104	ACCOUNTING FOR MANAGEMENT	S1 Basic	Core Course 4
Course Objective			
1.	This basic course aims to introduce the nature and purpose of financial statements in relation to decision making		

2.	The course aims to develop the ability to understand a basic accounting system; to record, classify, and summarize financial data.	
3.	To sensitize the participants about different types of accounting used for decision making	
Module No.	Title &Contents	No. of Sessions LT (Indicative)
1.	INTRODUCTION TO BRANCHES OF ACCOUNTING 1.1 Financial Accounting 1.2 Cost and Management Accounting 1.3 Concept of Inflation Accounting 1.4 Introduction to Human Resources Accounting, Forensic Accounting 1.5 Responsibility Accounting 1.6 Introduction to IFRS	3 + 1
2.	FINAL ACCOUNTS AND FINANCIAL STATEMENT ANALYSIS 2.1 Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries 2.2 Comparative Financial Statements 2.3 Common Size Financial Statements 2.4 Cash Flow and Funds Flow Statement Analysis 2.5 Understanding Corporate Financial Statements & Reports	7 + 4
3.	FINANCIAL RATIO ANALYSIS 3.1 Meaning & Significance of Ratios 3.2 Classification of Ratios – Income Statement Ratios, Inter Statement Ratios 3.3 Liquidity, Profitability & Turnover Ratios 3.4 Solvency & Leverage Ratios 3.5 Dupont Analysis 3.6 Trend Analysis	7 + 4
4.	FUNDAMENTALS OF COST AND MANAGEMENT ACCOUNTING 4.1 Cost Accounts - Classification of manufacturing – Cost Accounting Systems 4.2 Job Order Costing 4.3 Marginal Costing – Budgetary Control – Variance Analysis 4.4 Applications of Marginal Costing – Fixing Selling Price, Make or Buy, Accepting a Foreign Order, Deciding Sales Mix 4.5 Break Even Analysis	6 4
5.	5.1 Types of Budget – Flexible Budget and Master Budget 5.2 Performance Budgeting & Zero based Budgeting 5.3 Significance of Computerised Accounting System 5.4 Prepackaged Accounting software- GnuKhata (GST Compliant Software) 5.5 Create Organisation, Coding and Grouping of Accounts, Ledgers, Vouchers, Reports	4 + 4

Suggested Readings

1. Arora M.N – Accounting for Management, Himalaya Publishing House, New Delhi.
2. R.Narayana Swamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2008

3. Gupta R.L. & Gupta V.K. – Principles & Practice of Accountancy – Sultan Chand & Sons, New Delhi
4. Jain S.P. & Narang K.L. – Advanced Accountancy – Kalyani Publishers, Lucknow
5. Khan & Jain – Management Accounting – Tata McGraw Hill, New Delhi
6. Ashish K. Bhattacharyya, Introduction to Financial Statement Analysis, Elsevier, 2007.
7. Blocher, Chen, Cokins & Lin – Cost Management: A Strategic Emphasis – TMH, New Delhi

Learning Outcomes	
1.	By the end of the course, students are expected to state the uses and users of accounting information
2.	After the completion of this course, the students will be able to analyse, interpret and communicate the information contained in financial statements

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010105	QUANTITATIVE METHODS	S1 Basic	Core Course 4
Course Objective			
1.	To familiarize the participants with Mathematical and Statistical techniques applied in Management.		
2.	To familiarize the students to solve statistical problems for summarizing, analysing, and interpreting Data		
3.	To impart fundamentals of Hypothesis Testing		

Module No.	Title & Contents	No. of Sessions LT (Indicative)
1.	MATHEMATICAL FUNCTIONS 1.1 Matrices – Basic Operations – Solving System of Linear Equations with Matrix Methods 1.2 Applications of Ratio and Percentages 1.3 Simple Interest & Compound Interest in Finance	2 + 4
2.	CORRELATION AND REGRESSION ANALYSIS 1.4 Correlation – Types of Correlation - Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Coefficient of Determination 1.5 Regression Analysis – Prediction using Regression Equations 1.6 Concept and Applications of Multiple Regressions	6 + 4
3.	TIME SERIES ANALYSIS 3.1 Components of Time Series 3.2 Smoothing Techniques – Moving Average, Exponential Smoothing 3.3 Trend Analysis 3.4 Applications of Time Series in Business Forecasting	4 + 3

	3.5 Index Numbers – Price (Consumer Price Index, Value Index Number, Quantity Index Number)	
4.	PROBABILITY CONCEPTS 4.1 Probability Theory – Marginal, Joint and Conditional Probability 4.2 Bayes' Theorem and its Business Applications 4.3 Probability Distributions – Binomial, Poisson, Normal	6 + 3
5.	HYPOTHESIS TESTING 5.1 Hypothesis Testing – Confidence Level and Significance Level 5.2 Parametric & Non-Parametric Tests 5.3 Tests involving One Sample and Two Sample Means – z-test, t-test, chi-square test, F-test 5.4 One Way and Two Way ANOVA 5.5 An Overview of Multi-Variate Statistical Tests	6 + 3

Suggested Readings

1. Richard L. Levin & David S. Rubin – Statistics for Management – Prentice Hall of India, New Delhi
2. K.B. Akhilesh & S. Balasubramanyam – Mathematics and Statistics for Management – Vikas Publishing House
3. S.P. Gupta – Statistical Methods – Sultan Chand & Sons, New Delhi
4. Anderson – Quantitative Methods for Business – South Western Educational Publishing
5. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill, India
6. Gupta S.C., - Fundamentals of Statistics – Himalaya Publishing House

Learning Outcomes	
1.	By the end of this Course, the participants will get basic insights into the statistical techniques used in the process of managerial decision making
2.	The participants will be able to solve basic level problems in business by using statistical techniques
3.	At the end of this course, the participants will get basic knowledge in hypothesis testing

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010106	LEGAL ENVIRONMENT OF BUSINESS	S1 Basic	Core Course 4
Course Objective			
1.	To provide the participants basic framework of Laws applicable to Business		
2.	To provide basic insights into provisions of business laws		
3.	To sensitize the participants legal framework required for starting a Business		
			No. of Sessions

Module No.	Title &Contents	LT (Indicative)
1.	INTRODUCTION TO LAW & CONTRACTS 1.1 Introduction to Legal System: Sources of Law – Classification of Law-Natural Justice 1.2 The Indian Contract Act 1872 - Nature and Classification of contracts Essential elements of a valid contract - Offer and Acceptance Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance 1.3 Discharge of Contracts - Quasi contracts – Breach of Contract and its Remedies.	5 + 1
2.	SALE OF GOODS 2.1 Sale of Goods Act Sale of goods Act, 1930- Contract of sale of goods-Meaning essentials of a contract for sale 2.2 Formalities of a Contract of sale - Provisions relating to Conditions and Warranties 2.3Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale 1.7 Rights of unpaid Seller - Rules as to delivery of Goods.	3 + 1
3.	NEGOTIABLE INSTRUMENT & PARTNERSHIP ACTS 3.1 The Negotiable Instruments act, 1881-Negotiable Instruments-Meaning, characteristics, types, parties - holder and holder in due course 3.2 Negotiation and types of endorsements, Dishonour of negotiable instruments - noting and protest - liability of Parties on negotiable instrument 3.3 Indian Partnership acct, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership	4 + 1
4.	COMPANIES ACT 4.1 The Companies Act, 2013 - Company definition, meaning, features and types of Companies 4.2 Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus 4.3 Management and Meetings 4.4 Winding up of companies	6 + 2
5.	LAWS RELATED TO BUSINESS 5.1 Consumer Protection Act 1986 5.2 Foreign Exchange Management Act 1999 5.3 IT Act 2000 5.4 Competition Act, 2000 5.5 Intellectual Property Rights 5.6 GDPR – Indian Perspective	5 + 2

Suggested Readings

1. ND Kapoor – Elements of Mercantile Law – Sultan Chand & Sons
2. Tejpal Seth - Business Law – Pearson Publication

3. Akhileshwar Pathak – Legal Aspects of Business – Tata McGraw Hill
4. Kuchchal M.C. – Business Law – Vikas Publishing House, New Delhi
5. Gulshan S.S. & Kapoor G.K. – Business Law Including Company Law – New Age International (P) Ltd.
6. B,S, Moshal – Mercantile Law – Ane Books, India

Learning Outcomes	
1.	The participants will be able to understand framework of law applicable to business
2.	The participants will get insights into provisions of business law
3.	At the end of this course, the participants will be aware of legal requirements for the pursuing a business

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010107	ENVIRONMENT MANAGEMENT	S1 Basic	Core Course 4
Course Objective			
1.	To familiarize the participants framework of Natural Environment and Importance of Protection of Natural Resources		
2.	To make the participants aware about pollution and waste management		
3.	To sensitize the participants about Business Environment framework		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO ENVIRONMENT & ECO SYSTEM 1.1 Components of Environment 1.2 Eco System – Biotic & Abiotic Components 1.3 Bio Diversity – Principles – Bio Diversity in India 1.4 Natural Resources – Depletion of Natural Resources 1.5 Energy Sources – Conventional & Renewable Sources – Zero Carbon Energy	2 + 1	
2.	IMPACT OF INDUSTRY AND BUSINESS POLLUTION SUSTAINABLE DEVELOPMENT 2.1 Environmental Degradation – Industrial Pollution – Types and Impact 2.2 Managing Industrial Pollution – Electronic Waste Management 2.3 Waste Management – Developing Recycling Technology 2.4 Sustainable Development – Guidelines & Principles – Environment Impact Assessment – ISO 14000 2.5 Eco-friendly Manufacturing & Packaging – Zero Carbon Cities	4 + 2	
3.	MACRO ECONOMIC ENVIRONMENT 3.1 National Income – Its Significance – Measurement of National Income 3.2 An Overview of Fiscal Policy & Monetary Policy in India 3.3 Inflation in India – Its Implication on Business 3.4 Trade & Business Cycle – Recessionary Impact on Indian Economy	6 + 3	

	3.5 Balance of Trade & Balance of Payments – Disequilibrium in BOP – Corrective Measures 3.6 Analysis of Economic Survey in India – Union Budget & Kerala Budget – Implications on Business	
4.	POLITICAL LEGAL ENVIRONMENT 4.1 Role of Government in Business Environment – Economic Roles – Role of FDI in Indian economy 4.2 The Rationale of Public Private Partnership (PPP) in Sustainable Development – The Build Operate Transfer (BOT) Model 4.3 Impact of Globalisation, Privatisation on Small Business	3+ 3
5.	5.1 Discussion on Impact of Privatisation in Basic Sectors and Natural Resources – Water, Electricity, Telecommunications, and Transport (Roads & Highways, Railways) 5.2 Globalization of Indian Business and Firms – Coping with Global Competition 5.3 Industrial Development – Rural & Urban Dynamics	3 + 3

Suggested Readings

1. Pandey G.N. –Environmental Management – Vikas Publishing House
2. Bala Krishnamurthy – Environmental Management: Text and Cases, PHI
3. Kaushik & Anubha – Environmental Studies, New Age International
4. N.K. Uberoi – Environmental Management – Excel Books
5. Michael V. Russo – Environmental Management: Readings & Cases – Sage Publications
6. John Steiner & George Steiner – Business Government & Society: A Managerial Perspective – Tata McGraw Hill
7. Douglas E. Gheer – Business Government & Society – Prentice Hall 3rd Edition
8. David P. – Business and its Environment –International Edition

Learning Outcomes	
1.	The participants will be able to understand the need for protection of natural environment
2.	The participants will get basic insights into the problem of pollution and waste management
3.	At the end of this course, the participants will get an overview of the business environment prevailing in the country

SEMESTER – II

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010201	FINANCIAL MANAGEMENT	S2 Working	Core Course 3
Course Objective			
1.	This Course aims to Introduce Objectives and Functions Financial Management, its importance, its applications in business		
2.	This Course aims to understand the relationship of Financial Management with the business environment and the role of Financial Manager.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	NATURE & SCOPE OF FINANCIAL MANAGEMENT 1.1 Nature & Scope of Financial Management - Objectives 1.2 Primary Objective of Corporate Management 1.3 Principle – Agency problem 1.4 Organisation of Finance Function 1.5 Emerging Role of Finance Managers	3 + 2	
2.	WORKING CAPITAL MANAGEMENT 2.1 Factors Affecting Composition of Working Capital 2.2 Management of Cash & Marketable Securities 2.3 Receivables Management – Inventory Management 2.4 Float Management – Operating Cycle 2.5 Working Capital Financing	5 + 2	
3.	FINANCE & INVESTMENT DECISIONS 3.1 Time value of Money 3.2 Practical Applications of Compounding and Present Value Techniques 3.3 Conceptual Framework of Risk and Return 3.4 Cost of Capital, Cost of Different Sources of Finance Weighted Average Cost of Capital 3.5 Leverage, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage 3.6 Capital Budgeting Decisions and Techniques	6 + 2	
4.	CAPITAL STRUCTURE AND DIVIDEND DECISIONS 4.1 Capital Asset Pricing Model (CAPM) 4.2 Capital Structure, Factors Affecting Capital Structure 4.3 Theories of Capital Structure 4.4 Dividend Decisions, Dividend Policies, Dividend & its Forms – Objectives of Dividend Policy – Dividend Payout Ratio 4.5 Dividend Yield – Stock Split, Reverse Split, Buyback of Shares	5 + 2	

5.	CORPORATE FINANCE 5.1 Business Valuation – Approaches of Valuation – Methods of Valuation	
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	5.2 Valuation of Bonds & Shares – Tobin’s Q 5.3 Corporate Restructuring, Merger and Demergers, Legal and Procedural Aspects of Mergers 5.4 Amalgamations and Acquisition or Takeovers 5.5 Other Forms of Corporate Restructuring, Memorandum of Understanding (MoU), Disinvestment	6 + 2
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Suggested readings

1. Richard A. Brealey, Stewart CMyers, Franklin Allen, Pitabas Mohanty – Principles of Corporate Finance – Tata McGraw Hill India.
2. Chandra Prasanna – Financial Management: Theory & Practice, Tata McGraw Hill.
3. James C Vanhorne, John M WachowiczJr. – Fundamentals of Financial Management – Pearson Education Limited, New Delhi.
4. Lawrence J Gitman, Principles of Managerial Finance – Pearson Education limited. New Delhi.
5. Pandey I. M. – Financial Management – Vikas Publishing House.
6. Reddy, G Sudarsana – Financial Management – Himalaya Publishing House.
7. Van Horne James – Financial Management Policy – Prentice Hall India
8. Aravind M. – Principles of Financial Management: Practice & Decisions–Viva Books Pvt. Ltd. 2018
9. Khan M.Y., Jain P.K. – Financial Management: Text & Problems – Tata McGraw Hill, New Delhi
10. Lawrence D. Schall, Charles W. Haley –Introduction to Financial Management – McGraw Hill Inc. New York

Learning Outcomes	
1.	The participants will be able to understand both the theoretical and practical role of financial management in business.
2.	The participants may be enabled to apply the fundamental concepts and tools of Financial Management.
3.	This course will help the participants to analyse the finances of firms in terms of their performance and capital.

Course Code	Course Title	Semester &Level of	Type of Course&
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		Knowledge	No. of Credits
MB010202	MARKETING MANAGEMENT	S2 Working	Core Course 3

Course Objective		
1.	To introduce the key business function of Marketing with modern realities	
2.	To provide the participants conceptual framework of Marketing	
3.	To impart key insights into the practical aspects of Marketing in different type of Organisations	
Module No.	Title &Contents	No. of Sessions LT (Indicative)
1.	INTRODUCTION TO MARKETING&CAPTURING MARKETING INSIGHTS 1.1 Marketing as the top line function in Organizations – New Marketing Realities – Company Orientation toward the Market place– Marketing Myopia – Marketing Management Tasks 1.2 Marketing as Creating, Communicating, and Delivering Value – Value chain – Customer satisfaction as the end of the value chain 1.3 Marketing Environment – Internal and External environment – Introduction to Marketing Research & Marketing Information System 1.4 Market Strategic Planning – Elements of Marketing Plan	4 + 4
2.	ANALYZING BUYER BEHAVIOUR & SELECTING MARKETS 2.1 Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process 2.2 An overview of Organizational Buying Decisions 2.3 Segmentation, Targeting & Positioning – Strategies 2.4 Tapping Global Markets 2.5 Competitive Strategies for Market	3 + 3
3.	ELEMENTS OF MARKETING MIX 1 – PRODUCT DECISIONS 3.1 Product – Product Levels – Customer Value Hierarchy 3.2 Product Classifications – Product & Service Differentiation – Product Systems & Mixes – Product Line Analysis 3.3 Product Life Cycle Strategies – Illustrations 3.4 An overview of Brand Management – Co-Branding, Ingredient Branding 3.5 Packaging & Labeling Decisions – Warranties & Guarantees 3.6 New Market Offerings – New Product Success & Failure - New Product Development Decision Process – Consumer Adoption Process	4 + 3
4.	ELEMENTS OF MARKETING MIX 2 – DISTRIBUTION & PROMOTION DECISIONS 4.1 Distribution as a part of Value Delivery 4.2 Role of Marketing Channels – Channel Functions & Flows – Channel Levels – Channel Management Decisions –VMS & HMS – E-Commerce & M-Commerce 4.3 Introduction to Retailing & Wholesaling – Franchising – Teleshopping – Shopping through Internet 4.4 Communicating Value – Marketing CommunicationMix – Steps in Developing Effective Communication Mix – Concept of Integrated	4 + 2

	Marketing Communications 4.5 Marketing Communication Mix Management – An overview	
5.	MARKETING CONTROL – MODERN TRENDS IN MARKETING – CHALLENGES 5.1 Marketing Implementation & Control – Marketing Metrics – Marketing Audit 5.2 Future of Marketing – Emerging Trends 5.3 Marketing Challenges in Globalized Era – Impact of Digitization & Information Technology on Marketing – Marketing through Social Network – Nano Marketing 5.4 Green Marketing	2 + 1

Suggested readings

1. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar, MARKETING MANAGEMENT A South Asian Perspective – Pearson Education 4th edition
2. Ramaswamy V.S. & Namakumari S, MARKETING MANAGEMENT – Global Perspective, Indian context – MacMillan 4th edition
3. Rajan Saxena - MARKETING MANAGEMENT – Tata McGraw Hill – 4th edition
4. Kotler Philip & Armstrong Gary, Principles of Marketing (15th Edition) – Pearson Prentice Hall
5. Etzel, MJ, BJ Walker and William J Stanton., Marketing (Fourteenth Edition). McGraw Hill, 2007.
6. Neelamegham, S., Marketing in India: Text and Cases (4/e). Vikas Publishing House, 2012.
7. Panda, Tapan K., Marketing Management: Text and Cases Indian Context. Excel Books India, 2009.

Learning Outcomes	
1.	The participants will be able to understand the framework of Marketing Function in Organisations
2.	The participants may be able to solve Strategic Marketing Problems
3.	At the end of this course, the participants will be able to specialise in various elements of Marketing

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
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MB010203	HUMAN RESOURCES MANAGEMENT	S2 Working	Core Course 3
Course Objective			
1.	To provide participants a synthesized framework of Human Resources theory & practice		
2.	To impart practical insights into HR Practices in Organisations		
3.	Learn to align HR Systems with the Strategic Business Objectives of a Firm.		
Module No.	Title &Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO HUMAN RESOURCES MANAGEMENT 1.1 Human Resources Management – Line & Staff Aspects of HR – Trends Shaping HRM 1.2 Line Managers’ HR Management Responsibilities 1.3 Roles and Skills of New Human Resources Manager 1.4 HR and Strategy – Business Integrated HRM	3 + 2	
2.	RECRUITMENT, PLACEMENT AND TALENT MANAGEMENT 2.1 Talent Management Process – Job Analysis – Uses of Job Analysis 2.2 Writing Job Descriptions & Job Specifications (Practical Exercises) 2.3 HR Planning – Recruitment – Sources – Recruiting Yield Pyramid – Succession Planning 2.4 Employee Testing – Type of Tests – Selection – Trends in Employee Background Investigation 2.5 Interviewing Candidates – Types of Interviews	3 + 2	
3.	TRAINING AND DEVELOPMENT, PERFORMANCE MANAGEMENT 3.1 Employee Orientation / Onboarding 3.2 Training – ADDIE Training Process – Training Need Analysis (TNA) 3.3 Designing a Training Programme – An Overview of Types of Training – Evaluation of Training Programmes 3.4 An Overview of Management Development Programme 3.5 Performance Appraisal Process – Techniques for Appraising Performance 3.6 Performance Management – Elements – Career Planning – Employee Life Cycle Management; Promotion, Transfer & Retirement	4 + 3	
4.	COMPENSATION MANAGEMENT 4.1 Compensation – Factors Determining Pay Rates 4.2 Job Evaluation Methods – Ranking, Job Classification, Point Method, Computerized Job Evaluation 4.3 Market Competitive Pay Plan – Pricing Managerial & Professional Jobs – Broadbanding 4.4 Brief Outline of Employee Incentives & Recognition Programmes 4.5 Statutory & Non-Statutory Benefits – Insurance & Retirement benefits – Quality of Worklife (QWL)	4 + 2	
5.	EMPLOYEE RELATIONS & RECENT TRENDS IN HRM 5.1 Meaning of Employee Relations – Industrial Relations 5.2 Industrial Disputes – Causes, Forms of Industrial Disputes 5.3 Preventive Machinery – Collective Bargaining 5.4 Trade Unions – Objectives, Functions – Employee Welfare 5.5 Grievances Handling & Employee Discipline – Grievance	5 + 2	

	Procedure – Disciplinary Procedure 5.6 Strategic Human Resources Management – Strategic Tools, An Overview of HR Analytics – Downsizing	
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Suggested readings

1. Dessler Gary, Varkkey Biju –HUMAN RESOURCE MANAGEMENT – Pearson 11th edition
2. Aswathappa K. – Human Resources Management: Text & Cases – Tata McGraw Hill
3. V.S.P. Rao – Human Resources Management: Text & Cases – Excel Books
4. Robert L. Mathis, John H. Jackson – Human Resource Management – Thomson South Western
5. R. Wayne Mondy – Human Resource Management – Pearson
6. Raymond Noe – Employee Training and Development – Tata McGraw Hill
7. Mizra S. Saiyadain – Human Resources Management, 4th Ed. – Tata McGraw Hill.

Learning Outcomes	
1.	The participants will be able to get Conceptual Clarity in Human Resources Management
2.	At the end of this Course the participants may get insights into HR Practices in Organisations
3.	The participants will understand the interrelationship between HRM and Business Processes

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010204	OPERATIONS MANAGEMENT	Working	Core Course 3
Course Objective			
1.	To provide basic understanding of the Production / Operations Management function in Organizations.		
2.	To make the participants aware of the quality tools in Operations Management.		
3.	To sensitize the participants about the current Operations Management Process and Strategies followed in India and abroad		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO OPERATIONS MANAGEMENT 1.1 Operations Management: Introduction and overview 1.2 Operations Management in manufacturing sector 1.3 Non-Manufacturing operations	4 + 2	

	1.4 Elements of Operations Strategy 1.5 Operations Strategy as a Competitive Weapon	
2.	PROCESS DESIGN & PRODUCT DEVELOPMENT: OPERATIONS STRATEGY 2.1 Product Strategy and integrated product development. 2.2 Process Strategy Capacity Planning Decisions Facilities Location Strategies. 2.3 Systems: Aggregate planning and Master Scheduling, MRP, CRP 2.4 Facilities Layout and Material Handling Strategy 2.5 Group Technology, Flexible manufacturing system	4+ 2
3.	MATERIALS MANAGEMENT AND VENDOR MANAGEMENT 3.1 Materials Requirement Planning. 3.2 Manufacturing Resource Planning 3.3 Production Planning & Control 3.4 Materials Management using ERP tool 3.5 Vendor selection criteria and vendor retention. 3.6 Managing materials in JIT(Just In Time) Manufacturing	4 + 1

4.	LEAN SUPPLY CHAIN MANAGEMENT & IT ENABLED OPERATIONS MANAGEMENT 4.1 Lean Supply chain management concepts 4.2 Make the vendors lean 4.3 Rules for lean cell design 4.4 Lean concepts: Push & Pull system, 5S , Total Preventive Maintenance(TPM), Kanban System. 4.5 Manufacturing Information system and Operations Management. 4.6 DSS for Operations Management	3 + 1
5.	LEAN OPERATIONS & QUALITY MANAGEMENT 5.1 Concept of Lean Production, Value added and waste elimination - Types of waste – Lean principles – basic lean tools overview. 5.2 Statistical quality control – Integrated quality control 5.3 Seven Tools of Quality 5.4 Toyota Production System 5.5 Zero Waste Management concept 5.6 Six Sigma in Quality Management	4 + 1

Suggested Readings

1. Mahadevan B, Operations Management Theory and Practice, Pearson Education, 2007
2. Aggarwal L.N, Parag Diwan (1997), Management of Production Systems, Global Business Press
3. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
4. Lee J. Krajewski et al, Operations Management, *Process and Supply chains*. 11th Edition Pearson India Education Services Ltd. India.

5. Khalid Sheikh (2001), Manufacturing Resources Planning (MRP II) with introduction to ERP, SCM, and CRM, Tata Mc Graw Hill.
6. Chase, Jacobs and Aquilano (2005), Operations Management for Competitive advantages, Tata Mc Graw Hill
7. Harold T Amrinal, John A Ritchey and Oliver S Hulley (1983) Manufacturing Organization and Operation Management, Prentice Hall, Inc
8. Ramamurthy P (2005), Production and Operation Management, New Age international Publisher

Learning Outcomes	
1.	The participants will be able to understand various concepts and theories related to operations management.
2.	The participants will get basic insights regarding the various operations management strategies adopted by global firms.
3.	The participants will be able to understand emerging concepts and best practices followed in manufacturing firms.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010205	MANAGEMENT SCIENCE	S2 BASIC	Core Course 3
Course Objective			
1.	To Familiarize the participants with the scope and applications of Operations Research in Managerial decision making		
2.	To impart basic insights to students about use of various Scientific Tools and Models in OR for Business Analysis		
3.	To provide basic insights into Decision Science and Decision Environment		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO OPERATIONS RESEARCH 1.1 Introduction to Operations Research, Concept of Optimization 1.2 Importance of Decision Science 1.3 Decision making through Operations Research 1.4 Research, Models and Modeling in OR, General Methods for solving OR models 1.5 Application and Scope of OR – Basic OR models.	3 + 2	
2.	LINEAR PROGRAMMING PROBLEM 2.1 Formulation and Graphical Solutions – Simplex Methods 2.2 Maximization Problems – Minimization Problems 2.3 Problems involving Artificial Variables - Big M Method 2.4 Sensitivity Analysis	7 + 3	
3.	ASSIGNMENT & TRANSPORTATION MODELS 3.1 Assignment Problems – Methods of solution, Hungarian Method – Impossible Assignment 3.2 Transportation Problem - Formulation, Methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method)	7 + 4	

	3.3 Test for optimality (MODI Method)	
4.	NETWORK ANALYSIS 4.1 PERT & CPM – Time Estimation – Critical Path 4.2 Basic Concepts of Crashing 4.3 Resources Leveling – Resources Smoothing 4.4 Replacement Problems - Replacement of assets that deteriorate with time, Replacement of assets that fail completely.	6 + 3
5.	DECISION THEORY AND SIMULATION 5.1 Concept of Decision Making – Decision Making Environments 5.2 Simulation – Basic Concepts of Simulation – Monte Carlo Simulation – Scope & Limitations 5.3 Game Theory – Concept – Two Person Zero Sum Game – Pure & Mixed Strategy – Saddle Point	6 + 4

Suggested Readings

1. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi: Laxmi Publications, 2013.
2. G. Srinivasan, Operations Research Principles and Applications – PHI Learning
3. R. Paneer Selvam – Operations Research – PHI Learning
4. Frederick S. Hillier, Gerald J. Lieberman – Operations Research: Concepts & Cases – Tata McGraw Hill
5. Rathindra P. Sen – Operations Research – PHI Learning
6. Vohra, N D. Quantitative Techniques for Management. Tata McGraw Hill Education, 2015
7. S. Kalavathy – Operations Research with C Programmes – Vikas Publishing House

Learning Outcomes	
1.	At the end of this Course, the participants may get basic insights into Applications of Operations Research in Managerial Decision Making
2.	The Participants will get familiar with Scientific Tools and Models in OR for analysing the Business
3.	The participants will be able to understand basics of Decision Science

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010206	MANAGEMENT INFORMATION SYSTEMS AND CYBER SECURITY	S2 Basic	Core Course 3

Course Objectives		
1.	To understand the Importance of Information System in Business	
2.	To make the participants familiarize with the Information Technologies and Methods used for effective Decision making in an organization.	
3.	To understand the security and ethical issues in Information systems.	
Module No.	Title & Contents	No. of Sessions LT(Indicative)

1.	FOUNDATION OF INFORMATION SYSTEM 1.1 Information System - Components of information systems and IS activities 1.2 Roles of information systems and impact of IS on organization 1.3 Types of IS 1.4 Emergence of Digital Firm - Internet of things (IoT)	4 + 2
2.	INFORMATION SYSTEM IN BUSINESS 2.1 Business Information systems - Marketing Information System, Financial Information System, Manufacturing Information System and Human resource Information System 2.2 Transaction Processing System 2.3 Office automation system, KWS and GIS 2.4 Enterprise wide systems, E- Business Applications and E-governance	4 + 2
3.	MANAGEMENT AND DECISION SUPPORT SYSTEM 3.1 Decision Support Systems – Types – Web based DSS - GDSS 3.2 Management Information Systems – MIS Implementation 3.3 Expert systems-Knowledge based expert systems and Executive Information Systems 3.4 Artificial Intelligence Technologies 3.5 Data Mining and Data Warehousing	4 + 2
4.	STRATEGIC ROLES OF IS 4.1 Strategic Uses of Information Technology-IT in the value chain-Business change models- 4.2 Business Process Re-engineering (BPR)-BPR versus continuous improvement-Seeking and gaining competitive advantage 4.3 Drivers of IT investments-Measuring the value of IT investments-Justifying IT investments 4.4 Challenges of Strategic IS	4+ 2
5.	CYBER SECURITY 5.1 Securing Information Systems - System vulnerability and abuse. 5.2 Wireless security challenges - malicious software - hackers and cyber vandalism - computer crime and cyber terrorism. 5.3 Business values and ethics of security and control - firewalls – intrusion - detection systems - anti-virus software. 5.4 Securing wireless networks - encryption and public key infrastructure – ensuring system availability. 5.5 Security issues for cloud computing and the mobile digital platform.	4 + 2

Suggested Readings:

1. James A O'Brien, George M Marakas and Ramesh Behl, Management Information Systems, Ninth edition, Tata McGraw Hill Education Private Ltd, 2012
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, 14 edition, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
4. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012

5. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
6. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013
7. Laudon - Management Information System - Pearson Education Asia, 11th Edition
8. Davis and Olson - Management Information System - Tata McGraw Hill
9. Journal – MIS Quarterly, University of Minnesota
10. Journal – CSI Communication, Computer Society Of India, Mumbai

Learning Outcomes	
1.	The participants will get basic insights into the Flow of Information in an Organisation
2.	The participants will understand how data and information is used in the process of managerial decision making
3.	The participants are expected to get basic insights into the security aspects in Information Systems

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010207	BUSINESS RESEARCH METHODS	S2 Basic	Core Course 4
Course Objectives			
1.	To prepare the students for projects through providing basic aspects of Research Methodology		
2.	To make the participants familiar with different phases of Research		
3.	To Equip the participants basic insights into Data Analysis and Report Writing		
Module No.	Title & Contents	No. of Sessions LT(Indicative)	
1.	INTRODUCTION TO BUSINESS RESEARCH 1.1 Role of Business Research – Information and Competitive Advantage 1.2 Characteristics of Good research 1.3 Steps in Problem Formulation 1.4 Value and Cost of Information 1.5 Research Process with Illustration 1.6 Ethics in Business Research	4 + 3	
2.	RESEARCH DESIGN 2.1 Research Design: Meaning – Broad Classification of Designs 2.2 Exploratory Studies – Secondary data Analysis, Experience Surveys, Focus groups, Two Stage Designs 2.3 Descriptive Studies – Causal Studies	6 + 3	

	2.4 Qualitative Vs Quantitative Research – Process of Qualitative Research – Qualitative Research Methodologies 2.5 Observation Studies – Uses, Types - Surveys	
3.	MEASUREMENT AND SAMPLING 3.1 Measurement Concept – Classification of Measurement Scales – Characteristics of Good Measurement 3.2 Rating Scales – Simple Attitude, Likert & Semantic Differential Scales 3.3 Questionnaires – How to Design a Good Questionnaire? – Phases with an Illustration 3.4 Sampling – Good Sample – Steps in Sampling Design 3.5 Probability Vs Non-Probability Sampling (Sample Size Determination Formulae and Calculation not expected)	6 + 3
4.	SOURCES AND COLLECTION OF DATA– DATA ANALYSIS 3.7 Primary and Secondary Data Collection Methods – An Overview 3.8 Observation Method – Interview Method – Case Study Method & Content Analysis 3.9 Data Preparation using EXCEL – Use of Statistical Software – SPSS (Practical Sessions Recommended) 3.10 Parametric & Non-Parametric Tests – An Overview (Theory only – Formulae & Calculation not expected) 3.11 Basics of Multivariate Analysis	5 + 3
5.	REPORT WRITING & APPLICATION OF BUSINESS RESEARCH 5.1 Written Research Report – Short & Long Reports 5.2 Components of Research Report 5.3 Writing the Research Report 5.4 Report Presentation 5.5 Application of Research in Business – An Overview	4 + 3

Suggested Readings:

1. Donald R. Cooper, Pamela S. Schindler, J.K. Sharma – Business Research Methods 12e, - McGraw Hill 2019 (Special Indian Edition)
2. Deepak Chawla, Neena Sondhi – Research Methodology – Vikas Publications
3. Alan Bryman, Emma Bell – Business Research Methods – Oxford University Press
4. K.N. Krishnaswamy, Appa Iyer Sivakumar, Mathirajan M., Management Research Methodology, Integration of Principles, Methods & Techniques – Pearson Education
5. C.R. Kothari – Research Methods and Techniques – New Age International, New Delhi
6. Sachdeva – Business Research Methods – Himalaya Publishing House
7. William G. Zikmund, Barry J. Babin, John C. Carr, Mitch Griffin – Business Research Methods – Cengage Learning
8. SPSS Handbook – Himalaya Publications

Learning Outcomes	
1.	The participants will get basic insights into the Process, Methods and Techniques used in Business Research
2.	The participants will understand how data is collected and analysed for decision making
3.	The participants are expected to get basic insights into the use of Statistical Software

	and MS Excel in Business Research
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Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010208	ENTREPRENEURSHIP DEVELOPMENT	S2 Basic	Core Course 4
Course Objectives			
1.	To Provide the Participants basic understanding about the Role and Significance of Entrepreneurship in an economy		
2.	To Instill a Spirit of Entrepreneurship among the Student Participants		
3.	To make the Participants aware about the Management of Small and Medium Enterprises		
Module No.	Title & Contents	No. of Sessions LT(Indicative)	
1.	INTRODUCTION TO ENTREPRENEURSHIP 1.1 Entrepreneur and Entrepreneurship 1.2 Characteristics of Entrepreneurs – Entrepreneurial Competencies – Creativity, Problem Solving, Decision Making, Communication, Leadership, Self-Analysis, Personal Efficacy, Culture & Values, Risk Taking Behaviour, Technology Backup 1.3 Types of Entrepreneurs 1.4 Role of Entrepreneur in Economic Development 1.5 Factors Affecting Entrepreneurial Growth in India	3 + 3	
2.	ENTREPRENEURIAL PROCESS 2.1 Steps in Entrepreneurial Process – Deciding, Developing, Moving, Managing, Recognizing 2.2 Identification of Business Opportunities for Small Business - Project Ideas, Screening of Project Ideas; Environment Scanning and Opportunity Analysis; Technical Analysis 2.3 Entry Strategies – New Product, Franchising, Partial Momentum, Sponsorship & Acquisition 2.4 Intellectual Property – Creation & Protection	6 + 3	
3.	SMALL ENTERPRISES AND ENTERPRISE LAUNCHING 3.1 Meaning of Small Scale – Rationale, Objective & Scope of SMEs – Role of SMEs in Economic Development of India – An overview of Women Entrepreneurship in India – Problems & Prospects 3.2 SME – Floating of SMEs – Registration – NOC from Pollution Board – Machinery & Equipment Selection 3.3 Methods of Project Appraisal – Economic Viability and Market Feasibility 3.4 Requirement of Financial Institutions – Projected Financial Statement Preparation	6 + 3	
4.	ROLE OF SUPPORT INSTITUTIONS FOR SMEs 4.1 Government Policies for Small Scale Industries (SSIs) 4.2 Role of DICs, SFCs, SIDBI, Entrepreneurship Development Institutes (EDIs)	2 + 3	

	4.3 Khadi and Village Industries Corporation / Board 4.4 Critical Appraisal of Support Institutions & Govt. Policies	
5.	CASE STUDIES ON ENTREPRENEURSHIP 5.1 Case Studies – Successful & Unsuccessful Entrepreneurs 5.2 Key Variables explaining Success / Failures 5.3 Industrial Sickness – Reasons 5.4 Discussion on Future of SMEs in India	2 + 4

Suggested Readings:

1. Desai Vasant – The Dynamics of Entrepreneurial Development and Management –Himalaya Publishing House
2. Donald F. Kuratko & Hodgetts – Entrepreneurship: Theory, Process & Practice – Cengage Learning
3. K. Ramachandran – Entrepreneurship: Indian Cases on Change Agents – TMGH New Delhi
4. Morse, Mitchell – Cases in Entrepreneurship – Sage South Asia Edition
5. Gupta C.B. and Srinivasan –Entrepreneurship Development in India – Sultan Chand & Sons
6. Vasant Desai – Project Management & Entrepreneurship – Himalaya Publishing House

Learning Outcomes	
1.	The Participants will be provided basic insights into the Process of Entrepreneurship and its Nuances
2.	The Participants may get inspired by the Spirit of Entrepreneurship
3.	The Participants will get an idea about the Status of Entrepreneurship Ventures in India including Women Entrepreneurship

SEMESTER – III

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB010301	BIG DATA AND BUSINESS ANALYTICS	S3 Basic	Core Course 4
Course Objective			
1.	Understand what Business Analytics is, why it is used, and by whom		
2.	Understand the key concepts of Business Analytics and its Practical Application in Decision Making		
3.	Apply relevant Analytics tools and techniques to solve real worldBusiness Problem		
Module No.	Title &Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO ANALYTICS 1.1 Introduction – Business Analytics – Role of Analytics in Industry – Current trends – Technologies & Domains involved in Analytics 5.6 Different types of Analytics – Descriptive, Predictive and Prescriptive Analytics 1.2 Types of Data – Structured, Semi-structured and Unstructured Data. Scales of Measurement – Nominal, Ordinal, Interval and Ratio.Big data analytics. Framework for Data driven Decision Making. 1.3 Descriptive, Predictive, and Prescriptive Analytics Technique 1.4 Introduction to R and Excel	3 + 3	
2.	DESCRIPTIVE ANALYTICS 2.1 Framework for Data driven Decision Making 2.2 Data Preprocessing – Imputing Missing Values using SPSS/R 2.3 Measure of central tendency – Mean, Median and Mode. Measure of Variation – Range, IQR, Variance and Standard Deviation. Measure of Shape – Skewness and Kurtosis, Central Limit Theorem 2.4 Data Visualization – Univariate, Bivariate and Multivariate	3 + 3 (SPSS Exercises)	
3.	PREDICTIVE ANALYTICS – SUPERVISED 3.1 Simple Linear Regression. Multiple Linear Regression (MLR) – Assumptions of MLR, Interpretation of MLR Coefficients, Statistical significance of Individual Predictors (t-Test), Overall model Validation (F-Test), MLR metric – R-Squared and RMSE 3.2Residual Analysis in MLR. Multi-Collinearity and Variance Inflation Factor (VIF) (Theory only) 3.3Classification – Logistic Regression, Decision trees – CART and CHAID (Theory only)	4 + 2 (MLR using SPSS)	
4.	PREDICTIVE ANALYTICS – UNSUPERVISED 4.1 Introduction to clustering. Distance and Dissimilarity Measures in Clustering 4.2 Clustering Algorithms – K means and Hierarchical Clustering (Theory only) 4.3Optimal Number of Clusters. Cluster Validation (Theory only)	4 + 3	
5.	PRESCRIPTIVE ANALYTICS AND APPLICATIONS OF ANALYTICS		

	5.1 Introduction to Prescriptive analytics. Linear Programming Model Building, Assumptions of Linear Programming. (Theory only) 5.2 Roadmap for Analytics Capability Building – Challenges in Data-driven Decision Making and future 5.3 Importance of Analytics in Finance, Marketing & HRM	4 + 2
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Suggested Readings:

1. U. Dinesh Kumar - Business Analytics –Wiley
2. Foster Provost & Tom Fawcett – Data Science for Business – O’reilly
3. Anasse Bari, Mohamed Chaouchi, and Tommy Jung – Predictive Analytics for Dummies – Wiley
4. Hadley Wickham & Garrett Grolemund – R for Data Science – O’reilly
5. James R. Evans, Business Analytics: Methods, Models & Decisions, first edition, Prentice Hall

Learning Outcomes	
1.	Use R to create basic plots
2.	Identify and apply appropriate Analytic Technique to solve Business Problem
3.	Derive Actionable insights from data for Decision Making

Notes:

The following tools are recommended based on popular usage in Industry and to give practical exposure to Management Students in affiliated Colleges. ***Practical Training Sessions with evaluation on these Software shall be part of Continual Evaluation.***

1. MS Excel: Data Cleaning tools, Pivot Table, Advanced Formulas, Power Pivot\
2. Power BI
3. Tableau
4. R Programming
5. SaS (optional)
6. Python (optional)

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010302	BUSINESS ETHICS AND CORPORATE GOVERNANCE	S3 Basic	Core Course 4
Course Objective			
1.	To introduce Ethics as an important Component in Business Administration		
2.	To provide the Participants the Relevance and Role of Indian Practices in Business		
3.	To Discuss and Analyse relevant Case Studies related to Indian Ethos and Values from the Business World		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	

1.	INDIAN ETHOS FOR MANAGEMENT 1.1 Relevance of Indian Ethos and Values 1.2 Principles practiced by Indian Companies 1.3 Management Lessons from Vedas, Mahabharatha, Bible & Quran – An Overview - Kautilya's Arthashastra 1.4 Indian Heritage in Business Management – Production & Consumption	3+ 3
2.	INDIAN PRACTICES 2.1 Indian Vs Western Management 2.2 Work Ethos and Values for Indian Managers 2.3 Stress Management – Meditation for Mental Health – Role and Importance of Yoga 2.4 Contemporary Approaches to Leadership 2.5 Indian System of learning – Gurukul System – Importance of Karma to Managers	3 + 3
3.	INDIAN VALUE SYSTEM 3.1 Work Ethos and Values for Indian Managers 3.2 Relevance of Value Based Management in Global Change – Importance of Value on Stakeholders 3.3 Value System in Work Culture 3.4 Secular Vs Spiritual Values	3 +2
4.	NEED FOR ETHICS 4.1 Understanding the Need for Ethics 4.2 Ethical Principles in Business 4.3 Theories of Ethics – Absolutism Vs Relativism 4.4 Kohlberg's Six Stages of Moral Development (CMD) 4.5 Managing Ethical Dilemma – Characteristics – Ethical Decision Making, Ethical Reasoning	3 + 2
5.	CORPORATE GOVERNANCE 5.1 Corporate Governance Initiatives in India – Committees & Commissions 5.2 Corporate Governance – Theories and Models – Corporate Disclosure - 5.3 Corporate Social Responsibility (CSR) and its Significance in Business 5.4 Concept of Social Audit and its Relevance – Whistle Blowing – Privacy Trade Secrets 5.5 Scams and Scandals in Corporate Governance in India	4 + 3

Suggested Readings:

1. S.K. Bhatia – Business Ethics & Managerial Values – Deep and Deep
2. Joseph A. Petrick, John F. Quinn – Management Ethics – Sage Publications, New Delhi
3. Sherlekar – Ethics in Management, Himalaya Publishing, New Delhi
4. C.V.S. Murthy – Business Ethics & Corporate Finance – Himalaya Publishing House
5. Manisha Paliwal – Business Ethics – New Age International, New Delhi

Learning Outcomes	
1.	The Participants will understand the importance of Ethics in Business Administration

2.	At the end of the Course, the Participants will understand the relevance of Indian Practices in Management based on Ethical foundation
3.	The Case Studies on Indian Ethos and Values will throw light into the richness of Indian tradition in Corporate Governance

Notes:

This course on Business Ethics and Corporate Governance is a Case Study oriented subject. Case studies from Indian Ethos and Values are to be discussed in the class room.

SEMESTER – IV

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB010401	STRATEGIC MANAGEMENT	S4 Working	Core Course 4
Course Objective			
1.	To expose students to various concepts and perspectives in the field of Strategic Management		
2.	To help participants develop skills for applying these concepts in various contexts to solve business problems		
3.	To enable to students to use traditional and contemporary analytical tools of Strategic Management		
Module No.	Title & Contents	No. of Sessions LTP (Indicative)	
1.	UNDERSTANDING STRATEGY 1.1 Introduction to Strategic Management: Introduction to Strategy, overview of strategic management, meaning and characteristics of strategic management, strategic management process model 1.2 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, meaning of vision, meaning of mission, difference between vision & mission, characteristics of good mission statements, objectives and goals, Critical Success Factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).	4 + 2	
2.	ANALYSING THE ENVIRONMENT 2.1 Analysing company's external environment: External environmental analysis, Macro environment and industry analysis, Porter's Five Forces analysis, competitor analysis 2.2 Analysing company's internal environment: SWOT Analysis, Resource based view of a firm, competitive advantage, core competence, characteristics of core competencies, core competence as the root of competitive advantage 2.3 Value chain analysis using Porter's model: Primary and secondary activities 2.4 Business Portfolio Analysis: BCG Matrix, GE 9 Cell Model, Strategic analysis and choice	4 + 2	
3.	TYPES OF STRATEGIES 3.1 Strategic alternatives: Corporate, business and functional levels of strategy 3.2 Corporate level strategies: Stability strategies, Growth strategies (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment strategies (Turnaround, Divestment, Liquidation, Outsourcing Strategies). 3.3 Business level strategies : Generic competitive strategies, Cost leadership, Differentiation, Focus	4 + 2	
	IMPLEMENTATION, EVALUATION AND CONTROL OF STRATEGY		

4.	4.1 Strategy implementation: Resource allocation, leadership in strategic management 4.2 Strategy, structure and organisation culture, strategies for managing change 4.3 Strategic evaluation and control: Evaluation of strategy, use of Balanced Score Card, Six Sigma process (concepts only), controls, premise, surveillance, implementation and strategic alert control	4 + 2
5.	RECENT DEVELOPMENTS IN STRATEGY 5.1 Blue ocean strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, strategy canvas & value curves, four action framework 5.2 Business models: Meaning & components of business models, new business models for internet economy, E-commerce business models and strategies, internet strategies for traditional business 5.3 Sustainability and strategic management: Corporate social responsibility and sustainability, integrating social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.	4 + 2

Suggested Readings:

1. Hill, Charles W.L. and R. Jones, Gareth, *Strategic management: An integrated approach*, Cengage
2. Wheelen, Thomas L and Hunger, David J, *Concepts in Strategic Management & Business Policy*, Pearson
3. Azhar Kazmi, *Strategic Management*, Tata McGraw Hill
4. Srinivasan R, *Strategic Management: The Indian Context*, Prentice Hall of India
5. Mason Carpenter, Gerard Sanders, Prashant Salwan, *Concepts and Cases Strategic Management- A dynamic Perspective*, Pearson Education, India
6. Glueck, W F and Lavch, L. R *Business policy and Strategic Management*, McGraw Hill, New Delhi.
7. Gregory G. Dess and Alex Miller, *Strategic Management*, McGraw Hill, India
8. Srivastava RM, *Strategic Management: Concepts, Skills and Practices*, Prentice Hall of India

LEARNING OUTCOMES	
1.	The Participants will be able to understand the concepts and perspectives in the area of Strategic Management
2.	Participants will acquire the necessary skills in using traditional and contemporary Analytical tools of Strategic Management
3.	At the end of the course, Participants will develop the ability to take the right Managerial Decisions and solve Business Problems

ELECTIVES

FINANCE ELECTIVES

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB8003/0401	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	S3 Working	Elective Course 3
Course Objectives			
1.	To have an in depth knowledge of the theory as well as practice of investment decision making		
2.	To Know the theory and practice of portfolio management		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
	INTRODUCTION TO INVESTMENT		
1.	1.1 Investment -meaning and definition-Objectives of Investment - types of investment 1.2 Types of investors – Speculation, gambling - source of information for investments 1.3 Security markets; Primary market/new issue market; functions of primary market; right issue, book building, private placement; Organised stock exchanges; functions of stock exchanges	4 + 2	
	INSTITUTIONAL ARRANGEMENT FOR SECURITY INVESTMENT		
2.	2.1 SEBI and its functions 2.2 Trading and settlement process in stock markets- BSE and NSE 2.3 Depositories and Depository participants; functions of depository; Dematerialization; NSDL and CSDL	3 + 3	
	RISK AND RETURN		
3.	3.1 Concepts of risk and return - factors contributing to risks - risk and risk aversion 3.2 Types of risks - systematic and unsystematic risk 3.3 Measurement of risks – Capital Asset Pricing Model (CAPM) 3.4 Return and risk of securities and portfolio and calculation of security and portfolio beta to be covered.	4 + 2	
	SECURITY ANALYSIS		
4.	4.1 Fundamental analysis: economic, industry and company analyses 4.2 Technical analysis : meaning of technical analysis 4.3 Basic principles of technical analysis; Dow Theory; chart patterns;	4 + 2	

	Elliot wave theory; 4.4 Efficient market theory	
5.	PORTFOLIO MANAGEMENT 5.1 Portfolio analysis – Theories, risk and return of a portfolio 5.2 Portfolio construction and portfolio selection 5.3 Markowitz theory – Efficient frontier 5.4 Sharpe single index, Multi index models 5.5 Portfolio performance evaluation – Sharp, Treynor and Jensen's measure 5.6 Portfolio revision (theory only)	4 + 2

Suggested Readings:

1. Security Analysis and Portfolio Management, 6e, Fischer DE & Jordan R J (Prentice Hall).
2. Investments, 6e, Bodie, Zvi; Kane, Alex; Marcus, Alan J; Mohanty, Pitabas (Tata McGraw Hill Publishing Co. Ltd.)
3. Modern Investment Theory, 5e, Haugen, Robert A (Pearson Education) Investments: Analysis and Management, 8e, Jones, Charles P (John Wiley & Sons)
4. Prasanna Chandra: "Investment Analysis and Portfolio Management", Tata McGraw Hill Education Private Limited, New Delhi

	LEARNING OUTCOMES
1.	Understand the various alternatives available for investment
2.	Learn to measure risk and return. Find the relationship between risk and return
3.	Find the relationship between risk and return
4.	Gain knowledge of the various strategies followed by investment practitioners

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0402	FINANCIAL DERIVATIVES AND RISK MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To make the students understand about Financial Derivatives such as Forwards, Futures, Options & Swaps and providing the skills for valuing these financial instruments.		
2.	To Provide guidelines for useful treatment of these financial instruments.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	

1	UNDERSTANDING FINANCIAL DERIVATIVES 1.1 Introduction to Derivatives: Derivative markets and instruments 1.2 Forward contracts, Futures contracts, Options, Swaps and other derivatives, The underlying asset 1.3 Structure of derivative markets 1.4 Exchange traded markets 1.5 Over the counter markets	1 + 2
2	DERIVATIVE INSTRUMENTS 2.1 Types of traders, Role of derivative markets and its uses 2.2 Overview of the Indian derivatives markets 2.3 Specification of a futures contract: Contract size, Daily settlement and margins 2.4 Marking to market using margin accounts, Delivery 2.5 Types of futures contracts: Commodity futures, Currency futures, Interest rate futures 2.6 Stock index futures; Forward and futures prices, Uses of futures and forward contracts.	3 + 3
3	OPTION 3.1 Options, swaps and credit derivatives: Option terminology, Types of options, Specifications 3.2 Option premium, Payoffs from options, Put-Call Parity, Exchange traded options, Over-the-counter options 3.3 Options on trading, Strategies involving Options, Option pricing models, Binomial Option Pricing Model 3.4 No arbitrage pricing argument and Risk neutral valuation, Black-Scholes Option Pricing Model 3.5 Options on Securities, Stock indices; Currencies and futures, Embedded options in debt instruments	4 + 2
4	WARRENTS AND SWAPS 4.1 Warrants, Caps, Floors, Collars 4.2 Terminology and structure of swap, Comparative advantage argument, Interest rate swaps, Currency swaps, Equity swaps, Valuation of swaps, Credit default swaps, Swap options. 4.3 Forward rate agreements	4 + 2
5	HEDGING TECHNIQUES 5.1 Risk management: Sources and types of risk; systematic risk and unsystematic risk. 5.2 Different approaches to risk management, Risk management process, Risk management techniques, Risk management with derivatives 5.3 Hedging with forward, futures and options, Delta hedging, Value at risk, Real options.	5 + 2

Suggested Readings:

1. D. M. Chance and R. Brooks, *An Introduction to Derivatives and Risk Management*, 9th ed. South-western Cengage Learning, 2013.
2. J. C. Hull, *Option Futures and Other Derivatives*, 9th ed. Pearson, 2015.
3. S. S. S. Kumar, *Financial Derivatives*, Pearson, 2010.

LEARNING OUTCOMES	
1.	Develop conceptual knowledge on derivatives, trading mechanism and variables that determine their market values.
2.	Ability to compare and contrast different types of derivative instruments.
3.	Develop an understanding on the reasons and explanations for corporate hedging activity.
4.	Identify and evaluate the nature and extent of a company's exposure to types of risk and its management.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0403	MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS	S3 Working	Elective Course 3
Course Objective			
1.	To acquaint the students with concepts of Banks and Financial Institutions.		
2.	To familiarize various Techniques of Managing Banks and Financial Institutions.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION 1.1 Classification of banks, Types of banking, Banking system in India, Central bank, functions, method of credit control, RBI 1.2 Functions of NBFI-Recent trends in Indian Banking Sector.	2 + 2	
2.	BANKING CUSTOMERS 2.1 Deposits- Banker and-Customer relations - Know your Customer [KYC], types of accounts - services rendered by Banks - Banker's lien - right of set off - Payment and collection of Cheque, responsibilities of customer and banker, endorsements, bouncing of cheques 2.2 Types of customers; NOSTRO and VOSTRO accounts – SWIFT, CHIPS, CHAPS, FEDWIRE, NRI Bank accounts	1 + 3	
3.	CREDIT AND DOCUMENTATION 3.1 Credit- Principles of lending - various credit Products/ Facilities - working capital and term loans - Credit Appraisal Techniques, credit management, Different types of documents;		

	3.2 Documentation Procedures, Different modes of charging - types of collaterals and their characteristics, Priority Sector Lending - sectors - recent developments - Financial Inclusion- Correspondent Banking	4 + 2
4.	FINANCIAL MANAGEMENT OF BANK 4.1 Bank Balance Sheet Structure - Components- Asset Liability Management (ALM) in Commercial banks; Gap method; Value at Risk method. 4.2 NPA Management- Calculation of provisions for NPA and risk weights for Basel Norms- Interest calculation, Evaluating bank performance – Profitability Analysis, Balanced Scorecard.	4 + 2
5.	BANKING RELATED LAWS 5.1 Recovery of Debts due to Banks and Financial Institutions Act, 1993(DRT Act)- Objective of the Act, Constitution of Tribunal, Procedure to be followed, 5.2 Enforcement process. Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act (SARFAESI)-Constitutional Validity; Definitions; Regulation & Reconstruction; Enforcement of Security Interest; Central Registry; Offences & Penalties; 5.3 Miscellaneous Provisions. Banking Ombudsmen Scheme- Purpose; Extent; Definitions; Establishment; Powers; Procedure for Redressal Grievance	5 + 2

Suggested Readings:

1. Peter S Rose and Sylvia C Hudgins, *Bank Management and Financial Services*, Tata McGraw-Hills, 7th Ed, 2010.
2. Indian Institute of Banking and Finance, *Bank Financial management*, Taxmann Publication, ND, 2004.
3. Muraleedharan.D, *Modern banking: Theory and Practice*, PHI Learning, 2010.
4. Jha SM, *Bank Marketing*, Himalya PH ,2011
5. Vasant Desai, *Bank Management*, Himalya P H , 2010.
6. Raghu Palat, *Retail Banking*, Cortlandt Rand Consultancy Private Ltd, Mumbai, 2010.
7. Bhattacharya KM and Agarwal, *Basics of Banking and Finance*. Himalya PH, 2011.
8. Shekhar KC, and Lekshmy shekhar, *Banking Theory and Practice*, Vikas PH, ND, 2010.
9. Hempel, George H and Yawitz Jess B, *Financial Management of Financial Institutions*, New Jersey, PHI.
10. Vij, Madhu, *Management of Financial Institutions in India*, ND, Anmol Publication.

LEARNING OUTCOMES	
1	Develop conceptual knowledge on Banking practices and functioning of Financial Institutions
2	Ability to manage various processes in Banks and Financial Institutions.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0404	CORPORATE TAXATION	S3 Working	Elective Course 3
Course Objective			
1	To acquaint the students with the corporate taxation laws in the country		
2	To gain enough knowledge to manage corporate taxes		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1	UNDERSTANDING CORPORATE TAXATION 1.1 Income tax: Introduction, Definitions, Residential status and taxation 1.2 Heads of Income, Corporate taxation; Computation of taxable income 1.3 Taxation of companies, Special provision in computation of profit from business.	3 + 2	
2	TAXATION UNDER DIFFERENT HEADS 2.1 Deductions from gross total income, Amalgamations of companies and fiscal incentives 2.2 Minimum alternate tax on companies, Special provisions relating to tax on distributed profits of domestic companies 2.3 Tax planning; Concepts relating to tax avoidance and tax evasion, Tax planning with reference to Location of Undertaking 2.4 Type of Activity, Ownership Pattern, Dividend policy, Issue of bonus shares, Inter-corporate dividends and transfers	2 + 3	
3	TAX MANAGEMENT 3.1 Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions 3.2 Repair or Replace decisions and Shut Down or Continue Decisions. 3.3 Tax planning relating to amalgamations and mergers of companies.	5 + 2	
4	DECISION MAKING UNDER TAX MANAGEMENT 4.1 Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration 4.2 Foreign Collaboration and Joint Ventures.	4 + 2	
5	TAX ASSESSMENT		

	5.1 Tax Management; Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions 5.2 Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements. 5.3 Implications of double taxation avoidance agreements.	5 + 2
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Suggested Readings:

1. R. N. Lakhotia, and S. Lakhatia, *Corporate Tax Planning Hand Book*, 5th ed. Orient, 2006.
2. E. A. Srinivas, *Hand Book of Corporate Tax Planning*, 2nd ed. State Mutual Book & Periodical Service, USSR, 1989.
3. V. K. Singhania, and M. Singhania, *Students Guide to Income Tax*, Taxmann, 2005.
4. B.B. Goenka, *Corporate Taxation – Planning & Management*, Shree Mahaveer Book, 1986.
5. G.K. Ahuja, and R. Gupta, *Systematic Approach to Income Tax*, 33rd ed. Bharat Law House, 2015.

LEARNING OUTCOMES	
1	Understand key concepts of corporate taxation and tax planning in corporate decision-making process
2	Acquire knowledge of principles of taxation, its ethical constraints and analyse the impact of taxation on businesses

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0405	PROJECT RISK EVALUATION AND MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To introduce the students to a blend of contemporary academic theory and techniques to provide crucial insights and practical tools in managing projects, portfolios and complex systems.		
2.	To empower the students to Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	PROJECT RISK EVALUATION AND MANAGEMENT 1.1 Project Risk Evaluation and Management (PRAM) : Definitions, Background to project risk management 1.2 Hard benefits of project risk management, Soft benefits of project risk management; Threats to effective risk management: Risk as threat and opportunity 1.3 Different phases of the PRAM process: Identification of project objectives, scope, stakeholders and success criteria. 1.4 Application of project management tools and packages. Lab exercises	4 + 2	

2.	RISK ASSESSMENT 2.1 Risk Assessment: Identification of risks, Assess risks qualitatively and quantitatively 2.2 Selection of appropriate risk response strategies dependent on importance of the risk event and cost benefit of the response(Cost benefit analysis means the total cost of applying a response (including direct cost and the expected value of any secondary risk) against the benefit of the expected reduction in the expected value of the risk	3 + 3
3.	RISK REDUCTION 3.1 Control of the risk - risk management plan, risk register, risk analysis, risk status reports, risk reviews, lessons learnt 3.2 Project contingency or management reserve; risk allocation; risk responses 3.3 Human factors in risk management: Potential biasing effect of the triple strand of influences on risk attitude (and therefore judgment in risky situations).	3 + 2
4.	RISK MANAGEMENT AND ASSESSMENT TECHNIQUES 4.1 Introducing risk management into an organization 4.2 Getting and maintaining buy-in to risk management; Uses and benefits of different risk identification techniques 4.3 Uses and benefits of different qualitative risk assessment techniques	4 + 2
5.	RISK VALUATION 5.1 Risk breakdown structures; Uses and benefits of different quantitative risk assessment techniques: Monte Carlo, Decision trees, Sensitivity analysis, Expected value 5.2 Use of probability distributions specific to Monte Carlo: Triangular, Uniform, Beta, Discrete, Correlation, criticality index, cruciality; Net present value and internal rate of return 5.3 Uses of different techniques for responding to risks, Simulation exercises.	5 + 2

Suggested Readings:

1. C.Chapman, and S. Ward, Project Risk Management: Processes, Techniques and Insights, 2nd ed: John Wiley and Sons Ltd, 2003.
2. D. A. Hillson and R. Murray-Webster, Understanding and Managing Risk Attitude 2nd ed. Gower Publications Ltd, 2007.

LEARNING OUTCOMES	
1.	Explain and illustrate the nature of risk and its impact on the project environment
2.	Define, explain and illustrate the limitations of a risk management tool and techniques
3.	Estimate the quality of a project risk management framework in real-life scenarios
4.	Ability to apply a risk management tool set

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0406	BEHAVIORAL FINANCE	S4 Working	Elective Course 3
Course Objective			
1	To gain knowledge about how individuals makes financial decisions		
2	To improve financial decision making themselves and others		
3	To help students identify persistent or systematic behavioral factors that influence investment behavior		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO BEHAVIORAL FINANCE 1.1 History of Behavioral Finance, 1.2 EMH and Prospect theory 1.3 Behavioral Finance Micro versus Behavioral Finance Macro 1.4 Fundamental anomalies 1.5 Rational Economic Man versus Behaviorally Biased Man Standard finance theory Vs Behavioral finance.	6+ 2	
2.	INVESTOR BEHAVIOR AND ASSET ALLOCATION PROCESS 2.1 Risk tolerance of individual investor. 2.2 Identification behavioral biases of individual Investors, 2.3 How to apply bias diagnoses when structuring asset allocations 2.4 Quantitative guidelines for incorporating behavioral finance in asset allocation	4 + 3	
3.	INVESTOR BIASES –OVERCONFIDENCE 3.1 Overconfidence and individual investors. 3.2 Factors affecting investors' overconfidence. Impact of overconfidence bias 3.3 Methods to identify overconfidence bias 3.4 Overconfidence and professional investors 3.5 Emotions and investment decisions	4 + 2	
4.	INVESTOR BIASES 4.1 Representativeness, Anchoring and adjustments 4.2 Cognitive Dissonance Bias, Self attribution bias , illusion of control bias ,Mental accounting bias , Confirmation bias Familiarity and representativeness	4 + 2	
5.	PRACTICAL APPLICATION OF BEHAVIORAL FINANCE 5.1 Gender, Personality Type, and Investor Behavior 5.2 Investor Personality Types 5.3 Social interaction 5.3 Behavioral biases and corporate decision-making	5+2	

	5.5 Wealth management and behavioral finance	
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Suggested Readings:

1. Forbes, W. (2009), Behavioural Finance, 1st edition, John Wiley, ISBN: 9780470028049
2. Ackert, L. and Deaves, R. (2010), Behavioral Finance: Psychology, Decision-Making, and Markets, 1st edition, South-Western, ISBN: 0538752866.
3. Baker, K. and Nofsinger, J. (2010), Behavioral Finance: Investors, Corporations, and Markets, John Wiley, ISBN: 9780470499115.
4. Montier, J. (2010), Behavioural Finance, John Wiley, ISBN: 9780470844876.
5. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah Beyond Greed and Fear:
6. Understanding Behavioral Finance and the Psychology of Investing, by Shefrin
7. Pompian, Michael M. 2006. Behavioral Finance and Wealth Management. Wiley: New Jersey. ISBN: 0-471-74517-0.

LEARNING OUTCOMES	
1.	Describe the differences between a behavioral finance perspective and a traditional finance perspective.
2.	Analyze factors behind a particular behavior of an investor
3.	Analyze and interpret the reasons for different biases of investors
4.	Develop a wealth management plans to investors based on behavior analysis

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0407	INTERNATIONAL FINANCE & FOREX MANAGEMENT	S4 Working	Elective Course 3
Course Objective			
1.	To understand the significance of International Financial Management and operational aspects of foreign exchange markets.		
2.	To develop knowledge, capability, and skills necessary for making sound investment and financial decisions for a multinational firm		
3.	To define and measure Forex Risks and to identify risk management strategies.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
	INTERNATIONAL FINANCIAL ENVIRONMENT & INTERNATIONAL		

1	SOURCES OF FINANCE 1.1 Overview of international economic institutions 1.2 Regional economic integrations 1.3 Bond financing – Loan financing – Securitized financing – Equity financing	5 + 2
2	INTERNATIONAL FINANCIAL MARKET 2.1 Creation of Euro – Euro Currency Market European Monetary System 2.2 Basic concept of International Monetary market International money market instruments 2.3 Forex Market – Spot Market - Future & Option market International Stock Markets and Bond Markets	3 + 3
3	INTERNATIONAL INVESTMENT AND FINANCING DECISIONS 3.1 International Capital Budgeting - Foreign Direct Investment and cross border acquisitions, International Portfolio Investment. International project appraisal. 3.2 International Financing Decisions: Financial Choices for an MNC, Capital and Money Market Instruments.	4 + 2
4	FOREX MANAGEMENT 4.1 Origin and concept of Foreign Exchange – Difference between fixed and floating rate – Exchange rate movements 4.2 Factors influence exchange rate – Purchasing power parity – Real interest parity– parities conditions and managerial implication 4.3 Forecasting Exchange rates- Time sources forecasting model – International Fisher's effect	4+ 2
5	CURRENCY DERIVATIVES 5.1 Forex transactions and derivatives instruments traded in Forex market such as Forward, Future, Swaps and Option (Currency Future market and Currency Options market) 5.2 Managing financial risk with derivatives, corporate governance and ethical business strategy.	5 + 2

Suggested Readings:

1. International Financial Management – Cheol Eun & Bruce Resnik –Mc Graw-Hill
2. International Financial Management –PG Apte-Tata McGraw Hill
3. Shapiro A C, Multinational financial management – PHI, New Delhi
4. Buckley Adrian Multinational finance – PHI, New Delhi
5. Levi D, Maurice, International finance – Routledge
6. Krugman Paul R, Obstfeld, Maurice and melitz marc, International economics – Pearson India

LEARNING OUTCOMES

1	The participants will be able to understand economic concepts used for managerial decision making
2	The participants will get basic insights into demand and supply side of markets
3	At the end of this course, the participants will get conceptual clarity and logical aspects of economic behavior of individuals, firms and markets.
4	The participants will be able to understand economic concepts used for managerial decision making

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0408	MANAGEMENT OF FINANCIAL SERVICES	S4 Working	Elective Course 3
Course Objective			
1	To give an appreciation and understanding of the fundamentals of financial services industry in India		
2	To give an insight into the impact of financial services industry in the overall financial system.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	BASIC THEORETICAL FRAMEWORK 1.1 Indian Financial System- structure of financial system- financial market-financial institutions-financial instruments- financial services- intermediaries 1.2 Financial services Industry-emergence and developments-financial innovation 1.3 Current scenario and challenges in the financial services sector in India.	6 + 2	
2.	FEE BASED FINANCIAL SERVICES 2.1 Merchant Banking-functions and role of merchant bankers- SEBI guidelines on merchant bankers- Merchant Banking in India 2.2 Credit Rating- Concept- process of Credit rating- Credit rating agencies in India 2.3 Securitization of debt/assets- parties to securitization transaction-process -mechanism- securitization in India	3 + 3	
3.	FUND BASED FINANCIAL SERVICE 3.1 Mutual Funds-concept- growth- types-product/scheme-functions of AMC-regulations regarding mutual funds-mutual fund industry in India 3.2 Venture Capital- Dimensions- scope- stages of venture capital financing- Guidelines for venture capital companies in India.	4 + 2	
	FUND BASED FINANCIAL SERVICE 4.1 Factoring mechanism-Types- functions- forfeiting – difference		

4.	between factoring and forfeiting- Bill discounting 4.2 leasing – types of lease – regulatory framework of leasing in India (Theory only) 3.4 Hire Purchase - legal framework- difference between leasing and hire purchase.	5+ 2
5.	INSURANCE SERVICES 5.1 Concept of insurance- principles- objectives- structure if insurance industry 5.2 Types of Insurance- classification of policies 5.3 Regulation of insurance service – IRDA- role and functions 5.4 Recent Trends in Insurance Business	5+2

Suggested Readings:

1. Khan .M.Y. Financial Services, TATA MCGRAW Hill Publishing Co. ltd. New Delhi
2. Albert. J. Fredman, Russwiles , How Mutual fund works, Prentice Hall of India pvt Ltd, New Delhi.
3. Shanmugham. R. Financial Services , Wiley India Pvt Ltd., New Dehi , India
4. Pandey I.M. , Venture Capital in Indian experience, Prentice Hall of India Pvt. Ltd, New Delhi.
5. Varshney.P.N., Mittal D.K. Indian Financial System, Sulthan Chand & Sons, New Delhi

LEARNING OUTCOMES	
1.	Understand the role and function of the financial system in reference to the macro economy.
2.	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
3.	Evaluate and create strategies to promote financial products and services.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0409	RURAL ECONOMY & MICRO FINANCE	S4 Working	Elective Course 3
Course Objective			
1	To understand the role and significance of microfinance in rural development		
2	To gain knowledge on rural financial services in India		
3	To learn microfinance in a broader way		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
	INDIAN RURAL ECONOMY		

1	1.1 Characteristics of Indian Rural Economy—Rural Development in India, Phases and Approaches of rural development in India. 1.2 Social sector development—Poverty and Unemployment, Health and Nutrition, Education and Literacy-Role of women in social development. 1.3 Rural development policy of the government since 1947—Impact of economic reforms.	7 + 2
2	RURAL FINANCIAL INSTITUTIONS 2.1 Rural financial services in India—Role of RBI and NABARD in the rural economy, Rural credit institutions-Role of indigenous bankers, Grameen Banks, scheduled banks, foreign banks. 2.2 Role of communication and technologies—Subsidy linked programmes of the government. 2.3 Economic Theories for rural development.	3 + 3
3	MICRO FINANCE -FUNDAMENTALS AND EVOLUTION 3.1 Micro finance as a development strategy and industry- Salient features of micro finance. 3.2 Evolution of micro finance-Concepts-Approaches and Financial inclusion. 3.3 Models of micro finance operating in India-Legal and Regulatory compliance in micro finance. 3.4 Role of ethics in micro finance.	4 + 2
4	MICRO FINANCE AND MICRO CREDIT 4.1 Intermediaries for micro finance in India-Micro credit-Importance and Limitations. 4.2 Micro finance and Microcredit-Micro finance products. 4.3 Role of self-help groups-Micro finance and Women empowerment. 4.4 Impact of micro finance activities on rural development.	4 + 2
5	FINANCIAL EVALUATION OF MICRO FINANCE INSTITUTIONS 5.1 Financial Statement Analysis of Micro finance institutions in India. 5.2 Analysis of financial performance Ratios. 5.3 Benchmarking and Rating Micro finance institutions. 5.4 Illustrations on financial performance of Micro finance institutions.	5 + 2

Suggested Readings:

1. Bandyopadhyay S.C ,Rural Banking.
2. Beatriz and Jonathan, The Economics Of Micro finance, Prentice Hall of India.
3. Indian Institute of Banking and Finance, Microfinance: Perspectives and Operations, Macmillan India Ltd., 2011.
4. 2.Datt,Sundaram,IndianEconomy,S.Chand&Sons,
5. K.C. Shekhar & Lakshmi Shekhar - Banking Theory & Practice, Vikas Publishing House Pvt. Ltd.

LEARNING OUTCOMES

1.	Participants will be familiar with the Indian rural economy, its features and development.
2.	Participants will be able to comprehend the concept of micro finance in detail, financial inclusion and also the role of women in social development.
3.	The course thus makes the participants fully aware about the role of Indian banking sector in rural development and also provides an insight into the performance of micro finance institutions in India.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB80 03/0410	STRATEGIC FINANCIAL MANAGEMENT	S4 Working	Elective Course 3
Course Objective			
1.	To acquaint the students with concepts of Financial management from strategic perspective.		
2.	To familiarize various Techniques and Models of Strategic Financial Management.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	UNDERSTANDING FINANCIAL STRATEGY 1.1 Link between financial policy and strategic planning 1.2 Objectives and goals of strategic planning process, Components of financial strategy, 1.3 Investment decisions under risk and uncertainty 1.4 Techniques of investment decision: Risk adjusted discount rate 1.5 Statistical methods and sensitivity analysis	2+ 2	
2.	CORPORATE FINANCIAL STRATEGY 1.6 Corporate strategy and high technology investments; Concept and guidelines of Project and corporate evaluation. 1.7 Venture Capital: Concept and developments in India, Process and methods of financing.	3 + 3	
3.	FINANCIAL RESTRUCTURING 3.1 Leasing: Meaning, importance and types, Evaluation of lease from the point of view of lesser and lessee, Lessee verses buy decision 3.2 Expansion and financial restructuring: Mergers and acquisitions 3.3 Corporate Restructuring, Expansion strategy, Cost-benefit analysis 3.4 Evaluation of Merger proposals.	4 + 2	
	FINANCING STRATEGIES 4.1 Introduction to Financing Strategy 4.2 Hybrid securities namely convertible and non-convertible		

4.	securities 4.3 Deep discount bonds, Secured premium notes, preference shares 4.4 Option financing warrants, convertibles and Exchangeable bonds.	4 + 2
5.	FINANCIAL STRATEGIES 5.1 Corporate strategy, Financial policy and shareholder value creation 5.2 Linkage between corporate strategy and financial strategy, Implications of Capital budgeting 5.3 Capital structure and dividend policy on Corporate strategy 5.4 Shareholder value creation 5.5 Managing financial risk with derivatives, corporate governance and ethical business strategy.	5 + 2

Suggested Readings:

1. W. C. Kester, R. S. Ruback, and P. Tufano, *Case Problems in Finance*, 12th ed. Tata McGraw Hill, 2007.
2. D. Hillier, M. Grinblatt, and S. Titman, *Financial Markets and Corporate Strategy*, 2nd ed. McGraw Hill, USA, 2012.
3. R. A. Braeley, S. C. Myers, and F. Allen, *Principles of Corporate Finance*, 9th ed. McGraw Hill, USA, 2008.
4. Weaver Samuel, C., and Weston J. Fred. "*Strategic Corporate Finance*" 2nd ed, South Western (Cengage Learning), New Delhi (2009)

LEARNING OUTCOMES	
1.	Develop skills in strategic management of financial assets and an understanding on various strategic financial decisions and corporate risks
2.	Ability to understand the economic environment in which financial instruments operate and employ theoretical valuation methods to price the financial instruments
3.	Understand management of corporate capital structure, capital budgeting and resource allocation and to evaluate corporate projects
4.	Acquire knowledge of good financial practice, ethical, social and professional responsibility in corporate investment decision-making and risk management.

MARKETING ELECTIVES

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB81 03/0401	SALES MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To Develop an Understanding and Appreciation of the Sales Process in Organisations		
2.	To Provide practical insights into Personal Selling Process and its Managerial Aspects		
3.	To Provide Insights into Sales Administration		
4.	To Provide Skills related to Selling of different Goods and Services		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	UNDERSTANDING SERVICES 1.1 Role of Sales Management in Organisations 1.2 Marketing Strategy Development and Sales Management 1.3 Personal Selling and Salesmanship – Objectives & Importance of Personal Selling 1.4 Types of Selling 1.5 Qualities of Winning Sales Professionals – Physical, Mental, Social and Character Traits	4 + 2	
2.	THEORIES OF SELLING AND PERSONAL SELLING PROCESS 2.1 AIDA – Buying Formula Theory – Behavioural Equation Theory 2.2 Personal Selling Process – Prospecting – Objectives, Sources & Methods – Lead Generation, Getting Appointment 2.3 Pre-Approach – Sales Planning, Customer Need Discovery & Analysis – Approach – Sales Presentation / Demonstration 2.4 Handling Objections – Closing the Sale 2.5 Follow Up After Sales	2 + 2	
3.	PERSONAL SELLING SKILLS 3.1 Negotiation – Communication – Listening Skills 3.2 Presentation & Demonstration Skills 3.3 Body Language – Space, Moments, Eye Contacts & Postures 3.4 Follow-up Calls – Writing Effective Sales Letters, E-Mail, SMS 3.5 Cold Call Mechanism 3.6 Positive Mental Attitude (PMA) – Goal Setting – Effective Dressing – Managing Self and Time	4 + 2	
4.	SALES ADMINISTRATION 4.1 Objectives & Types of Quotas 4.2 Quota Setting Procedure 4.2 Administering the Quota System – Sales Team Formation 4.3 Designing Sales Territories & Allocating Sales Efforts to Sales	4 + 2	

	Territories	
5.	PERSONAL SELLING – APPLICATIONS & SITUATIONS 5.1 Selling of Services – Financial Services, IT, Telecommunications, Advertising, Education (Coaching & Institutions) 5.2 Selling of Consumer Goods – Convenience, Shopping & Specialty Goods 5.3 Selling of Industrial Products –Raw Material, Capital Goods, Component Parts, Supplies 5.4 Selling in Rural Markets – Selling High and Low Involvement Products 5.5 Corporate Sales – Selling to Government – Selling to Agencies (The Application of Sales theoretical frame is intended in this Module. Short Internship & Sessions by Professionals are recommended for this Module)	5 + 3

Suggested Readings:

1. Charles M. Futrell – Fundamentals of Selling – Tata McGraw Hill
2. Charles M. Futrell – A B C s of Selling – AITBS, New Delhi
3. Kapoor R. – Fundamentals of Sales Management – MacMillan India
4. Richard R. Still, Edward W. Cundiff and Norman A.P. Govani - Sales Management: Decision Strategy and Cases – Pearson Education
5. Roy Chitwood – World Class Selling – Jaico Publishing House
6. Julian Clay – Successful Selling Solutions – Viva Books (P) Ltd.
7. Tom Reilly – Value Added Selling – TMGH
8. Howard Stevens – Achieving Sales Excellence – Viva Books (P) Ltd.
9. Stephen Schiffman – Powerful Sales Presentations – Adams Media Corporation
10. Journal of Personal Selling and Sales Management
11. Raiffa H. Cambridge – The Art and Science of Negotiation – Belknap / Harvard Press
12. Pawline Rowson – Successful Sales: Get Brilliant Results Fast – Viva Books (P) Ltd.

LEARNING OUTCOMES	
1.	The Participants will get Working Level Insights into the Art and Science of Selling
2.	The Participants will understand the Intricacies of Personal Selling Process
3.	At the end of this course Participants are expected to gain Insights into Selling of different types of Goods and Services

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB81	RETAIL BUSINESS	S3 Working	Elective Course 3

03/0402	MANAGEMENT		
Course Objective			
1.	To Introduce Concepts and Practices in Retail Business Management		
2.	Demonstrate an Understanding of how Retailers develop a Retail Mix to build a Sustainable Competitive Advantage		
3.	To sensitize the participants about store management perspectives		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	THE RETAIL FUNCTION 1.1 Introduction to Retailing – Role of Retailing 1.2 Organised vs Unorganised Retailing – Classification of Retail Stores – Growth of Retail Formats – Observation Study on Mall Management (Mall Visit Required) – Retail Life Cycle 1.3 An Overview of Retail Industry in India – Problems & Prospects of Retailing in India 1.4 Multi-Channel Retailing – Franchising – Non-Store Retailing Indian Scenario 1.5 Functions of Retailing	4 + 3	
2	UNDERSTANDING RETAIL CONSUMERS & STORE FORMATS 2.1 Factors Influencing Retail Shopper 2.2 Types of Retail Stores 2.3 Factors affecting Retail Location – Location Analysis - 2.4 Store Positioning – Store Design & Visual Merchandising 2.5 Retail Image Mix – Retail Space Mix – Floor Space Management – Store Layout – Display	4 + 3	
3	RETAIL PRICING AND PROMOTION 3.1 Retail Pricing – Pricing Policies – Factors Influencing Pricing – Elements of Retail Price 3.2 Price Sensitivity and Mark Down Policy 3.3 Retail Pricing Strategies – Every Day Low Pricing (EDLP) – Discussion on Retail Pricing Strategies of Major Retail Groups in India – Case Studies 3.4 Retail Sales Promotion Strategies	4 + 2	
4	STORE OPERATIONS AND RETAIL STRATEGY 4.1 SCM – Supplier Relations – Merchandise Buying & Management 4.2 Logistics in Retailing – Warehousing – Inventory Control 4.3 Franchisee Operations – International Retailing 4.4 Vendor Relations 4.5 Strategic Retail Planning Process	4 + 2	
5	TECHNOLOGY AND RETAIL DECISIONS 5.1 Integrated Systems & Networking - EDI 5.2 Bar Coding – RFID – Its Applications in Retailing 5.3 Electronic Retailing – Role of Online Retailing 5.4 Retail Finance – Retail Statutory Obligations 5.5 Consumerism & Ethics in Retailing	2 + 2	

Suggested Readings:

1. Chetan Bajaj, Rajnish Thuli, Nidhi Varma Srivastava – Retail Management – Oxford Publishing, India
2. Michael Levy, Barton Weitz, Retail Management, McGraw Hill
3. Barman, Evans & Mathur – Retail Management- A Strategic Approach, Pearson Publications
4. David Gilbert – Retailing Management – Pearson Education
5. K.V.S. Madaan – Fundamentals of Retailing – Tata McGraw Hill
6. Berman B., Evans J.R. – Retail Management – Pearson Education
7. Newman A.J. & Kullen P. – Retailing: Environment & Operations – Vikas Publishing

LEARNING OUTCOMES	
1.	At the end of this Course, the Participants will get basic insights into the Nuances of Retailing, its Concepts and Framework
2.	The Participants will understand the Managerial aspects of Retail function
3.	The Participants will also get basic knowledge about Store design, Layout and Merchandising

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB81 03/0403	SERVICES MARKETING	S3 Working	Elective Course 3
Course Objective			
1.	To provide key insights and working knowledge to participants in marketing of services		
2.	To provide the conceptual frame of services marketing		
3.	To discuss marketing practices in key service industries		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	UNDERSTANDING SERVICES 1.1 Services Marketing – Characteristics – Tangibility Spectrum 1.2 Classification of Services 1.3 Services – Contribution to GDP – Generation of Jobs – Competitive Advantage 1.4 Services – Distinct Marketing Challenges	3 + 2	
2.	BUYER BEHAVIOUR & SELECTING SERVICE MARKETS 2.1 Three Stage Model of Service Consumption – Pre-Purchase Stage, Service Encounter Stage, Post-Encounter Stage 2.2 Customer Expectations & Zone of Tolerance – Determinants of Customer Expectations 2.3 Customer Driven Services Marketing Strategies – Customer, Competitor, and Company Analysis 2.4 Managing Demand & Capacity 2.5 Segmentation Targeting & Positioning (STP) in Services	3 + 3	
3.	ELEMENTS OF SERVICES MARKETING MIX 3.1 Inadequacy of 4Ps – Extended Services Marketing Mix		

	3.2 Creating Service Products - The Flower of Service – Service Product Development – Role of Customer in Value Creation 3.3 Branding of Services – New Service Development – Hierarchy of New Service Categories 3.4 Distributing Services through Physical & Electronic Channels 3.5 Pricing of Services – Cost, Value & Competition Based Pricing 3.6 Service Marketing Communications – Process – Services Marketing Communication Mix	4 + 2
4.	SERVICES MARKETING MIX AND SERVICE QUALITY 4.1 Process in Services – Service Blueprint 4.2 Crafting Service Environment – The Servicescape Model – Dimensions of Service Environment 4.3 Managing People for Service Advantage – Cycle of Failure, Mediocrity & Success 4.4 Developing Customer Relationships – Wheel of Loyalty – Service Recovery 4.5 Service Quality – Measuring Service Quality – GAPS Model – SERVQUAL Model – Measuring & Improving Service Productivity	4 + 2
5.	APPLICATION OF SERVICES MARKETING FRAME TO SERVICE INDUSTRIES 5.1 Marketing of Tourism, Travel & Transportation Services 5.2 Marketing of Financial Services – Banking, Insurance, Mutual Funds 5.3 Communication & Information Services – Telecom, Postal, Courier, Cable TV Services 5.4 Marketing of Professional Services – Healthcare, Consultancy, IT, Promotion 5.5 Marketing of Educational Services – Charity & Social Services Marketing (The Application of services marketing theoretical frame is intended in this Module. Fieldwork and other Group Activities are strongly recommended for continual evaluation)	5 + 2

Suggested Readings:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – *Services Marketing: People Technology Strategy* – Pearson 8e
2. Harsh V. Varma – *Services Marketing* – Text & Cases – 2nd Ed. – Pearson
3. Marie J. Bitner, Valarie A. Zeithaml – *Services Marketing* – Tata McGraw Hill
4. Helen Woodruffe – *Services Marketing* – MacMillan
5. Adrian Payne – *The Essence of Services Marketing* – Prentice Hall India
6. Ravi Shankar – *Services Marketing: The Indian Perspective* – Excel Books, New Delhi
7. Govind Apte – *Services Marketing* – Oxford University Press
8. Rampal M.K. & Gupta S.L. – *Services Marketing* – Galgotia Publications, New Delhi
9. Journal of Services Marketing – ISSN 0887-6045 – Emerald Publishing
10. Baron S & Harrisk – *Services Marketing: Text and Cases* – Palgrave

LEARNING OUTCOMES	
1.	The Participants will understand the Role and Importance of Services Sector and the intricacies in Marketing of Services
2.	The Participants will get basic insights into the framework of Services Marketing and how to apply the concepts in Practice
3.	At the end of this course Participants are expected to acquire insights into Marketing of Services in different Industries

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB81 03/0404	DIGITAL AND SOCIAL MEDIA MARKETING	S3 Basic	Elective Course 3
Course Objective			
1.	To introduce Key Concepts of Digital Marketing		
2.	To develop Essential Skills related to Digital Marketing Platforms		
3.	To enable the Participants to use New Media such as Search Engine and Social Networking in Marketing		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	DIGITAL MARKETING CONCEPTS 1.1 Understand the term Digital Marketing – Scope 1.2 Digital Marketing Concepts – Content Marketing, Social Media Marketing, E-mail Marketing, Mobile Marketing, Affiliate Marketing, Search Engine Marketing (SEM), Search Engine Optimisation (SEO) 1.3 Goals of Digital Marketing 1.4 Advantages & Limitations of Digital Marketing 1.5 Understanding a Digital Consumer	4 + 2	
2.	WEB PRESENCE OPTIONS 2.1 Web Presence Options – Blogs, Information Website, Social Media, Mobile Site, Mobile Application, E-Commerce Website, Business Directory 2.2 Web Presence Creation – Steps – Register Website Address, Website Hosting Service, Build Your Site – Site Design – Promote Your Website 2.3 Content Management System (CMS) – Contents of a Website 2.4 Good Practices in Website Content Creation – Audience Focus, Clarity & Conciseness, Key Words, Branding, Quality of Images & Videos, Update of Website 2.5 Website Promotion – Methods	3 + 3	

3.	SOCIAL MEDIA PLATFORMS 3.1 Elements of Social Media Marketing Campaign – Choosing Platforms for Target Audience – Content Planning & Creation, Tracking Campaign, Evaluating Campaign Performance 3.2 Social Media Accounts – Types of Profiles: Personal, Business, Groups, Events 3.3 Social Media Profile – Social Media Actions - Post, Comment, Share, Like, Tag, Hashtag 3.4 Social Media Management Services : An Overview Marketing & Promotion Activities: Video Marketing, Reviews, Referrals, URL Shortener, Viral Good Practices in Social Media Marketing	4 + 3
4.	ONLINE MARKETING AND PROMOTION 4.1 Search Engine Marketing (SEM) Platforms 4.2 Search and Display on Search Engines – Pricing Models online – Google Ad Words Analytics – Trends in SEM 4.3 Types of Online Advertisements - Floating, Pop-up, Video, Image, Banner, Text. 4.4 E-Mail Marketing Applications 4.5 Mobile Marketing – Uses of Mobile Applications in Marketing - Advantages, Limitations	4 + 2
5.	SEARCH ENGINE OPTIMISATION, ETHICAL ISSUES 5.1 Search Engine Optimisation (SEO) – Basics & Checklist 5.2 Key Words for Optimisation 5.3 Measuring SEO Impact 5.4 Ethical & Legal Issues in Digital Marketing	3 + 2

Suggested Readings:

1. Ted Schadler, Josh Bernoff, and Julie Ask, The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment (ISBN 978-0991361007)
2. Strauss J. and Frost R. – E-Marketing – Pearson Education
3. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, 1stEdition, 2009
4. Grienstein and Feinman- E-commerce –Security, Risk Management and Control(TM),The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
5. Ramsey – Seven Guidelines for Achieving ROI from Social Media – e-Marketer 2010
6. Godfrey Parkin – Digital Marketing: Strategies for Online Success – New Holland Publishers Ltd.
7. Damian Ryan, Calvin Jones – Understanding Digital Marketing: Marketing Strategies for Engaging Digital Generation – Kogan Page, 3rd Edition 2014
8. Alan Charles Worth – Internet Marketing: A Practical Approach – Butterworth-Heinemann Elsevier
9. The Big Data-Driven Business: How to Use Big Data to Win Customers, Beat

LEARNING OUTCOMES	
1.	After completion of this Course, the students will get basic insights into the Conceptual framework of Digital Marketing
2.	The Participants will understand the Processes involved in Digital Marketing
3.	The Participants will get basic skills related to Digital Marketing

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB81 03/0405	INTEGRATED MARKETING COMMUNICATIONS	S3 Working	Elective Course 3
Course Objective			
1.	To ProvidePracticalInsights to Participants on Marketing Communications		
2.	To Understand the Planning, Implementation, and Evaluation process of Marketing Communication		
3.	To Discuss Modern Practices on Promotion with respect to Digital and Online platforms		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO INTEGRATED MARKETING COMMUNICATIONS 1.1 Marketing Communication: An Integrated Approach – IMC Components: Integrated Marketing Communication Mix 1.2 Managing IMC Process: Communication process, Steps involved in Developing IMC programme 1.3 Organisational Approaches and Barriers to Integration 1.4 Value Addition through IMC	4 + 2	
2.	ADVERTISING STRATEGIES IN MODERN MARKETING 2.1 Advertising Agency – Choosing An Agency – Criteria for selecting the agencies and evaluation 2.2 Advertising Objectives 2.3 Advertising Budget – Media Selection 2.4 Advertising Design – Designing a Message – Copywriting Pros & Cons of Advertisement 2.5 Discussion on Celebrity Endorsements – Internet Advertisement: Components, Advantages, Limitations	4 + 2	
3.	SALES PROMOTION, DIRECT MARKETING & PERSONAL SELLING 3.1 Consumer Oriented & Trade Oriented Sales Promotion 3.2 Exhibitions and Event Management – Crating Word of Mouth 3.3 Direct Marketing and its Integration with IMC 3.4 Personal Selling – Publicity & Public Relations (PR) – Promotion through Customer Relations – Role of Internet in PR 3.5 Database Marketing – Managing Big Data and Promotion	4 + 2	

4.	MANAGING INTEGRATED MARKETING COMMUNICATIONS 4.1 Budgeting for Marketing Communication 4.2 Objectives of IMC Campaign - Corporate objective, Marketing objective, Sales objective, Communication objective - DAGMAR Approach 4.3 IMC Measurement - ROI - Measuring Communication Effectiveness 4.4 Communication Strategy - Creative Strategy - Media Strategy 4.5 Budgeting for MARCOM - Steps in MARCOM Evaluation	4 + 2
5.	INTERNATIONAL ADVERTISING, PROMOTIONAL AGENCIES & ETHICS IN PROMOTION 5.1 International Advertising - Global Environment in Advertising - Decision Areas in International Advertising 5.2 Advertising Agencies - Sales promotion Agencies - PR Firms & Interactive Agencies 5.3 Ethics and social responsibility in IMC Campaigns - Ethics in Advertisement 5.4 Impact of technology on MARCOM 5.5 Future of IMC - Recent Trends	3 + 3

Suggested Readings:

1. Kenneth E. Clow & Donald E. Baack - Integrated Advertising, Promotion & Marketing Communication 8e - Pearson Education, New Delhi
2. Semenik Richard J. - Promotion & Integrated Marketing Communications - Thomson
3. Batra Myers & Aaker David - Advertising Management - Pearson / Prentice Hall
4. Belch George E & Belch Michael A. - Advertisement and Promotion: An Integrated Marketing Communication Perspective - Tata McGraw Hill
5. Kruti Shah, Alan D'Souza - Advertising & Promotions: An IMC Perspective - Tata McGraw Hill
6. Journal of Marketing Communications - Taylor & Francis
7. S.A. Chunawalla - Foundation of Advertisement Theory and Practices - Himalaya Publishing House
8. Don S. - Sales Promotion Essentials - McGraw Hill

LEARNING OUTCOMES	
1.	The Students will be Equipped with the Practical Elements of Marketing Communication
2.	The Participants will be enabled to understand the Promotion Process through Integrated Marketing Communications
3.	At the end of this Course, the Students may be enabled to handle Integrated Marketing Communications Elements

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB81 03/0406	PRODUCT AND BRAND MANAGEMENT	S4 Working	Elective Course 3
Course Objective			
1.	To highlight the Strategic Role of Product Management in Organisational and Functional context		
2.	To provide a framework within which participants will be able to understand the variables that drive the success of Brands		
3.	To make the students appreciate the various facets of Product and Brand decisions in Organisations		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	ROLE OF PRODUCT MANAGEMENT 1.1 Product Management as a basis for Marketing Organisation Structure 1.2 Role of Product Manager – Skills Required for Product Management 1.3 Discussion on Product Mix and Product Line Strategies of any Organisation 1.4 Product Management in Consumer Products and Industrial Products	3 + 2	
2.	PRODUCT PLANNING AND STRATEGY 2.1 Methods of Determining Competitors – Managerial Judgment & Customer based Measures 2.2 Assessment of Competitors' Current Objectives & Strategies – Differential Advantage Analysis – Predicting Competitors' Future Strategies 2.3 Category Attractiveness Analysis, Competitor Analysis, Consumer Analysis 2.4 Developing Product Strategy – Setting Objectives, Selection of Strategic Alternatives, Differentiation and Positioning	4 + 3	
3.	NEW PRODUCT DEVELOPMENT 3.1 Categories of New Product – Consumer Adoption Process – Diffusion of Innovation – Discussion with Recent Illustrations 3.2 Stages in New Product Development 3.3 New Product Success – New Product Failure 3.4 Product Life Cycle Strategies – Discussion with Case Studies 3.5 Marketing Metrics – Product-market based Metrics	3 + 3	
4.	BRAND MANAGEMENT DECISIONS 4.1 Strategic Brand Management Process – Concept of Brand Equity – Sources of Brand Equity 4.2 Four Steps of Brand Building 4.3 Understand Brand from Customers' Perspective – Brand Positioning 4.4 Brand Personality	4 + 2	

	4.5 Product Vs Corporate Branding	
5.	GROWING AND SUSTAINING BRAND EQUITY 5.1 Brand Extensions – Advantages & Disadvantages 5.2 Reinforcing Brands – Revitalizing Brands 5.3 Brand Failures 5.4 Co-branding – Celebrity Endorsements 5.5 Discussion on Top Ten Brands in India – Success Story	4 + 1

Suggested Readings:

1. Lehmann, Winer – Product Management – TMGH
2. U.C. Mathur – Product management, Excel Books, New Delhi, India
3. Anandan C – Product Management – TMGH
4. K S Chandrasekar – Product Management: Text and Cases, Himalaya Publishers
5. Kevin Lane Keller – Strategic Brand Management, Pearson Education, India
6. Chaturvedi M. – New Product Development – Wheeler Publications, New Delhi
7. Aaker David A. – Managing Brand Equity – Free Press, New York
8. Kumar, S. Ramesh – Marketing and Branding: The Indian Scenario – Pearson Education
9. Kapferer Jean Noel – Strategic Brand Management, Kogan Page, New Delhi
10. The Economic Times – Weekly Brand Equity Supplement

Learning Outcomes			
1.	The participants will be able to understand the Role and Importance of Product Strategies and Decisions in an Organisation		
2.	The participants will get basic insights into New Product Development Success and Failure		
3.	At the end of this course, the participants will get an overview of Nuances in Brand Management		
Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB81 03/0407	MARKETING ANALYTICS	S4 Working	Elective Course 3
Course Objectives			
1.	To familiarise a student to the processes and technologies that enable marketers to evaluate the success of their marketing initiatives.		
2.	To provide conceptual skills to focus on developing marketing strategies and resource allocation decisions driven by quantitative analysis.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO MARKETING ANALYTICS 1.1 Marketing database analytical process, Data Collection, Coding, Screening and Purification, Digital Marketing Measurement Metrics. 1.2 Market/Product Analysis Methods; Market Entry and Exit Decisions; Product Portfolio Models.	3+ 2	

2.	NEW PRODUCT DECISION MODELS, MARKETING DECISIONS 2.1 Product Design Ratings Based Conjoint models, forecasting the sales of New Products. Measurement of association ,Covariance and Correlation , Regression Analysis : Simple and Multiple Regression, Logistic regression, 2.2 Cluster analysis ,Conjoint Design, Multidimensional Scaling , Multiple Discriminant Analysis	4 + 2
3.	DATA VISUALIZATION, CUSTOMER PROFILING 3.1 Data mining, Behavioral predictions & predictive analytics, 3.2 Factor analysis and perceptual mapping , Customer Lifetime Value Assessment 3.3 Loyalty data and customer Value model and techniques.	4 + 3
4.	ANALYTICS Text analytics, Search Engine Optimization Campaigns, Google Analytics, Display Advertising Analytics. Customer Retention, Cross-Selling, Up-selling and optimization. Social Media Measurement, Social Media Analytics, Retargeting, Content Marketing. Trust, Privacy, and Ethics in Marketing Analytics.	4 + 2
5.	RESOURCE ALLOCATION Promotional Analysis Planning promotional budget optimal level of promotional spending. Price planning measuring price promotion effects. Advertising budgeting with a linear response function, estimating nonlinear response models, Profit Models. Resource Allocation-Sales Force Allocation Multiplicative Models sales force size and allocation.	4 + 1

Suggested Readings:

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

Learning Outcomes

1.	Ability to evaluate the success of Marketing initiatives.
2.	Ability to develop marketing strategies with the support of analytics

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB81 03/0408	CONSUMER BEHAVIOUR	S4 Working	Elective Course 3
Course Objective			
1.	To Sensitize the Participants about the Role and Importance of Consumer Behaviour in Marketing Process		
2.	To study the Impact of Environmental and Individual Influences on Buyer Behaviour		
3.	To Discuss about Consumer Behaviour in Indian Context		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	UNDERSTANDING CONSUMER DECISION MAKING 1.1 Relevance of Consumer Behaviour in Marketing Decisions 1.2 Discussion on Factors Determining Consumer Buying Decision – Illustrations 1.3 Consumer Buying Decision Process – 5 Stage Model 1.4 Buyer Decision Roles – Levels of Consumer Decision Making 1.5 Consumer Decision Models – Howard Sheth Model – Engel. Kollat & Blackwell Model – Hedonic Consumption Model for Aesthetic Products	3 + 4	
2.	INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOUR 2.1 Personality and Self-concept – Role in Purchase Decisions 2.2 Personal Values & Consumption – Modern Trends in Lifestyles of Consumer – Indian Scenario 2.3 Role of Memory, Learning, and Perception in Consumer Behaviour 2.4 Motivation and Consumer behaviour 2.5 Attitudes & Beliefs – Its Impact on Consumer Behaviour	3 + 3	
3.	SOCIOLOGICAL INFLUENCES ON CONSUMER BEHAVIOUR 3.1 Culture & Sub-Culture – Its Impact on Consumer Behaviour 3.2 Promotions & Communication by Marketers based on Culture in India – Case Studies 3.3 Social Class and its Relevance on Consumer Behaviour 3.4 Discussion on Many Facets of Changing Indian Consumer	4 + 3	
4.	GROUP INFLUENCES ON CONSUMER BEHAVIOUR 4.1 Reference Groups & Its impact on Consumer Behaviour 4.2 Consumer Relevant Groups – Factors Affecting Group Influence 4.3 Family Life Cycle and Purchasing Decisions – Role of Family in Buyer Behaviour – Indian Scenario	4 + 2	
5.	CONSUMER RIGHTS & INDIAN CONSUMER 5.1 Consumerism – Concept & Evolution 5.2 Consumer Rights in India 5.3 Recent Trends in Consumer Rights Protection 5.4 Indian Consumer – Demographic and Socio-Economic Behaviour	3 + 1	

	5.5 Living Standard Measures (LSM) 5.6 Characteristics of Bop Consumers in India	
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Suggested Readings:

1. Schiffman Leon. and Kanuk Leslie Lasar. – Consumer Behaviour – Pearson Education, New Delhi.
2. RamanujMajumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011
3. Jay D. Lindquist, M. Joseph Sirgy (2009), Consumer Behaviour, Latest Indian Edition, Cengage Learning
4. Henry Assael – Consumer Behaviour and Marketing Action – Kent Publishing Company
5. Berkman & Gilson – Consumer Behaviour: Concepts & Strategies – Kent Publishing Company
6. Hawkins, Best and Coney – Consumer Behaviour – Tata McGraw Hill
7. Suja R. Nair – Consumer Behaviour in Indian Perspective – Himalaya Publishing House, New Delhi
8. Solomon, Michael R., - Consumer Behaviour – Buying, Having and Being – Pearson Education, New Delhi
9. Batra, Kazmi – Consumer Behaviour – Excel Books
10. S.L. Gupta, Sumithra Pal – Consumer Behaviour: An Indian Perspective – Sultan Chand & Sons
11. Wikipedia – Hedonic Consumption Model

Learning Outcomes	
1.	The Participants will understand the Relevance of Consumer Behaviour in Marketing
2.	The Participants will have conceptual and practical knowledge on Factors affecting Buyer Behaviour
3.	The Students may understand Indian Scenario on Consumer Behaviour and its Trends

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB81 03/0409	AGRICULTURE BUSINESS AND RURAL MARKETING	S4Working	Elective Course 3
Course Objective			
1.	To make the Participants understand Agriculture and Rural Marketing System		
2.	To discuss Agricultural and Rural Marketing Strategies		
3.	To sensitize the Participants about emerging Rural Markets with Agricultural Marketing Potential		
Module No.	Title &Contents	No. of Sessions LT (Indicative)	

1.	UNDERSTANDING AGRICULTURE MARKET 1.1 Agriculture Marketing – Objectives 1.2 Organisations and Functions of Agriculture Marketing in India 1.3 Nature and Scope of Agriculture Marketing in India 1.4 Methods of Agriculture Marketing 1.5 Scope of Agri based Industries in India	3 + 3
2.	RURAL MARKETS 2.1 Rural Markets – Evolution 2.2 Structure of Rural Markets in India 2.3 Rural Environment - Demographic, Physical, Social, Political, Economic, Technological – Profile of Rural Consumer 2.4 Consumer Buying behaviour	3 + 3
3.	RURAL MARKETING DECISIONS – PRODUCT AND PRICE 3.1 Segmenting, Targeting and Positioning 3.2 Product Decisions – Product and Branding Strategy, Marketing of Services 3.3 Pricing Decisions – Challenges, Pricing Strategy in Rural Market	3 + 3
4.	RURAL MARKETING DECISIONS – PLACE AND PROMOTION 4.1 Distribution Decisions – Channel Behaviour, Challenges 4.2 Distribution Models 4.3 Promotion Decisions – Process, Challenges, Methods, Media Mix, ICT in Rural Markets	3 + 2
5.	FUTURE OF RURAL AND AGRI BUSINESS MARKETING 5.1 Rural Boom- New Opportunities in Rural markets 5.2 Focused Marketing Strategies – Market Research – Inclusive Marketing - E-Rural Marketing 5.3 Innovations in Consumer Finance – Innovations in Distribution, Retailing	4 + 3

Suggested Readings:

1. Kashyap, P., Rural Marketing – Pearson, New Delhi.
2. Krishnamacharyulu C.S. & Ramakrishnan L., Rural Marketing-Text and Cases – Pearson, New Delhi.
3. Arora R.C., Integrated Rural Development – McGraw Hill, New Delhi
4. Badi&Badi – Rural Marketing – Himalaya Publishing New Delhi
5. S.S. Acharya, N.L. Agarwal – Agriculture Marketing in India – Oxford & IBH Publishing Company Ltd. New Delhi

Learning Outcomes	
1.	The Participants will understand the Relevance of Agriculture and Rural Marketing
2.	The Students may understand the Rural and Agriculture Marketing Strategies
3.	The Participants will understand the emerging Rural Markets and how to adapt Marketing Functions suitable to Rural Consumers

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB81 03/0410	MARKETING RESEARCH	S4 Basic	Elective Course 3
Course Objective			
1.	To Provide the Participants Basic Insights into Research Process in Marketing		
2.	To Provide the Participants Basic Skills to conduct Marketing Research		
3.	To make the Participants aware the Role and Importance of Research in Marketing		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	RESEARCH IN MARKETING 1.1 Marketing Research – Scope of Research in Marketing 1.2 Role of Information in Marketing Decisions 1.3 Industrial Vs Consumer Marketing Research 1.4 Problem Formulation in Marketing – Translating Discussion Problem into Research Problem 1.5 How to Prepare a Marketing Research Proposal? (Practical Exercise)	3 + 2	
2.	MARKETING RESEARCH PROCESS & RESEARCH DESIGNS 2.1 Steps in Marketing Research Process 2.2 Research Designs – An Overview of Exploratory, Descriptive and Causal Research Designs in Marketing 2.3 Qualitative Research – Application of Depth Interviews in Marketing – How to conduct a Depth Interview (Practical Exercise Suggested) 2.4 Application of Focus Groups in Marketing	4 + 2	
3.	MARKETING RESEARCH TOOLS 3.1 Longitudinal Studies – Applications of Longitudinal Studies in Consumer Panels, Retail Shop Audit, Media Audience Tracking Studies like TRP, Brand Tracking Studies 3.2 Designing Questionnaires and Observation Forms for different Marketing Research Situations – Consumer Behaviour, Advertising Copy Research, Media Research (Readership Surveys), Opinion Polls, Retail Surveys to understand Market Potential, Channel Behaviour, Mystery Shopping 3.3 Scale Construction – Specifying Domain, Generating Scale Items, Number of Scale Points, Odd Number Vs Even Number Options, Balanced Vs Unbalanced Scales, Verbal & Pictorial Description of Response Items (Practical Exercises Suggested) 3.4 Scale Purification Process – Deleting Scale items using Correlation, Face, Content, Construct, Convergent, & Discriminant Validity (Using SPSS & Excel only)	4 + 3	
4.	DATA ANALYSIS AND APPLICATIONS 4.1 Conjoint Analysis – Conceptual Basis, Type of Data required, Key Decision, How to Interpret Output, Applications (Theory only) 4.2 Factor Analysis – Conceptual Basis, Type of Data required, Procedure, Factor Naming – Applications (Theory only) Exercises in SPSS suggested	5 + 3	

	4.3 Cluster Analysis – Conceptual Basis, Type of Data required, Procedure, Clustering Methods, Applications (Theory only) 4.4 Multi-Dimensional Scaling & Perceptual Mapping - Conceptual Basis, Type of Data required, Key Decision, How to Interpret Data, Applications (Theory only) Practical Exercises suggested using SPSS	
5.	APPLICATIONS OF MARKETING RESEARCH 5.1Market Potential Studies – Market Segmentation Studies 5.2New Product Research – Brand Positioning Research – Brand Perception Research – Brand Equity Research 5.3Advertising Research – Effectiveness of Promotions – Consumer Behaviour Research 5.4Pricing Research – Distribution Effectiveness Studies 5.5Customer Satisfaction Studies	3 + 1

Suggested Readings:

1. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, TMH, New Delhi
2. Cooper & Schindler, *Marketing Research, Concept & Cases*, Tata McGraw Hill, India
3. G.C.Beri, *Market Research*, Pearson Education, New Delhi
4. Zikmund, Babin – *Marketing Research* – Cengage Learning
5. D.S. Tull & D.I Hawkins – *Marketing Research* – Prentice Hall of India
6. D.J. Luck & R.S. Rubin – *Marketing Research* - Prentice Hall of India

Learning Outcomes	
1.	The participants will be able to understand the framework of Marketing Research
2.	The participants will get basic insights into Applications of Marketing Research
3.	At the end of this course, the participants will get basic knowledge on various tools of Marketing Research

HR ELECTIVES

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB82 03/0401	TRAINING AND DEVELOPMENT	S3 Working	Elective Course 3
Course Objective			
1.	To provide key insights into the HR function of Training and Development		
2.	To impart Conceptual base with respect to different types of Training and development Programmes		
3.	To discuss Training and Development Practices in Industries		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	TRAINING AND DEVELOPMENT AS HR FUNCTION 1.1 Concept of Training & Development, Importance of Training & Development in Organizations – Objectives of Training 1.2 Linking Training & Development to Company's Strategies 1.3 Benefits of Training to Employees and Organisation – Need for Development Programmes 1.4 Requisites of Training – Problems of Training 1.5 Learning theories and principles-Learning outcomes-Learning style-VAK Model-Principles of Learning	3 + 2	
2.	TRAINING NEED ASSESSMENT AND ANALYSIS 2.1 Meaning & purpose of Training Need Analysis (TNA) 2.2 Process of training-Training Needs Analysis at different levels-Organizational Analysis, Requirement Analysis, Individual Analysis 2.3 Methods used in Training Needs Analysis 2.4 Output of Training Needs Analysis – Motivation for Training – Trainee Readiness	3 + 2	
3.	TRAINING AND DEVELOPMENT METHODS 3.1 Overview of Methodologies, Criteria for method selection – Designing Training Program 3.2 Qualities of a good Trainer, Use of Audio-Visual aids in Training 3.3 Internal Training Vs External Training, Training Methods: On the Job & Off the Job, Induction training, Cross-Cultural Training, Team Building Training 3.4 Development methodologies: Case study, In- basket exercise, Games,	4 + 2	

	Multiple Management Programs, Action Maze, Role Play, Experience Learning and Discovery Learning, Sensitivity Training	
4.	EVALUATION OF TRAINING AND DEVELOPMENT PROGRAMMES 4.1 Training Evaluation Process, Reasons for Evaluating Training and Development, Constraints in Training Evaluation 4.2 Models of Evaluation: Kirkpatrick's, Kaufman's, CIRO'S and Philip's Models- Methods used for collecting data for Training Evaluation 4.3 Cost Benefit Analysis, ROI on Training	3 + 2
5.	CAREER DEVELOPMENT 5.1 Human Resource Development Concept- Sub-Systems of 5.2 Human Resource Development, Role of Human Resource Development Function 5.3 Concept of Career, Career stages, Career Planning and Development, Need , Steps in Career Planning, Methods of Career Planning and Development, Career development Actions and programs, Career Problems & Solutions, guidelines for Career Management 5.4 Management Development : Concept, Need and importance of Management Development, Methods of Management Development - Models of Management Development – Technology based Training 5.4 Emerging Trends in Training and Development – Case Studies	5 + 3

Suggested Readings:

1. Goldstein Irwin L, Training In Organizations-Needs Assessment, Development & Evaluation, Wordsworth Publication
2. Lynton & Parekh, Training for Development, Sage Publication
3. Rao TV, Readings in HRD, Oxford & IBH
4. Robert L. Craig, ASTD Training and Development , McGraw Hill Publication
5. Dugan Laird – Approaches to Training and Development – Basic Books

LEARNING OUTCOMES	
1.	The Participants will understand the Role and Importance of Training and Development as a HR function
2.	The Students will understand how to Analyse Training requirements in an Organisation
3.	At the end of this Course, the Participants will get an Overview of different types of Training and Development programmes

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
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MB82 03/0402	PERFORMANCE AND TALENT MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To apprise the participants about the importance of Performance Management in Organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.		
2.	To give insights on how to identify, integrate & retain talent in an organization to deliver high performance.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	CONCEPT OF PERFORMANCE MANAGEMENT 1.1 Performance Management: concept & process – Objectives & importance of Performance Management System in Organizations 1.2 Prerequisites and characteristics of Effective Performance Management – Organizational, Functional and Individual Key Result Areas, Key Performance Indicators	3 + 2	
2.	PERFORMANCE MANAGEMENT SYSTEM 2.1 Performance Management and Performance Appraisal, difference between Performance Appraisal & Potential Appraisal 2.2 Performance Appraisal Methods: Traditional & Modern Methods, Designing Appraisal Forms 2.3 Performance Measurement and Evaluation 2.4 Appraisal Communication: Feedback, Counseling & Coaching – Performance Linked Reward System	4 + 2	
3.	IMPLEMENTATION AND ISSUES IN PERFORMANCE MANAGEMENT 3.1 Developing Implementing & Maintaining Performance Management System 3.2 Performance Management Issues – Role of HR Professionals in Performance Management System 3.3 Performance Management as a tool for Employee Empowerment 3.4 Technology and E-PMS – Performance Management System	4 + 2	
4.	TALENT MANAGEMENT 4.1 Talent Management: Concept & Approaches, Scope & Objectives of Talent Management 4.2 Talent Identification, Integration & Retention – Consequences of Failure in Managing Talent 4.3 Tools for Managing Talent, Effective Talent Management System 4.4 Building Blocks of Effective Talent Management System in Public and Private Organizations	4 + 2	
5.	PRACTICES AND PROCESS OF TALENT MANAGEMENT 5.1 Factors and Aspects of Talent Management 5.2 Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process	4 + 3	

	5.3Talent Management System, Critical Success Factors to Create Talent Management System 5.4Talent Management Practices in India – Case Studies	
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Suggested Readings:

1. Armstrong M & BaronA., Performance Management and Development – Jaico Publishing House, Mumbai
2. G K Suri, C.S Venkataraman, N K Gupta, Performance Measurement and Management, Excel Books (P) Ltd.
3. Robert B, Performance Management, McGraw Hill Education India.
4. Berger L.A and Berger D.R – The Talent management handbook – McGraw Hill Education India

LEARNING OUTCOMES	
1.	The Participants will understand the Conceptual frame of HR Core Function Performance and Talent Management
2.	At the end of this Course, the Participants will get an understanding of Performance Management Process in Organisations

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB82 03/0403	ORGANISATIONAL CHANGE AND TRANSFORMATION	S3 Working	Elective Course 3
Course Objectives			
1.	To make students understand the meaning of Change and need for Organizational Change		
2.	To provide the participants intricacies of Change Management		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	NATURE OF CHANGE 1.1 Necessity for Change, Factors affecting change, Organizational Factors affected by change, Impact of change on Structure, Communicative patterns and human relations 1.2 Human Resources Development (HRD)	3 + 3	
2.	CHANGE PERSPECTIVES 2.1 Different perspectives related to change; changes as a Strategic Management tool 2.2Change for internal re-organization; impact of change on Human Resources Planning 2.3Global perspectives related to change; quality consciousness as an	4 + 2	

	emerging catalyst for change 2.4 Determinants of Change, Types of change	
3.	TEAM INTERVENTION STRATEGIES 3.1 Teams and Groups 3.2 Team building interventions; Leadership skills for team building 3.3 Sensitivity training (T - groups); Transactional Analysis; communicating skills and group dynamics 3.4 Developmental Activities based on Simulations, Role plays and Games	4 + 2
4.	ORGANISATIONAL DEVELOPMENT FOR PLANNED CHANGE 4.1 Organisational Development – Definition, Meaning 4.2 Historical Development and nature of OD 4.3 OD and MD, Diagnosis, Diagnosis Models 4.4 OD intervention strategies; - Grid O.D, Liker's System Training, T-Group/Sensitivity Training, Survey Feedback, Process Consultation 8	4 + 2
5.	ORGANISATIONAL TRANSFORMATION 5.1 Transaction and transformation; First Degree and Second Degree Changes 5.2 Transformation Leadership styles; Change cycles; Leadership patterns and Transformational strategies 5.3 Resistance to Change; Forces for change-Overcoming Resistance 5.4 Model of Organizational Change; Kurt Lewin Model and Force Field Analysis, 7 Stage models, Burke-Litwin model, Porras and Robbortson, Kubler roos, Growth model, Kotter Model	4 + 2

Suggested Readings:

1. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012); Organization Development & Transformation – Managing Effective Change; 4th Edition; Tata McGraw –Hill Publishing Company Ltd, New Delhi.
2. Cummings & Worley: (2011); Organization Development & Change; 7th Edition; Thomson; South Western Publication.
3. Gareth R. Jones, 'Organisational Theory', Design & Change, Pearson Education.
4. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley.
5. Robert A Paton, James McCalman, 'Change Management; A guide to effective implementation', Response books
6. Kavita Singh, Organisational Change and Development, Excel Books, 2006
7. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Cengage Learning, 2007
8. W Warner Bruke, Organizational Change: Theory and Practice, Sage Publications, 2008
9. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, response Books, New Delhi, 1998

LEARNING OUTCOMES	
1.	At the end of this Course, the Participants will understand the essence of Change and the Need for Organisational Change
2.	The Participants will also understand the Nuances of Organisational Change and

	its Managerial Aspects
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Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB82 03/0404	COMPENSATION MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To make the Participants aware about Managerial Aspects of Compensation as part of HR Functions		
2.	To Inform the Candidates about Components of Compensation		
3.	To Discuss about the Laws related to Compensation and Trends in Compensation		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO COMPENSATION 1.1 Compensation: Concept of Wage and Salary – Factors Affecting Compensation 1.2 Base and Supplementary Compensation 1.3 Wage Components –Minimum Wage, Fair Wage, Living Wage 1.4 Wage Theories, Types of Wages: Time Rate, Piece Rate, Debt Method & Wage Differentials	4 + 2	
2.	JOB EVALUATION 2.1 Job Evaluation: Nature & Scope –Methods of Job Evaluation, Computer Aided Job Evaluation 2.2 Industry Compensation Differentials: Concept of Internal Equity and External Equity, Pay Surveys, Type of Pay Structures	3 + 2	
3.	COMPENSATION COMPONENTS 3.1Components of Compensation Package: Fringe Benefits – Definition, Objectives, Types of Fringe Benefits – Individual and Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece Rate, Production Sharing Plan, Employee Stock Ownership 3.2Incentives: Definition, Types of Incentives: Individual Incentives, Measured Day Work, Piece Work, Standard Hour, Gain Sharing-Advantages & Disadvantages, Organisation wide Incentives-Scanlon Plan, Kaiser Plan, Profit Sharing, Non-financial Incentives. Allowances – Types, Computation of CPI & Dearness Allowance, Retirement Benefits, Voluntary Retirement Scheme (VRS), Executive Compensation – Expatriate Compensation	5 + 2	
4.	LAWS RELATED TO COMPENSATION		

	4.1 Statutory Provisions related to Wages – Social Security Laws: An Overview 4.2 Welfare Legislation: Payment of Bonus Act, Minimum Wages Act, Payment of Wages Act, Maternity Benefit Act 4.3 Objectives & Scope of Reward System like Wage Boards, Pay on Central & State Government	4 + 2
5.	EMERGING ISSUES AND TRENDS IN COMPENSATION MANAGEMENT 5.1 Components of Pay: Pay Structure for Start-Up Organisations 5.2 Pay Restructuring in Mergers and Acquisitions – Alliances and Turnarounds – Board Room Pay 5.3 Compensation Management in Public, Private and Emerging Sectors 5.4 Emerging Issues in Compensation Management – Futuristic Trends	4 + 2

Suggested Readings:

1. Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs.
2. Milkovich, G.; Newman, J. and Ratnam, C.S.V, Compensation, Tata McGraw Hill, Special Indian Edition.
3. Armstrong, M. & Murlis, H. Reward Management: A Handbook of Salary administration, London: Kegan Paul.
4. Bhattacharya, Compensation Management, Oxford Press.
5. Henderson, R.I. Compensation Management in a Knowledge Based World. New Delhi: Pearson Education.

LEARNING OUTCOMES	
1.	The Students will understand the Various Components of Compensation
2.	At the end of the Course, the Participants will get Managerial Insights into Development of Compensation Packages
3.	The Participants will also get an overview of Major Labour Legislations related to Compensation

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB82 03/0405	GLOBAL HUMAN RESOURCES MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To give exposure to the students to International Human Resource Management		
2.	To make students understand various issues in Global Human Resource Management		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTERNATIONAL HRM 1.1 Defining International Human Resource Management Difference between International HRM and HRM	4 + 2	

	1.2Organisational Context of International HRM 1.3The Path to Global Status 1.4Talent Management, International Talent Management Cycle	
2.	MANAGING & SUPPORTING INTERNATIONAL ASSIGNMENTS 2.1Linking International Assignments with Organizational Strategy 2.2Staffing International Operations 2.3Recruiting and selecting for International Assignments 2.4International Training and Development 2.5The role of Expatriate, Repatriation Process and Career issues	3 + 3
3.	KEY AREAS ON INTERNATIONAL HUMAN RESOURCES 3.1Importance of Pre-Departure Training, Developing Staff through International Assignments 3.2Components of an International Compensation 3.3Approaches to International Compensation 3.4Performance Management in Multinational Organisations, Performance Management of International Employees, Appraisal of International Employees.	4 + 2
4.	MANAGING HR IN VIRTUAL ORGANISATIONS 4.1Meaning, Types of virtual organization 4.2Differencebetweentraditional&virtualorganizations – Advantages & Disadvantages of Virtual Organisations 4.3Featuresof virtualorganization 4.4Managing HR in virtual organization	3 + 2
5.	INTERNATIONAL LABOR ORGANIZATION (ILO) AND INTERNATIONAL LABOR RELATIONS 5.1Trade unions and International HR 5.2The response of Trade unions to multinationals 5.3Issue of Social Dumping 5.4Impact of Digital Economy - Various Agreements on International Labor Standards	4 + 3

Suggested Readings:

1. N. Sengupta & Mousumi S. Bhattacharya – International Human Resource Management - Excel Books
2. Dowling, P.J and Welch, D.E – International Human Resource Management, Cengage Learning, Thompson.
3. Paul Sparrow., Chris Brewster and Hillary Harris – Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication.
4. P.L. Rao – International Human Resource Management, Excel Books.
5. International Human Resource Management by K.Aswhathappa and Sadhana Dash, Tata McGraw Hill

LEARNING OUTCOMES	
1.	The Students will be Exposed to Intricacies of Human Resources Management at the International Level
2.	The Participants will Understand the Problems in Global Human Resources Management

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB82 03/0406	MENTORING COACHING AND MANAGEMENT CONSULTING	S4 Working	Elective Course 3
Course Objective			
1.	To give insights into the Art and Science of Mentoring, Coaching and Consulting		
2.	To make students understand the Process involved in Mentoring and Various types of Mentoring		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	MENTORING 1.1 Definition of Mentoring; Formal mentoring; Informal Mentoring – Historical perspective of Mentoring 1.2 Mentor; Protégé; Characteristics of mentor; Characteristics of Mentee 1.3 Functions of Mentoring- Career function, Psychosocial function and Role Modelling function	4 + 2	
2.	TYPES OF MENTORING 2.1 One-to-one mentoring, Mentoring hubs, On-site Mentoring, Off-site Mentoring 2.2 Group mentoring, Peer mentoring, Tele-mentoring, Network mentoring, Reverse Mentoring 2.3 Phases of Mentoring: Initiation, Cultivation, Separation, Redefinition	3 + 3	
3.	POTENTIAL BENEFITS OF MENTORING 3.1 Mentoring Benefits for Mentors, Mentees and Organisation 3.2 Potential Problems in a Mentoring Relationship 3.3 Mentoring models- Cyclical mentoring model; Double Matrix mentoring model; The Flow Model; Jenny Rogers's model; Egan's Skilled Helper model; Hay's Mentoring model	4 + 2	
4.	COACHING 4.1 External Coaching, Internal Coaching; Benefits of Coaching 4.2 Coaching Models- The Grow Model, ERR Model, The Johari Window 4.3 Coaching Tools- SDOC Tool, Employing Psychometric tools; Co-Coaching and Team Coaching	3 + 2	

	4.4 Difference between mentoring and coaching	
5.	CONSULTANCY 5.1 What is management consulting? Consulting Industry: Overview and changes ahead – Tools & Frameworks 5.2 Consulting Process: Contracting, Data gathering/analysis and Synthesis/presentations – Life in Consulting – Ethical 5.3 Impact of Digital Economy - Various Agreements on International Labor Standards	4 + 3

Suggested Readings:

1. Shirley Peddy, *The Art of Mentoring: Lead, Follow and Get Out of the Way*, Bullion Books
2. Belle Rose Ragins, David Clutterbuck, Lisa Matthewman, *Mentoring and Diversity*, Taylor & Francis Group, 2016
3. David Megginson, David Clutterbuck, *Further Techniques for Coaching and Mentoring*, Routledge, 2010
4. Nadine Klasen, David Clutterbuck, *Implementing Mentoring Schemes*, Routledge, 2016
5. Tatiana Bachkirova, Peter Jackson, David Clutterbuck, *Coaching and Mentoring Supervision: Theory and Practice*, Open University Press, 2011
6. Peter Block, Pfeiffer, *Flawless Consulting: A Guide to Getting Your Expertise Used* (3rd Edition, ISBN # 978-0-470-62074-8)

LEARNING OUTCOMES	
1.	The Participants will get an overview on Mentoring, Coaching and Consultancy
2.	At the end of this Course, the Participants may get basic insights into the Nuances of Mentoring

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB82 03/0407	INDUSTRIAL RELATIONS AND LABOUR LAWS	S4 Working	Elective Course 3
Course Objective			
1.	To provide the Participants Conceptual insights into the domain of Industrial Relations		
2.	To discuss various Legislations related to Labour and Industrial Relations in India		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INDUSTRIAL RELATIONS 1.1 Industrial Relations – Meaning – Nature and Various Approaches to Industrial Relations – Human Relations Approach, Gandhian Approach, Dunlop's System Approach 1.2 Unitary, Pluralistic, and Marxist Perspectives of Industrial Relations 1.3 Discussion on Current Industrial Scenario in India – Problems and Remedies	4 + 2	
2.	INDUSTRIAL DISPUTES		

	2.1Industrial Disputes Act 1947: Objects of the Act & Important Definitions 2.2Types of Industrial Disputes – Strikes, Lockouts, Layoff, Retrenchments 2.3Reference of Disputes to Boards, Courts, or Tribunals 2.4Procedure for Dispute Resolution 2.5Discussion on Unfair Labour Practices	3 + 3
3.	TRADE UNIONS AND PARTICIPATIVE MANAGEMENT 3.1Trade unions: Objectives & Importance 3.2Trade Unions Act 1926- Discussion on Rights &Liabilities of Registered Trade Unions in India 3.3Participative Management: Forms &Levels of Participation 3.4Process of Negotiation, Collective Bargaining, Prerequisites of a Collective Bargaining 3.5Tripartite and Bipartite bodies,Joint Management Council, Conciliation, Mediation, Arbitration and Adjudication	4 + 2
4.	LABOUR LAWS I 4.1The Employees Provident Fund & Miscellaneous Provisions Act 1952: Definitions and schemes: provident fund scheme, pension scheme, deposit linked insurance scheme 4.2Employees State Insurance Act 1948: Objectives, Definitions: Personal injury, Factory, Manufacturing process, Wages, Partial and Permanent Disablement, Standing Committee &Medical benefit council, Adjudication of disputes and claims 4.3Payment of Gratuity Act 1972: Definitions: Employee, employer, continuous service, payment of gratuity, forfeiture of gratuity, employer's duty to determine & pay gratuity, recovery of gratuity, penalties	4 + 3
5.	LABOUR LAWS II 5.1Factories Act, 1948: Definitions, Authorities, Health Safety, Welfare, Provisions related to Hazardous Process, Working hours for Adults, Employment of Young Persons, Annual Leave with Wages, Penalties &Procedures. 5.2 Issue of Social Dumping 5.3 Impact of Digital Economy – Various Agreements on International Labor Standards	3+ 2

Suggested Readings:

1. Venkataratnam C.S., Manoranjan Dhal–Industrial Relations: Textand Cases, OxfordUniversityPress, New Delhi
2. Sinha P.R.N., Indu Bala Sinha, Seema Priyadarshini Shekhar - Industrial Relations, Trade Unions and Labour Legislation – Pearson
3. Sharma R.C. - Industrial Relations and Labour Legislation - PHI Learning
4. P.SubbaRao– Human Resources Management&IR , S. Chand, NewDelhi.
5. Malik K.L. –IndustrialLawsandLabourLaws,EasternBook Company,Lucknow
6. SrivastavaS.C.–Industrial Relations &LabourLaws, Vikas Publishing House(P)Ltd.
7. Garry Dessler, Biju Varkey - Human Resource Management15th Ed – Pearson

8. Websites: <https://labour.gov.in/industrial-relations><https://iira.webs.com/news.htm>

LEARNING OUTCOMES	
1.	The Participants will get an overview of Industrial Relations Scenario in India
2.	The Participants will get basic insights into the Labour Laws in India and the Role of Trade Unions in Industrial Relations

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB82 03/0408	COUNSELING SKILLS FOR MANAGERS	S4 Working	Elective Course 3
Course Objective			
1.	To Provide a clear understanding about the Concepts, Methods, Techniques and Issues involved in Counseling as a HR Function		
2.	To Impart basic skills in Counseling to the Participants		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO COUNSELING 1.1 Meaning, Functions and Type of Counseling 1.2 Goals of Counseling – Emergence and Growth of Counseling Services 1.3 Approaches to counseling 1.4 Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities	4 + 2	
2.	COUNSELING PROCESS 2.1 Beginning, Developing and Terminating a Counseling Relationship and followup 2.2 Counseling Procedures 2.3 The Counseling Environment 2.4 Intake, Referral procedures, Guidelines for Effective Counseling	4 + 3	
3.	COUNSELOR'S ATTITUDE AND SKILLS FOR COUNSELORS 3.1 Counselors–Client Relationship–Understanding Client's Behavior–Assessing Clients problems 3.2 Counseling Therapies–Insight Oriented Therapy. Behavior Therapy	3 + 2	
4.	SELECTING COUNSELING STRATEGIES AND INTERVENTIONS 4.1 Adaptive strategies– Changing Behavior through Counseling In the Educational Settings 4.2 Special Areas in Counseling– Handling Situations of Strikes, Disputes through Counseling	3 + 2	
5.	SPECIAL PROBLEMS IN COUNSELING 5.1 Need of Counseling Cell in the Organization, Application of Counseling to Organizational 5.2 Organizational Application of Counseling 5.3 Skills In Change Management : Downsizing, Mentoring and Team	4 + 3	

	Management, Conflict Resolution.	
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Suggested Readings:

1. avitaSingh – CounselingSkill forManagers,Pears Education,2007
2. Robert S Feldman– UnderstandingPsychology, McGrawHill, 2007
3. NarayanRaoS.–Counselling&Guidance,TataMcGrewHill,1997
4. JeffreyKotter A. – Counselling Theories and Practices, Cengage Learning, 2011
5. Robert Carson C. – Abnormal Psychology, TataMcGrawHill, 2007

LEARNING OUTCOMES	
1.	The Participants will get an overview on Counseling and its nuances
2.	The Participants may gain insights into the Processes and Procedures involved in Counseling

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB82 03/0409	HUMAN RESOURCES INFORMATION SYSTEM	S4 Working	Elective Course 3
Course Objective			
1.	To learn Fundamental Principles of Human Resource Information System.		
2.	To Develop specific Human Resource Information System Skills, Competencies needed by Professionals.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO HUMAN RESOURCE INFORMATION SYSTEM 1.1Evolution of Human Resource Information Systems 1.2TheRole of Information Technology, Database Concepts and Applications in Human Resource Information Systems 1.3Systems considerations in the Design of Human Resource Information Systems, Planning for implementation	4 + 2	
2	HUMANRESOURCEINFORMATION SYSTEMNEEDS 2.1 Human Resource Information Systems need Analysis, Systems Design and Acquisition 2.2 HR Metrics and Workforce Analytics 2.3 Cost justifying Human Resource Information Systems Investment.	4 + 2	
3	HUMANRESOURCEINFORMATION SYSTEMIMPLEMENTATION&ACCEPTANCE 3.1 Human Resource Information Systems Project Management, Change Management 3.2 Implementation, integration and Maintenance of Human	4 + 2	

	Resource Information Systems	
4	HUMANRESOURCEINFORMATION SYSTEMS APPLICATIONS 4.1 Human Resource Administration and Human Resource Information System 4.2 Talent Management, Job analysis and Human Resource Planning – Application of Human Resource Information System (HRIS) 4.3 Recruitment and Selection in an Internet Context – Application of HRIS 4.4 Training & Development Issues and HRIS Applications 4.5 Performance Management, Compensation, Benefits, payroll and Human Resource Information Systems, International HR and Human Resource Information Systems	4 + 2
5	RECENT TRENDS IN HUMAN RESOURCE INFORMATION SYSTEM 5.1 Information Security & Privacy in HRIS 5.2 Future of HRIS, Emerging Trends in HRIS, HRIS & Analytics	3+ 3

Suggested Readings:

- 1.Dr. Michael Kavanagh and Dr. Mohan Thite ,Human Resource Information Systems-Basics, Application, Future and direction. 11
- 2.P.K Gupta and Sushil Chhabra ,Human Resource Information System, Himalaya Publishing
- 3.Gary Dessler , Human Resource Management, Pearson Publication.
- 4.Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page

LEARNING OUTCOMES	
1.	At the end of this Course, the Students will understand the Intricacies of Human Resources Information System
2.	The Participants will Comprehend the various Applications of Human Resources Information System in an Organisation

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB82 03/0410	LEADERSHIP FOR MANAGERIAL PERFORMANCE	S4 Working	Elective Course 3
Course Objective			
1.	To Examine and Analyse various Approaches and Theories of Leadership and its Role in Managerial Performance		
2.	To Discuss the issues related to Leadership in the context of Management Profession		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	LEADERSHIP CONCEPT 1.1Different views of Leadership –Ways of Conceptualising		

	Leadership 1.2 Trait versus Process Leadership- Assigned versus Emergent Leadership 1.3 Leadership & Power – Leadership & Coercion 1.4 Leadership & Management	4 + 2
2.	APPROACHES TO LEADERSHIP 2.1 Trait approach – Five Factor Personality Model and Leadership – Emotional Intelligence 2.2 Skills Approach to Leadership – Style Approach 2.3 The Ohio State Studies - The University of Michigan Studies 2.4 Blake and Mouton's Managerial (Leadership) Grid 2.5 Paternalism/Materialism/ Opportunism – Situational approach 2.6 Psycho Dynamic Approach	4 + 2
3.	LEADERSHIP THEORIES 3.1 Contingency Theory – Path-Goal Theory 3.2 Leadership Member Exchange Theory 3.3 Leadership Styles – Transactional Leadership-Transformational Leadership -Servant Leadership-Authentic Leadership	3 + 3
4.	WOMEN AND LEADERSHIP 4.1 Gender, Leadership Styles and Leadership Effectiveness 4.2 The Glass Ceiling 4.3 Effect; Empowerment; Discussion on Women Leaders	3 + 3
5.	CULTURE AND LEADERSHIP 5.1 Leadership Behavior and Dimensions of Culture 5.2 Universally Desirable and Undesirable Leadership Attributes 5.3 Leadership Ethics- Principles of Ethical Leadership 5.4 Heifetz's perspective on Ethical Leadership 5.5 Burn's perspective on Ethical Leadership	3+ 3

Suggested Readings:

1. Peter .G. Northouse, Leadership: Theory and Practice , SAGE Publications India Pvt. Ltd.,2016
2. J.C.Rost, Leadership for the Twenty First Century, Praeger Publishers, New York 1991.
3. J.P.Kotter, A Force for Change: How Leadership Differs from Management , Free Press, New York,1990
4. Burns J.M, Harper & Row, Leadership, New York.,2012

LEARNING OUTCOMES	
1.	The Participants will understand about Leadership Approaches and Styles and the Role of Effective Leadership in Organisations
2.	The Participants will be able to comprehend the Issues related to Leadership and the Status of Women Leadership

OPERATIONS MANAGEMENT ELECTIVES

Course Code	Course Title	Semester & Level of Knowledge	Type of Course
MB83 03/0401	SUPPLY CHAIN MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To gain a working understanding of logistics Principles and to expose students to the basic concepts the language of logistics and supply chain management.		
2.	To refine applied data analysis skills by analyzing and using supply chain data to evaluate supply chain performance and to make business decisions		
3.	To understand current challenges faced by supply chain professionals and to provide a basis for thinking through these challenges		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT 1.1 Concept of supply chain. 1.2 Growth of Supply chain 1.3 Function of SCM 1.4 Value chain for Supply Chain Management 1.5 Bull Whip Effect: Causes and Solution 1.6 Supply Chain Drivers – Facilities, Inventory, Transportation, Information, Sourcing, Pricing.	3 + 2	
2.	SUPPLY CHAIN AND PROCUREMENT 2.1 Procurement Planning & Implementation. Supplier selection, vendor management, vendor rating. 2.2 Contract negotiation and management, Strategic sourcing, Out sourcing Benefits and risks, Global sourcing – Do's and Don'ts. 2.3 E-Procurement- Types of E-markets, Framework for matching E Procurement strategies	4 + 3	
3.	LOGISTICS 3.1 Theory of Production – Production function 3.2 Logistic management and how it creates value .Logistics partnerships 3PL, 4PL and emergence of 5 PL. 3.3 Reverse Logistics, Global logistics- Basic concepts .Principles of warehouse design, type of warehouses, Warehouse design considerations, Warehouse decisions. 3.4 Role of transportation in a supply chain, Modes of transportation and its choice, Design options for transportation networks.	4 + 3	

4.	SUPPLY CHAIN DESIGNING 4.1 Designing Distribution Networks – Role of distribution in supply	4 + 2
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	chain. Factors influencing Distribution network design, Design Options in Distribution network. 4.2 Price & Output Determination under Perfect Competition. 4.3 E business and Distribution networks, Designing supply chain Network – Design Decision in supply chain network, Factors influencing network design. 4.4 Risk management in Global supply chains, Practical aspects of global supply chain design decisions	
5.	SUPPLY CHAIN TRENDS 5.1 Virtual supply chains, Green Logistics, Agile – the new lean supply chain, Closed loop or Cradle to Cradle supply chain, Omni channel supply chain. 5.2 Technology (IT) Support System for Effective Supply Chain Decision Making. 5.3 Postponement Strategies in supply Chain.	2 + 1

Suggested Readings:

1. Supply Chain Risk Management, Vulnerability and Resilience in Logistics, Donald Walters
2. Manufacturing Operations and Supply Chain Operations, The Lean Approach, David Taylor and David Brunt
3. Donald J Bowersox, David J Closs, M Bixby Cooper, Supply chain Logistics Management.
4. David Simchi- Levi, Philip Kaminsky, Edith Simchi – Levi, Designing & Managing the supply chain concepts strategies & Case studies

LEARNING OUTCOMES	
1.	Acquiring data analysis skills by analyzing and using supply chain data
2.	Ability to undertake supply chain designing

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB83 03/0402	TOTAL QUALITY MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To familiarize the participants concepts and techniques in Total Quality Management		
2.	To develop skills to use Quality control tools and techniques in solving quality problems.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO QUALITY 1.1 Quality Management – Concept, Features, Dimensions of Quality. 1.2 Key elements of total quality, TQM strategies, Customer satisfaction, Employee Participation. 1.3 Quality Gurus – Deming's Principles on Total Quality Management. 1.4 Juran's Trilogy, Crosby's principles on Quality Management	3 + 2	

2.	SEVEN TOOLS OF TQM 2.1 Statistical Quality Control (SQC) Concepts. 2.2 Seven Tools of Analysis –Control Chart, Pareto Diagram, Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification – New Seven Analysis tools.	4 + 2 + 0
3.	TQM PRACTICES 3.1 Benchmarking - Types, Reasons, Process. 3.2 Quality Function Deployment (QFD) –Benefits, QFD Process, House of Quality. 3.3 Failure Mode and Effect Analysis (FMEA). 3.4 Taguchi Quality Loss Functions. 3.5 Total Productive Maintenance (TPM) – Concepts, Objectives, Fundamental Elements, Total Preventive Maintenance, Components.	4 + 3 + 0
4.	SIX SIGMA AND TQM 4.1 Six Sigma-Origin, Goals of six Sigma, Root cause Analysis, Need for six sigma. 4.2 Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation. 4.3 Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, concept of sigma rating. 4.4 Six sigma in Service sector-Successful implementation of six sigma in global companies. 4.5 Cost of Quality – Quality planning – Quality information feedback- Internal customer concept.	4 + 2 + 0
5.	TQM AWARDS AND AUDIT 5.1 Quality awards – Rajiv Gandhi National Quality Award. 5.2 Deming Application Prize. 5.3 European Quality Award, and Malcolm Baldrige National Quality Award. 5.4 ISO 9001, ISO14000, Future of quality system audit. Audit objectives, Types of Quality audit, Quality Auditor, Audit performance	2 + 1 + 0

Suggested Readings:

1. Dale H Besterfield, *Total Quality Management* Pearson Education, New Delhi.
2. Juran Joseph M, *Total Quality Management*, McGraw Hill.
3. Jain, *Quality Control and Total Quality Management*, Tata McGraw Hill Thomas Pyzdek, Six Sigma Handbook, McGraw Hill Education India Pvt Ltd., 2015

LEARNING OUTCOMES	
1.	Ability to do Quality management practices
2.	Ability to do quality planning activities

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB83 03/0403	PROJECT MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To introduce the students to a blend of contemporary academic theory and techniques to provide crucial insights and practical tools in managing projects, portfolios and complex systems		
2.	To empower the students to Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO PROJECT MANAGEMENT 1.1 Projects- Defining Projects, Characteristics of projects, Projects vs Operations, Types of Projects. 1.2 Project life cycle, Determinants of Project Success. Project stakeholders. 1.3 Project Management- Defining Project Management, Project Manager- Project managements Skills& Leadership traits, Understanding terms Program Management and Portfolio management.	3 + 2	
2.	PROJECT SELECTION AND PLANNING 2.1 Generation and screening of project idea. 2.2 Project Selection- Theoretical knowledge in the Non-Financial techniques of Project Selection- Check list method, Simplified Scoring model, Analytical Hierarchy Process, Profile Model. 2.3 Project Planning –Elements of Project Plan, Project Organization Structure- Project organization and matrix organization advantages and limitations. 2.4 Project Risks – Analysis of project risk, Firm risk and Market risk, Cost benefit analysis, Steps in Risk management, Methods of Mitigating risks	4 + 2	
3.	PROJECT IMPLEMENTATION 3.1 Project implementation: Estimating Project Budgets, Process of cost estimation, Scheduling: Gantt Charts –Constructing Gantt charts. Advantages and limitation of Gantt charts. 3.2 Network Techniques PERT and CPM, Risk analysis using simulation. 3.3 Project Control Process, Purpose of Project Execution and Control.	4 + 3	
4.	PROJECT PROCESS 4.1 Planning - Monitoring - Controlling cycle, Project control: types of control processes. 4.2 Project Evaluation – Project performance evaluation Tools- S	4 + 2	

	Curve, Milestone analysis. 4.3 Conceptual knowledge of Earned value management method. Project auditing: Construction and use of audit report, Project audit life cycle, Essentials of audit and evaluation	
5.	PROJECT COMPLETION 5.1 Project Termination –Types of termination, Natural Termination- The Closeout process- Handing over, gaining acceptance, harvest benefit, Review, record and Disbanding team 5.2 Hindrance to effective close out. Early Termination – Decision rules for early termination, shutting down projects, Emotional issues, Claims disputes and protections available to organizations. 5.3 Project Final Report- Objectives and importance of Final report, Elements in Final report.	2 + 1

Suggested Readings:

1. A Guide to the Project Management Body of Knowledge: PMBOK® Guide (Fifth Edition) Juran Joseph M, *Total Quality Management*, McGraw Hill.
2. Project Management – Achieving Competitive Advantage, Jeffrey Pinto.
3. Advanced Project Management- A Structured approach , Frederick Harrison and Denis lock.
4. Project Management – A Systems Approach to Planning Scheduling and Controlling, Harold Kerzner

LEARNING OUTCOMES	
1.	Ability to Conduct project planning activities
2.	Ability to manage project activities

Course Code	Course Title	Semester & Level of Knowledge	Level of Knowledge	Type of Course
MB83 03/0404	WORLD CLASS MANUFACTURING	S3 Working	Advanced	

Course Objective	
1.	Get an in depth appreciation of the “state-of-the-art” philosophy, disciplines and techniques available to enable every manufacturing enterprise to perform at worldclass level
2.	Gain insights into seamlessly integrating the philosophy and practices of World class

	manufacturing with the daily manufacturing routine	
3.	Understand the importance of Total Employee Involvement, Labour and Human resource aspects of WCM.	
Module No.	Title & Contents	No. of Sessions LTP
1	INFORMATION AGE AND GLOBAL COMPETITIVENESS 1.1 Information Age and Global Competitiveness – World Class manufacturing and Information age competition,, 1.2 Manufacturing Challenges of Information age- Time based competition, 1.3 Problems in manufacturing- Problem of Coordination, Gaining complete edge through World Class Competition, Cutting Edge Technologies Hall’s framework of Value added manufacturing, 1.4 Schonberger’s Framework of WCM, Gunn’s Model of WCM.	3 + 2
2	EVOLUTION OF WCM 2.1 Evolution of WCM, First Principles of WCM, Practices in WCM – World Class practices in the factory, Production leveling , Cellular Manufacturing, PP Systems, New product development, 2.2 Quality in WCM- Deming’s, Shingo’s Approach to quality management, 2.3 Toyota production System (TPS)- Waste elimination -The 7+1 non value adding wastes in Business, 2.4 The culture behind TPS: The 14 Principles.	4 + 2
3	INFORMATION MANAGEMENT 3.1 Information Management tools – Product and Process design tools-CAD, CAE, CAPP, PDM, 3.2 Lean Production Tools – JIT, KANBAN, SQC,TPM & OEE, 3.3 Decision support execution and business toolsMRP, ERP, MES, SCM, Data warehousing and data mining, 3.4 Material Processing and Handling tools – FMS, CNC machines, Industrial robots, AGV , AS/RS, 3.5 Lean Production tools- SMED, Poke Yoke, Rapid Prototyping, Manufacturing Strategic Intent Framework, Strategic use of IT in	4 + 3

	manufacturing, Value Stream Mapping, validation, recommendations, 3.6 Benchmarking: Definition, mission and objectives, managing benchmarking process, training and code of conduct, future scope and benchmarking process.	
4	BUSINESS STRATEGY AND GLOBAL COMPETITIVENESS 4.1 Business Strategy and Global competitiveness, Generic manufacturing strategies for Information age – Innovation, Mass Production, Mass Customization, and Continuous Improvement Strategies, 4.2 Strategic Thinking in Manufacturing & Issues in Strategic Planning for WCM, Strategic Planning Methodology for WCM, Implementing WCM Plan,. 4.3 Performance measurement – The PO-P system, TOPP System, AMBITE System, Cycle time and Delivery Performance and Customer service, Financial performance, Balance Scorecard.	4 + 2
5	MANAGING PLATFORM AND PORTFOLIO OF TECHNOLOGY 5.1 HR dimensions in WCM, Morale and team work, High employee involvement, 5.2 Cross functional teams, Human Integration Management, Total Employee Involvement and the factors that affect the involvement of the people, 5.3 Manufacturing strategic Intent Classification (MANSI)- World class 95 players, Transitional Players, Inertia Players License regime survivors, 5.4 Translating Manufacturing Strategic Intent to Action.	2 + 1

Suggested Readings

1. Rother, M., Shook, J., Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA.
2. BS Sahay, KBS Saxena & Ashish Kumar, World Class Manufacturing – A Strategic Perspective, Macmillian India
3. Jeffrey K. Liker, The Toyota Way: 14 Management Principles
4. Richard J Schonberger, World Class Manufacturing – The Lesson of Simplicity,

LEARNING OUTCOMES	
1.	Capability to identify and solve problems in manufacturing.
2.	Ability to develop Strategic Thinking in Manufacturing

Course Code	Course Title	Semester & Level of Knowledge	Level of Knowledge	Type of Course
MB83 03/0405	SERVICE OPERATIONS MANAGEMENT	S3 Working	Working	
Course Objective				
1.	To increase students' understanding of the nature and importance of the service sector in the economy of any country.			
2.	To aid students in effective decision making in the management of a service organization			
3.	To give students a conceptual knowledge on the various service operations practices in services industries across the globe.			
Module No.	Title & Contents	No. of Sessions LTP		
1	SERVICE PROCESSES 1.1 Characteristics of services, Classifications, Types of Service & Service Processes, Service Concept, Service Encounter, Service experience, 1.2 Strategies for Service Capacity Planning Service and Economy.	3 + 2		
2	SERVICE DESIGN FRAMEWORK 2.1 Service design framework- Technology: Its impact on services and their management, Service delivery system, Design and development of Services, 2.2 Designing New Service – New Service development process, Tools for decision making in new service design, 2.3 Designing the Service layout strategies, Product Layout, Process Layout, Office layout,	4 + 2		

	2.4 Analyzing Processes, Service Blueprinting, Service Quality, Off shoring and Outsourcing Services.	
3	SERVICE DELIVERY 3.1 Service Delivery – Service processes, Service people, Resource utilization, Network technology and information, 3.2 Service Capacity Planning – strategies for service capacity planning, Managing Service Experience, Managing waiting lines and queues, Revenue and Yield management, 3.3 Global Service Systems International Trade in Services, Customer as the focus in Global service management, Service strategies for competitiveness in global markets.	4 + 3
4	PURPOSE OF PERFORMANCE MEASUREMENT 4.1 Purpose of performance measurement, Targets and rewards, Benchmarking, Service performance networks, World Class Service, 4.2 Approaches to operation improvement, Service recovery and Service guarantee, Data Envelopment Analysis and Scoring System.	4 + 2
5	STRATEGIC POSITIONING 5.1 Strategic Positioning and Service Strategy, 5.2 Supply chain in Services- Characteristics and Management, Internet Strategies, Environmental Strategies, 5.3 Sustainable service Operation, Leadership and teams in service operations, Not for profit and public service operations, Electronic Service Operations Management, 5.4 Survey of Service industry practices in- Airlines, Hospitality, Healthcare, Financial services, Entertainment, IT, Communication, Education and Environmental Services.	2 + 1

Suggested Readings:

1. Successful Service Operations, Richard D Metters. Cengage Learning India Private Ltd
2. Service Operations Management – The total experience, David Parker.
3. Service Management: Operations, Strategy, and Information Technology
4. James A. Fitzsimmons, Mona J. Fitzsimmons – McGraw Hill

LEARNING OUTCOMES	
1.	Acquiring skills to manage service operations
2.	Ability to measure employee performance in service organisations

Course Code	Course Title	Semester & Level of Knowledge	Level of Knowledge	Type of Course
MB83 03/0406	INDUSTRIAL SAFETY & OCCUPATIONAL HEALTH	S4 Working	Working	
Course Objective				
1.	To provide the students a basic understanding of Industrial safety, Hygiene and Occupational Health.			
2.	To provide conceptual knowledge to the various aspects of Industrial Hygiene and Occupational health that would enable them to appreciate and motivate them to make the work place a better place for all employees			
3.	To plan and execute productivity improvement initiatives through reduction in human error and improvement in safety			
Module No.	Title & Contents	No. of Sessions LTP		
1	THE IMPORTANCE OF SAFETY AT WORK 1.1 Understanding the importance of safety at work: Concept of Safety-Applicable areas- Recognition, 1.2 evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis 1.3 Emergency Response-Hazards and their control in different manufacturing and processing industries.	3 + 2		
2	INDUSTRIAL ACCIDENTS 2.1 Industrial Accidents: Causes and effects of Industrial accidents-Impact of accidents on employees, union, 2.2 Management and society- Organization's Role and Responsibility in the Prevention of Accidents- Different models.	4 + 2		
3	STANDARD OF SAFETY NORMS 3.1 Standard of Safety Norms-Indian scenario Safety Protection, Safety Policy, Personal safety, Responsibilities of management	4 + 3		

	in health and safety, 3.2 Functions of National Safety Council, Concept of health and occupational health, 3.3 Spectrum of health, Occupational and work related diseases, Levels of prevention, 3.4 History of occupational health, Characteristics of occupational diseases, Essentials of occupational health service, personal protective equipment (respiratory and nonrespiratory)	
4	CONCEPT OF WORKPLACE AND ITS DESIGN 4.1 Concept of workplace and its design, Improving safety and productivity through work place design control measures, Technical and engineering control measures. 4.2 Control measures against human error, Preventive maintenance. Role of Preventive maintenance in safety and health, Safety and good housekeeping, Typical accidents due to poor housekeeping, Clean-up campaigns, Inspections and check-list 4.3 Result of good housekeeping, Plant safety observation, Plant Safety Inspections, Safety sampling, Safety Surveys, Safety Inventory System, Product Safety, Permit to work systems, Safety tag systems.	4 + 2
5	ACCIDENTS IN WORK PLACE 5.1 Accidents in work place-Types, Investigation methods, Analysis, Reporting and Recording, 5.2 Injuries - First aids- Health problems in different types of industries – construction, 5.3 Textile, steel, food processing and pharmaceutical, Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.	2 + 1

Suggested Readings:

1. Dr.NaseerElahi, Industrial Safety Management, Gyan Publication, New Delhi
2. L.M. Deshmukh, Industrial Safety Management, Tata McGraw Hill.
3. R.K.Trivedi, Pollution Management in Industries, S Chand Publishing, New Delhi.

LEARNING OUTCOMES	
1.	Ability to appreciate and motivate employees to make the work place a better one

2.	Ability to plan and execute productivity improvement initiatives
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Course Code	Course Title	Semester & Level of Knowledge	Level of Knowledge	Type of Course
MB83 03/0407	GLOBAL OPERATIONS & LOGISTICS MANAGEMENT	S4 Working	Working	S4 Elective
Course Objective				
1.	Have a very good understanding of the terminologies, concepts and tools needed to analyse global operations			
2.	Be able to analyze the risks associated with operations and logistics in global context and effectively manage it.			
3.	Be able to objectively measure and evaluate the performance of global logistics and develop effective structure to achieve excellence in global operations.			
Module No.	Title & Contents	No. of Sessions LT (Indicative)		
1.	INTRODUCTION TO GLOBAL OPERATIONS 1.1 Global Operations & Logistics Evolution and design. 1.2 Forces of globalization, integrative approach to managing flows in Global operations. 1.3 Globalization of Operations Strategies – Introduction, Global operation strategies, a conceptual framework-four driving forces of globalization process. 1.4 Global markets, Technological forces, Global cost forces, Political and macroeconomic forces, current and future challenges. 1.5 Global Marketing strategies- Geographical Integration- Global versus Local market.	3+ 2		
2.	GLOBAL OPERATIONS DESIGN 2.1 Supplier Network Development- Evolving concept of Outsourcing. 2.2 Architecture of a physical distribution Network in a global operations approach. Logistics Service firms and 3PL, Global operations Strategy – Basic concepts, Difference between International Operations management and International operations strategy. 2.3 Logistics Service firms and 3PL, Global operations Strategy – Basic concepts, Difference between International Operations management and International operations strategy. 2.4 Basic principles of Global operations Strategy- Integration, Coordination, trade off and focus, Globalization of Operations of a firm. 2.5 Globalization of manufacturing: Model Factory Concept, manufacturing in multiple locations	4 + 2		
3.	RISK MANAGEMENT 3.1 Concept of Operating Exposure. 3.2 Pricing Strategies for Exporting Firms. 3.3 Exchange rate uncertainty.	4 + 2		

4.	INFORMATION MANAGEMENT FOR GLOBAL LOGISTICS 4.1 Information Management for global operations – Characteristics of Logistics information and Telecommunication system(LITS) 4.2 Logistics organization and its relationship to LITS.	2 + 1
5.	PERFORMANCE 5.1 Measuring performance in functional and sectoral integration, Organization structure for Global Logistics Excellence. 5.2 New organizations related to manufacturing and logistics Operations, sectoral logistics cooperation, International factors in Global organizations.	4+2

Suggested Readings:

1. Global Operations Texts and Cases – Phillippe-Pierre Dornier, Richardo Ernst, Michel Fender, John Wiley and Sons(p) ltd.
2. Managing Global Operations – Cultural and Technical success factors, Scott T Young, and Winter Nie. Quorum books UK.
3. Global Operations Strategy, Fundamentals and Practice, Yeming Gong, Springer

LEARNING OUTCOMES	
1.	Ability to analyze the risks associated with operations and logistics
2.	Ability to measure and evaluate the performance of global logistics

Course Code	Course Title	Semester & Level of Knowledge	Level of Knowledge	Type of Course
MB83 03/0408	MAINTENANCE MANAGEMENT	S4 Working	Working	
Course Objective				
1.	To familiarize the participants concepts and techniques of Materials Management			
2.	Provide an understanding to the advanced concepts and practices in Purchasing and Material Planning			
Module No.	Title & Contents			No. of Sessions LTP
1.	INTRODUCTION TO MATERIALS AMANAGEMENT 1.1 Introduction to Materials Management, Concept significance			3 + 2

	and strategic role of Integrated Materials Management. 1.2 Materials planning and forecasting, Material Handling: 1.3 Material Planning – Factors affecting Material planning – Techniques of material planning Materials Requirement Planning (MRP).	
2.	INVENTORIES 2.1 Definition-Classification of Inventories- Need for inventories, 2.2 Inventory Planning and Control Models –EOQ Model, Quantity Discounts, Reorder point 2.3 Lead Time Analysis – Safety stocks – Q System – P System – S System. 2.4 Classification, Codification, Universal product Code, RF Id System, ABC analysis –VED, GOLF, FSN, HML.	4 + 2
3.	PURCHASING FUNDAMENTALS 3.1 Purchasing Fundamentals , Make or Buy, Source Selection , Vendor Rating and Vendor Development , Value Analysis, Purchase Negotiations, 3.2 Purchase Timing Purchase Contracts, Purchase Insurance , Purchasing Capital Goods, Seasonal Goods, Imported Goods. 3.3 Deferred Payment Schemes – Lending Institutions Leasing Trends.	4 + 3
4.	STORES MANAGEMENT 4.1 Stores Management Concepts, Location and layout of Warehouses – 4.2 Different typical models, Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking. 4.3 Materials handling Equipments Cranes, Tower cranes, Lifting equipment, Series lifting equipment, Lifting platforms, Continuous mechanical handling equipment, 4.4 Monorail conveyors, Belt, chain and overhead conveyors, Industrial trucks.	4 + 2
5.	STORES AUDIT 5.1 Stores audit. 5.2 Management of dead stocks, surplus stocks and scraps, 5.3 Systems & Procedures for disposal and Control.	2 + 1

Suggested Readings:

1. Gopalakrishnan P & Sundarasan M, - Materials Management: An Integrated Approach, Prentice Hall of India
2. Datta A.K, - Materials Management Text and Cases, Prentice Hall
3. J.R.Tony Arnold & Stephen N. Chapman, Introduction to Material Management, Pearson Education
4. Gopalakrishnan P, - Handbook of Materials Management, Prentice Hall.

LEARNING OUTCOMES	
1.	Ability to manage inventories
2.	Ability to develop skills in purchasing and managing stores

Course Code	Course Title	Semester & Level of Knowledge	Level of Knowledge	Type of Course
MB83 03/0409	MATERIALS AND PURCHASE MANAGEMENT	S4 Working	Working	
Course Objective				
01.	To familiarize the participants concepts and techniques of Materials Management			
02.	Provide an understanding to the advanced concepts and practices in Purchasing and Material Planning			
Module No.	Title & Contents	No. of Sessions LTP		
1.	INTRODUCTION TO MATERIALS AMANAGEMENT 1.1 Introduction to Materials Management, Concept significance and strategic role of Integrated Materials Management. 1.2 Materials planning and forecasting, Material Handling: 1.3 Material Planning – Factors affecting Material planning – Techniques of material planning Materials Requirement Planning (MRP).	3 + 2		
2.	INVENTORIES 2.1 Definition-Classification of Inventories- Need for inventories, 2.2 Inventory Planning and Control Models –EOQ Model, Quantity	4 + 2		

	Discounts, Reorder point 2.3 Lead Time Analysis – Safety stocks – Q System – P System – S System. 2.4 Classification, Codification, Universal product Code, RF Id System, ABC analysis –VED, GOLF, FSN, HML.	
3.	PURCHASING FUNDAMENTALS 3.1 Purchasing Fundamentals , Make or Buy, Source Selection , Vendor Rating and Vendor Development , Value Analysis, Purchase Negotiations, 3.2 Purchase Timing Purchase Contracts, Purchase Insurance , Purchasing Capital Goods, Seasonal Goods, Imported Goods. 3.3 Deferred Payment Schemes – Lending Institutions Leasing Trends.	4 + 3
4.	STORES MANAGEMENT 4.1 Stores Management Concepts, Location and layout of Warehouses – 4.2 Different typical models, Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking. 4.3 Materials handling Equipments Cranes, Tower cranes, Lifting equipment, Series lifting equipment, Lifting platforms, Continuous mechanical handling equipment, 4.4 Monorail conveyors, Belt, chain and overhead conveyors, Industrial trucks.	4 + 2
5.	STORES AUDIT 5.1 Stores audit. 5.2 Management of dead stocks, surplus stocks and scraps, 5.3 Systems & Procedures for disposal and Control.	2 + 1

Suggested Readings:

1. Gopalakrishnan P & Sundarasan M, - Materials Management: An Integrated Approach, Prentice Hall of India
2. Datta A.K, - Materials Management Text and Cases, Prentice Hall
3. J.R. Tony Arnold & Stephen N. Chapman, Introduction to Material Management, Pearson Education
4. Gopalakrishnan P, - Handbook of Materials Management, Prentice Hall.

LEARNING OUTCOMES	
1.	Acquiring Purchasing and Material Planning skills

2.	Ability to conduct stores auditing
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Course Code	Course Title	Semester & Level of Knowledge	Level of Knowledge	Type of Course
MB83 03/0410	ADVANCED OPERATIONS RESEARCH	S4 Working	Working	
Course Objective				
1.	To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.			
2.	To learn the advanced tools to solve such management problems.			
Module No.	Title & Contents	No. of Sessions LTP		
1.	REVIEW OF BASIC OPERATIONS RESEARCH TECHNIQUES 1.1 Simplex Directions and Matrix method of solving Linear Programming Problems (LPP), Bounded Variables Techniques in Solving LPP, Revised Simplex Method, Interior Point Methods of solving LPP (Karmarkar's Method), Chance Constrained Linear Programming 1.2 Non linear programming problems of general nature, one variable unconstrained optimization Multi variable unconstrained optimization, Karush Kuhn Tucker (KKT) conditions for constrained optimization and its Applications in Management, 1.3 Separable programming and its Applications in Management, Quadratic Programming, convex programming, geometric programming, Fractional programming and its Application in Management.	3 + 2		
2.	MARKOV MODEL AND QUEUEING MODELS 2.1 Markov chains, Formulation, Kolmogorov Equation, steady state conditions, Markov chain modelling through Graphs, communication networks, weighted diagraphs, Empherical Queueing models	4 + 2		
3.	INTEGER PROGRAMMING 3.1 Integer Programming, Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming, 3.2 Branch and Cut Approach to solve	4 + 3		

	Binary Integer Programming (BIP), Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network	
4.	DYNAMIC PROGRAMMING 4.1 Dynamic Programming (DP), Applications in capital budgeting, Reliability Improvements, stage-coach, cargo loading, single machine scheduling, 4.2 Solving LPP using Dynamic programming Technique, Stochastic Processes, Introduction, Markov Processes, Martingales, Random Walk, Brownian Motion, Queueing Processes	4 + 2
5.	NETWORK MODELS 5.1 Network Models, Terminologies, shortest path model, minimum spanning tree problem, Maximal flow problem, Minimum cost flow problem, Replacement and maintenance Analysis, 5.2 Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset, Fuzzy Logic and Systems, Fuzzy Multi Criteria Decision Making, Multi-objective Fuzzy Linear Programming	2 + 1

Suggested Readings:

1. Gopalakrishnan P & Sundarasan M, - Materials Management: An Integrated Approach, Prentice Hall of India
2. Datta A.K, - Materials Management Text and Cases, Prentice Hall
3. J.R.Tony Arnold & Stephen N. Chapman, Introduction to Material Management, Pearson Education
4. Gopalakrishnan P, - Handbook of Materials Management, Prentice Hall.

LEARNING OUTCOMES	
1.	Ability to make quantitative decisions
2.	Ability to solve managerial problems using quantitative approach

INFORMATION SYSTEMS ELECTIVES

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of credits
MB84 03/0401	DECISION SUPPORT SYSTEMS	S3 Working	Elective Course 3
Course Objective			
1.	To understand the components of DSS		
2.	To know the appropriate model to be used for a problem		
3.	To get the knowledge of designing DSS for specific problems		
Module No.	Title & Contents	No. of Sessions LTP	
1.	INTRODUCTION 1.1 Phases of Decision- Making Process 1.2 DSS Overview - Characteristics and Capabilities of DSS, Components of DSS 1.3 Knowledge - Types 1.4 Defining Knowledge Management – Evolution of KM	3 + 2	
2	BUSINESS DATA AND MODEL MANAGEMENT SYSTEMS 2.1 Data Collection, Data Warehousing and Data Mining 2.2 Data Visualization, Modeling, Static and dynamic 2.3 Optimization, Heuristic and Simulation 2.4 Multidimensional Modeling.	4 + 2	
3	GSS, ENTERPRISE DSS AND KMS 3.1 Group support system, Technologies 3.2 Enterprise DSS 3.3 Knowledge Management – concepts – Basic KM Discipline and emerging trends 3.4 Knowledge management methods, Technologies and Tools	4 + 3	
4	DECISION SUPPORT SYSTEMS DEVELOPMENT 4.1 Introduction to DSS development, The Traditional System Development Life cycle, Alternate Development Methodologies. 4.2 Prototyping: The DSS Development Methodology, DSS Technology Levels and Tools. 4.3 DSS Development Platforms, DSS Development Tool Selection. 4.4 Team-Developed DSS, End User-Developed DSS, Putting the System Together.	4 + 2	
5	ADVANCED INTELLIGENT SYSTEMS 5.1 Neural Computing - Fuzzy Logic	2 + 1	

	5.2 Intelligent Agents – Implementation - Integration 5.3 Intelligent DSS 5.4 The impact of MSS: An Overview, MSS impacts on organizations, Impact on individuals 5.5 The future of Management-Support Systems	
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Suggested Readings:

1. Efraim Turban and Jay E. Aronson, *Decision Support System and Intelligent Systems*, Prentice Hall International, 9th Edition 2010
2. Janakiraman V. S and Sarukesi K, *Decision Support Systems*, Prentice Hall of India, 6th Printing 2006
3. Lofti, *Decision Support System and Management*, McGraw Hill Inc, International Edition, New Delhi 1996.
4. Marakas, *Decision Support System*, Prentice Hall International, Paperback Edition, New Delhi, 2003
5. Haag, Cummings and Mc Cubbrey, *Management Information Systems for the Information Age*, McGraw Hill, 2005. 9th edition, 2013
6. A Thothathri Raman, *Knowledge Management – A Resource book*, Excel Books, 2004.
7. Elias M. Awad and Hasan M. Ghazri, *Knowledge Management*, Pearson Education
8. H. W. Gottinger and H.P. Weimann - *Intelligent Decision Support Systems*
9. *Journal of Soft Computing and Decision Support Systems*, UTM

LEARNING OUTCOMES	
1.	Through this course the students will be able to understand appropriate modelling techniques for supporting semi-structured business decision making
2.	The students will also be able to understand the developmental process of DSS.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB84 03/0402	E BUSINESS	S3 Working	Elective
Course Objective			
1	This course is aimed at developing an understanding of e-business, with reference to various issues and concerns imperative to implementation of e-business strategies		
Module No.	Title & Contents	No. of Sessions LTP	
1.	INTRODUCTION TO E BUSINESS 1.1 Origin, Overview of E-Business	3 + 2	

	1.2 Need and factors affecting Electronic Business 1.3 Features of Electronic Business 1.4 Information Services; Shopping Services; Virtual Enterprises 1.5 Development and the economic influence of the e-business.	
2.	ECOMMERCE BUSINESS MODELS 2.1 Retailing in E-Commerce - Introduction 2.2 Business to Consumer (B2C), Business to Business (B2B), Consumer to Consumer (C2C), Peer to Peer Business Models, M-Commerce Business Models 2.3 Sharing economy, Value Proposition, Revenue Model, Market Opportunity 2.4 Competitive Advantage, Market Strategy, Organizational Development	4 + 2
3.	ELECTRONIC PAYMENT SYSTEMS 3.1 Electronic Data Interchange 3.2 Paying via the Net, Payment Protocols, Payment Gateways, Payment and Content Management 3.3 Role of Application Service Providers (ASPs) in Payment via the Internet 3.4 Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance) 3.5 Working of Online Credit Card	4 + 3
4.	BUSINESS APPLICATIONS 4.1 E-Commerce and retailing - On-line retail industry dynamics 4.2 On-line mercantile models from customer perspective; Management challenges in on-line retailing 4.3 E-Commerce and on-line publishing: On-line publishing approach from customer perspective	4 + 2
5.	LEGAL, PRIVACY ISSUES, SECURITY AND FUTURE 5.1 Web security: Introduction; Firewalls and transaction security 5.2 Indian e-Commerce Scenario; IT Act, Legal issues in E commerce 5.3 Indian Convergence Bill; Cyber Appellate and PKI Hype Cycle, Attribution Modelling	2 + 1

Suggested Readings:

1. Laudon & Traver - *Electronic Commerce Business, Technology, Society*, Pearson Education, 3rd Ed.
2. Kalakota R- *Electronic Commerce - Frontiers of E-Commerce*, Pearson Education, 2007, 3rd Ed.
3. Jae K Shim et al., *The Handbook of e-commerce*.
4. Bharat Bhaskar, *Electronic – commerce- Framework, Technologies and applications*.
5. Krishnamurthy- *E-Commerce Management: Text and Cases*- Vikas Publishing House
6. Vince, C., & Cripe, B. (2008). *Reshaping your business with web 2.0*. New Delhi: McGraw Hill Computing
7. Rayudu - *E-Business* - Himalaya Publications
8. E Government, E Business and National Economic Performance journal: Communication from AIS, Shirish Shrivastava
9. Journal of Electronic Commerce Research

10. International Journal of ElectronicCommerce

LEARNING OUTCOMES	
1.	Through this Course the students will be able to understand the E-Business Technology
2.	The students will also acquire advanced knowledge of technical and business issues related to E-Business and E-Commerce

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB84 03/0403	ENTERPRISE RESOURCE PLANNING	S4 Working	Elective 3
Course Objective			
1.	To Understand how Enterprise Resource Planning software is used to optimize business processes		
2.	To grasp the activities of ERP project management cycle		
3.	To understand the emerging trends in ERP developments		

Module No.	Title & Contents	No. of Sessions LTP
1.	INTRODUCTION 1.1 Defining ERP, Origin and Need for an ERP System 1.2 Risks and benefits of ERP 1.3 Issues to be consider in planning design and implementation of cross functional integrated ERP systems. 1.4 Reasons for growth of ERP – Scenario and justification of ERP in India	3 + 2
2.	ERP SOLUTIONS AND FUNCTIONAL MODULES 2.1 Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, 2.2 Business Process Re-engineering and best business practices - Business process Management 2.3 Data Warehousing - Data Mining 2.4 Functional modules	4 + 2
3.	ERP IMPLEMENTATION 3.1 Planning Evaluation and selection of ERP systems - Implementation life cycle 3.2 ERP implementation - Implementation Challenges - ERP Transition Strategies 3.3 Methodology and Frame work - Training - Data Migration. 3.4 People Organization in implementation-Consultants,	4 + 3

	Vendors and Employees	
4.	POST IMPLEMENTATION 4.1 Maintenance of ERP 4.2 Organizational and Industrial impact; 4.3 Success and Failure factors of ERP Implementation	4 + 2
5.	EMERGING TRENDS ON ERP 5.1 Extended ERP systems and ERP add-ons -CRM, SCM 5.2 Business analytics - Future trends in ERP systems-web enabled Wireless Technologies, Cloud Computing	2 + 1

Suggested Readings:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008
2. Ray , Enterprise Resource Planning, Tata McGraw-Hill, 2011
3. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
4. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
5. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008
6. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
7. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
8. Summer, ERP, Pearson Education, 2008
9. Enterprise Resource Planning (ERP): A review of the literature by Young B Moon, International Journal of Management and Enterprise development, Vol 4
10. Journal of Enterprise Resource Planning Studies

LEARNING OUTCOMES	
1.	Through this course the students will be able to comprehend the technical aspects of ERP systems
2.	Students will develop a clear and meaningful understanding of the steps and activities in the ERP life cycle
3.	The students will understand the current trends and issues related to Enterprise Systems

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB84 03/0404	SYSTEM ANALYSIS & DESIGN	S4 Working	Elective
Course Objective			
1.	This course is designed to provide a clear insight to students on system analysis and design, which is the foundation of business systems development and		

	implementation.	
Module No.	Title & Contents	No. of Sessions LTP
1.	OVERVIEW OF SYSTEM ANALYSIS AND BUSINESS MODELING 1.1 Introduction to Systems Development 1.2 Systems Development Life Cycle; 1.3 Guidelines for System development, 1.4 Roles and responsibilities of a Business Analyst	3 + 2
2.	SYSTEM ANALYSIS 2.1 Systems documentation consideration: Principles of Systems Documentation, Types of documentation, 2.2 Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. 2.3 Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; 2.4 Methodologies: Structured analysis, Object oriented analysis, agile methods. 2.5 System analysis activities, techniques: JAD, RAD, Agile methods. 2.6 Modelling tools: DFDs, Functional decomposition diagrams, CASE tools, UML; 2.7 Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables	4 + 2
3.	BUSINESS MODELLING 3.1 Business Modelling with UML, Components of UML used in Business Modelling, RUP, IDEF, and BPMN 2.0 basics. 3.2 Object modelling: Object oriented analysis, Object modelling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram.	4 + 3
4.	OUTPUT AND USER INTERFACE DESIGN 4.1 Output design, input design, user interface design, File Design , Data design concepts, DBMS components, 4.2 ER diagrams, Documentation Tools ; Testing Techniques Available ; 4.3 Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan	4 + 2
5.	SYSTEMS CONTROL AND QUALITY ASSURANCE 5.1 Hardware and Software Selection, Hardware Acquisition ; Benchmarking , Vendor Selection , Operating System Selection , Language Processors. 5.2 Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.	2 + 1

Suggested Readings:

1. Elias M. Awad, *System Analysis & Design*, Galgotia Publications. India
2. Senn, *Analysis & Design of Information Systems*, McGraw Hill International

3. Shelly, *Rosenblatt, System Analysis & Design*, Cengage Learning, Eighth edition
4. Hoffer, *Modern System Analysis & Design*, Pearson Education
5. Rambaugh, Jacobson, Booch, *UML- Reference Manual*, Pearson
6. Journal of Information System Management

LEARNING OUTCOMES	
1.	Through this course the students will be able to understand the Principles and Tools of Systems Analysis and Design
2.	The students will also be able to understand the Developmental Process of Quality Systems.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB84 03/0405	CLOUD COMPUTING	S3 Working	Elective Course 3
Course Objective			
1.	This course is aimed at developing an understanding about the basics of Cloud Computing for Business Management		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO CLOUD COMPUTING 1.1 Introduction to Cloud Computing, Evolution - Cloud Computing 1.2 Hardware, Internet and Software, Virtualization 1.3 Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support 1.4 Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access 1.5 Web Services on Cloud	3 + 2	
2.	CLOUD SERVICES APPLICATIONS 2.1 Cloud Delivery Models: Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service 2.2 Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud 2.3 Applications - Online Planning and Task Management -Event	3 + 2	

	Management – CRM 2.4 Cloud service development tools -word processing, databases, storing and file sharing on cloud	
3.	CLOUD COMPUTING FOR MANAGERS 2.3 Centralizing Email Communications – Collaborating on Schedules 2.4 To-Do Lists, Contact Lists 2.5 Online Community development 2.6 Online collaboration tools for projects 2.7 Cloud Computing for Business	3 + 3
4.	CLOUD MANAGEMENT 4.4 Privacy and its relation to Cloud-based Information Systems 4.5 Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption 4.6 Common Standards in the Cloud 4.7 End-User Access to the Cloud Computing 4.8 Legal and Ethical dimensions– Cloud Pricing Models	4 + 3
5.	VIRTUAL OFFICE MANAGEMENT 5.1 Web-based communication tools 5.2 Web Mail Services 5.3 Web Conference Tools 5.4 Social Networks and Groupware 5.5 collaborating via blogs and Wikis 5.6 IBM, Amazon Ec2 5.7 Google Apps for Business, Salesforce.com, Ramco-On-Demand	4 + 3

Suggested Readings:

1. John W. Rittinghouse and James F. Ransome, *Cloud Computing Implementation, Management and Security*, CRC Press, Taylor & Francis Group, Boca Raton London, 2010.
2. Kumar Saurabh, *Cloud Computing – Insights into new era infrastructure*, Wiley India, 2nd Edition, 2012
3. Michael Miller, *Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online*, Que Publishing, 2009
4. Haley Beard, *Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs*, Emereo Pty Limited, July 2008.
5. Alfredo Mendoza, *Utility Computing Technologies, Standards, and Strategies*, Artech House INC, 2007
6. Bunker and Darren Thomson, *Delivering Utility Computing*, John Wiley & Sons Ltd, 2006.
7. George Reese, *Cloud Application Architectures*, O'reilly Publications, 2009.

LEARNING OUTCOMES	
1.	Through this course the students will be able to understand the usage of cloud computing in business management
2.	The students will also be able to understand the various cloud computing models and services

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB84 03/0406	DATABASE MANAGEMENT	S4 Working	Elective Course
Course Objective			
1.	To help the student validate skills in building and implementing databases across Organisations		
2.	To be aware of recent trends in database management		
3.	It aims at providing the participants an opportunity to study the hands-on implementation of a data base in corporate environment.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION 1.1 Data, database – meaning, DBMS – DBMS models 1.2 Querying data with SQL, Developing SQL Databases 1.3 Manipulating Data using data manipulation language (DML) Expressions - Reporting . 1.4 Normalization- types and need for Normalization	4 + 2	
2.	DATABASE IMPLEMENTATION 2.1 Query Processing basics and optimization – Heuristic Optimization 2.2 Transactions Models 2.3 Concurrency Control – Recovery 2.4 Security and Authorization – Storage 2.5 Indexing and Hashing - ISAM 2.6 B-Trees – Kd Trees – X Trees 2.7 Dynamic Hashing	5 + 3	
3.	DISTRIBUTED DATABASES 3.1 Distributed Databases – Queries 3.2 Optimization Access Strategies 3.3 Distributed Transactions Management 3.4 Concurrency Control – Reliability	3 + 2	
4.	OBJECT ORIENTED DATABASES 4.1 Object Oriented Concepts – Data Object Models – Object Oriented Databases 4.2 Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages	3 + 2	
5.	EMERGING TRENDS		

	5.1Data Mining – Data warehousing – Star, Snowflake, Fact Constellation. 5.2Open source database systems. 5.3Scripting Language, JDBC, ODBC 5.4Big data and analytics	4 + 2
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Suggested Readings:

1. Peter Rob and Carlos Coronel, *Database System and Design, Implementation and Management*, 7th edition, Cengage Learning.
2. Ramez Elmasri and Shamkant B. Navethe, *Fundamentals of Database Systems*, 4th , Pearson Education, 2004.
3. Jeffrey A Hoffer et al, *Modern Database Management*, 10th Edition, Pearson Education, 2012.
4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, *Database System Concepts*, 5th Edition, McGraw-Hill, 2010.
5. Thomas M. Connolly and Carolyn E. Begg, *Database Systems – A Practical Approach to Design, Implementation and Management*, 3rd edition, Pearson Education, 2003.
6. C.J. Date, *An introduction to Database Systems*, Addison Wesley, 2000.

LEARNING OUTCOMES	
1.	Through this course the students will be able to understand the way of building and implementing databases across the organisation
2.	The students will also be able to understand the ways in managing database in an organisation.

Course Code	Course Title	Level of Knowledge	Type of Course & No. of Credits
MB84 03/0407	E-BUSINESS STRATEGY	S4 Working	Elective Course 3
Course Objective			
1.	To describe and evaluate predominant e-business models and strategies as well as to describe activities involved in formulating and implementing e-business strategies.		
2.	To describe the challenges and business opportunities of mobile commerce and social networks.		
3.	To develop strategic plan for e-business initiatives.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO E BUSINESS STRATEGY 1.1 Overview of e-business and e-business strategy 1.2 External and internal analysis- Five Forces analysis - SWOT analysis, segmenting/targeting markets, value chain and value networks 1.3 Sustaining competitive advantage - building up barriers to imitation, dealing with threats of disruptive innovations in E-	4 + 2	

	business.	
2.	STRATEGY OPTIONS IN E BUSINESS MARKETS 2.1Strategy fundamentals, e-business revenue models, fit between strategy and value chain 2.2Exploiting new market spaces - value curve, new value creation, early mover advantages/disadvantages, 2.3Strategy for internal organization: make-or-buy decisions, organizational structure for e-business activities	3 + 3
3.	STRATEGY FOR INTERACTION WITH SUPPLIERS 3.1E-procurement, e-SCM, 3.2 B2B business models, B2B marketplaces and portals, auctions, 3.3Enhancing E-service collaboration with enforcement and relationship management.	3 + 3
4.	STRATEGY FOR INTERACTING WITH CUSTOMERS 4.1Consumer behaviour and market segmentation, 4.2e-CRM, e-marketing, social networking strategies. 4.3Market research, role of intermediaries.	3 + 2
5.	E - BUSINESS IMPLEMENTATION 5.1Creating effective web presence- customer-centric website design. 5.2Website usability testing/evaluation frameworks, examples of winning e-business websites. 5.3Technology infrastructure -Web 2.0 Environment and Social Networks. 5.4M-Commerce, cyber trust, ethics, security and privacy.	4 + 3

Suggested Readings:

1. Dave Chaffey, *E-Business and E-Commerce Management: Strategy, Implementation and Practice*, Prentice Hall.
2. Efraim Turban, Jae Lee, Michael Chung and David King, *Electronic Commerce: A Managerial Perspective*, Pearson/Prentice Hall
3. Mayer R, Chaffey D., Ellis-Chadwick, F and Johnston, K, *Internet Marketing: Strategy, Implementation and Practice*, Prentice Hall

LEARNING OUTCOMES	
1.	Through this course the students will be able to understand various e-business models and strategies
2.	The course will also equip the students to formulate and implement the E-Business strategies in an organisation

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No of Credits
MB84 03/0408	INFORMATION SECURITY MANAGEMENT	S4 Working	Elective Course 3

Course Objective		
1.	To identify and discuss the benefits of implementing an information security management system in an organization.	
2.	Be able to identify assets and threats, and assess risks.	
3.	To plan and implement a ISMS in an organization.	
Module No.	Title &Contents	No. of Sessions LT (Indicative)
1.	INTRODUCTION TO INFORMATION SECURITY 1.1The business need for security: 1.2Confidentiality, availability, integrity et al 1.3Components of an information system: Software, hardware, data, people, procedures 1.4System and security development lifecycles	3+ 2
2.	RISK MANAGEMENT 2.1 Risk Management terminology: Agents, threats, vulnerabilities, etc 2.2 Risk Identification, assessment (quantitative and qualitative) 2.3 Risk appetite and residual risk 2.4 Selecting a risk control strategy 2.5 Risk management frameworks – NIST,ISO 31000	4 + 2
3.	PLANNING FOR SECURITY 3.1 Methodologies for Information Security Evaluation and Assurance 3.2 ISO 27000, Common Criteria, NIST Framework 3.3 Security education and training 3.4 Business Continuity strategies	3 + 3
4.	SECURITY TECHNOLOGIES 4.1Firewalls and VPNs 4.2Intrusion detection, scanning and analysis tools 4.3Penetration testing approaches and tools 4.4Physical security controls	3 + 3
5.	IMPLEMENTING INFORMATION SECURITY 5.1Information security project management 5.2Technical aspects 5.3Non-technical aspects	3 + 3

Suggested Readings:

1. Eric A. Fisch ,Gregory B. White, *Secure Computers and Networks: Analysis, Design, and Implementation* , CRC Press
2. Harold F. Tipton and Micki Krause, *Information Security Management Handbook*, Sixth Edition, , Auerbach Publications.
3. Michael E. Whitman and Herbert Mattord, *Principles of Information Security*, 4th Edition, , Cengage Learning (2012)
4. Ron A. Weber, *Information Systems Control and Audit*, Pearson Education India (2002)

LEARNING OUTCOMES	
1.	Through this course the students will be able to understand the importance of information security management in an organisation.
2.	The students will also be able to understand the various information security threats

	and ways to manage it .
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Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB84 03/0409	SOFTWARE PROJECT MANAGEMENT	S4 Working	Elective Course 3
Course Objective			
1.	To equip the students with the tools and techniques of Software Project Management		
2.	To support the student community to design and implement information system with effectiveness and efficiency		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION 1.1 Software engineering and management: Functions of management, Need for software management, Conventional software management, 1.2 Evolution of software Economics 1.3 Improving software Economics, conventional and modern software engineering	3 + 2	
2.	SOFTWARE DEVELOPMENT AS A PROCESS 2.1 Building the software development team - Team building as a process, The Apollo syndrome, Management Styles, 2.2 A maturity model for software project management, Process of team building 2.3 Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management	4 + 2	
3.	MANAGEMENT METHODS AND TECHNOLOGY 3.1 Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, 3.2 Selecting a software development life cycle , Modeling the target system – requirements modeling methods, requirements analysis using self-interaction matrices, Realtime systems. 3.3 Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method , 3.4 Tracking the software project plan – tracking schemes, Earned Value Management (EVM), precedence diagramming for cost and schedule control, tracking remedial action.	5 + 3	
4.	MANAGING SOFTWARE PROFESSIONALS 4.1 Improving team performance – basics, relative importance of		

	workplace, models of motivation, managing high performance teams. 4.2Evaluating software development team – classic techniques for valuating individuals. 4.3Strategy Based Evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.	4 + 2
5.	FUTURE OF SOFTWARE MANAGEMENT 5.1Modern project profiles, Next generation software economics 5.2Modern process transitions Agile, SCRUM approaches of project management	2 + 2

Suggested Readings:

1. Lawrence J Peters . *Getting results from software development teams*, Microsoft Press
2. Walker Royce *Software project Management*, Addison-Wesley
3. Sanjay Mohapatra, *Software Project Management*, Cengage Learning

LEARNING OUTCOMES	
1.	Through this course the students will be able to understand the development process of software.
2.	The students will also be able to understand the various ways to manage software and software professionals in an organisation.

Course Code	Course Title	Level of Knowledge	Type of Course 7 No. of Credits
MB84 03/0410	SOFTWARE QUALITY MANAGEMENT	S4 Working	ElectiveCourse 3
Course Objective			
1.	To provide a sound knowledge about software quality among management students		
2.	To know software quality tools and testing processes in software development environment		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION 1.1Software Quality: Meaning and definition of Software Quality. 1.2Quality control v/s Quality Assurance, Quality Assurance in Software at each Phase of SDLC. 1.2 Quality Management System in an organization. 1.5 Need for Software Quality Assurance group. 1.5Software CMM and other Process improvement Models	4 + 2	
2.	SOFTWARE QUALITY MEASUREMENT AND METRICS 2.1Product Quality Metrics: Defect Density, Customer Problems Metric, Customer Satisfaction Metrics, 2.2In-Process Quality Metrics: Defect Arrival Pattern, Phase-Based Defect Removal Pattern, Defect Removal Effectiveness,	4 + 2	

	2.3 Metrics for Software Maintenance: Backlog Management Index, Fix Response Time, Fix Quality	
3.	BASIC QUALITY TOOLS 3.1 Ishikawa's Diagram, Pareto Diagram, Histogram, 3.2 Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, 3.3 Relations Diagram,	2 + 2
4.	SIX SIGMA METHODOLOGY 4.1 Define Six sigma. Tracking Xs and Ys. 4.2 Six ingredients of Six Sigma. 4.3 Three ways to Six Sigma – Process Improvement, Process Design/Redesign, Process Management. 4.4 Organizing for six sigma – Leadership Group, Project Sponsors & Champions, Implementation leader, Master Black Belt, Black Belt, Team, Process owners. 4.5 DMAIC Vs DMADV process	5 + 3
5.	SOFTWARE VERIFICATION, VALIDATION & TESTING 5.1 Objectives and Limits of Testing, Value Vs Cost of testing. 5.2 Test Planning, Static Testing, Functional Testing, Structural Testing, Performance Testing. 5.3 Testing Environment, Automated Testing Tool. 5.4 Analysing and Interpreting Test Results.	3 + 3

Suggested Readings:

1. Nina S Godbole, *Software Quality Assurance*: Narosa Publishing House Pvt. Ltd
2. Stephen H. Kan, *Metrics and Models in Software Quality Engineering*, Second Edition, Pearson Education, Inc.
3. Gerald D. Everett, Raymond McLeod, *Software Testing- Testing Across the Entire Software Development Life Cycle*, John Wiley & Sons, Inc Publication.
4. Pankaj Jalote, *CMM in Practice. Processes for Executing Software Projects at Infosys*, Pearson Education

LEARNING OUTCOMES	
1.	The participant will be able to the software quality tools and testing processes in software development environment.
2.	The participant will be able to understand the quality requirement of a software.

INTERNATIONAL BUSINESS ELECTIVES

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0401	INTERNATIONAL FINANCIAL SYSTEM	S3 Working	Elective Course 3
Course Objective			
1.	To provide an introduction about international financial system to the participants.		
2.	To familiarize the participants concepts of exchange rate determination and foreign exchange markets		
3.	To familiarize the participants on international financial markets, instruments and debt crisis.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTERNATIONAL FINANCIAL SYSTEM 1.1 Introduction to International Financial System International Monetary System: Features and requirements 1.2 System of exchanging currencies – From Bretton Woods system to free float and convertibility 1.3 Pegging of currencies – Target Zone Arrangement 1.4 European monetary system; International liquidity	4 + 2	
2.	EXCHANGE RATE 2.1 Exchange Rate Determination – Exchange rate determination in spot and forward market – Interest Rate Parity (IRP), Purchasing Power Parity, Fisher open equation Monetary and portfolio balance approaches 2.2 Short run demand and supply theory, BOP theory, and Growth theory 1.6 Forecasting Exchange Rate	4 + 2	
3.	FOREIGN EXCHANGE MARKETS 3.1 Foreign Exchange Markets and its Activities Exchange rate Quotations and Practices 3.2 Foreign exchange market activities; Forex Exposure and Risk Management 3.3 Arbitraging, hedging, forward contracts, forfeiting and speculation	4 + 2	
4.	INTERNATIONAL FINANCIAL MARKETS AND INSTRUMENTS 4.1 International Financial Markets and Instruments Changing Scenario 4.2 International Capital and Money Market Instruments 4.3 International Development Banking; Euro – Currency Markets 4.4 International Securities Markets and Instruments – Bond and Notes Market; Equity Market, GDR, ADR, EDR	5 + 2	
5.	INTERNATIONAL DEBT CRISIS 5.1 International Debt crisis Causes and impact on the Developing and Developed Countries 5.2 Challenges of International Debt Crisis 5.3 Case Studies on Debt Crisis	3 + 2	

Suggested Readings:

1. Sharan V, International Financial Management, Prentice Hall of India Private Ltd, New Delhi
2. Seth A.K., International Financial Management, Rutledge
3. Jeff Madura, International Financial Management, 7th Edition, Thomson India
4. Levi, Maurice, International Finance, McGraw Hill Inc., New York
5. Shapiro C, Alan, Multinational Financial Management, Wiley India
6. Apte, P.G. International Financial Management, Fourth edition, Tata McGraw-Hill
7. Aswath Damodaran, Corporate Finance -Theory and Practice, Wiley & Sons Inc, 2nd Edition
8. Aswath Damodaran, Investment Valuation, Wiley, 2nd Edition
9. Indian Journal of International Business and Finances
10. Asian Economic Bulletin
11. Asian Journal of Management Cases
12. Global Journal of International Business Research
13. Economic and Political Weekly

LEARNING OUTCOMES	
1.	The participant will be able to understand the working of International Monetary System
2.	The participant will be able to understand Foreign Exchange Markets.
3.	At the end of this course, the participants will get conceptual clarity and logical aspects of foreign exchange markets, international financial markets and instruments.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0402	INTERNATIONAL MARKETING	S3 Working	Elective Course 3
Course Objective			
1.	To familiarize the participants basic concepts of International Marketing.		
2.	To familiarize the participants on factors deciding International Product and its Pricing		
3.	To familiarize the participants basic concepts of various International Promotional Strategies		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION TO INTERNATIONAL MARKETING 1.1 Nature, importance and scope of international marketing 1.2 International market orientation and involvement, International marketing management process – an overview. 1.3 Influence of physical, economic, socio, cultural, political and legal environments on international marketing, operations; 1.4 Scanning and monitoring global marketing environment; International marketing information system.	4 + 2	
2.	INTERNATIONAL MARKET SEGMENTATION 2.1 International Market Segmentation and Positioning Screening		

	and selection of markets; 2.2 International market entry strategies. International Product Planning: Major Product and Services decisions. 2.3 Product standardization vs. adaptation; 2.4 Managing product line 2.5 International product life cycle (IPLC)	4 + 2
3.	PRICING FOR INTERNATIONAL MARKETS 3.1 Factors affecting international price determination; 4.2 International pricing process and policies 4.3 Delivery terms and currency for export price quotations 4.4 Transfer pricing. International Distribution Decisions: Distribution channel strategy – International distribution channels, their roles and functions 4.5 Selection and management of overseas agents 4.6 International distribution logistics inventory management	4 + 2
4.	INTERNATIONAL PROMOTION STRATEGIES 4.1 Communications across countries complexities and issues; 4.2 International promotion tools and planning –Advertising, personal selling, publicity and sales promotion; 4.3 Developing international promotion campaign; 4.4 Planning for direct mail, sales literature, trade fairs and exhibitions.	4 + 2
5.	INTERNATIONAL MARKETING PLANNING 5.1 International Marketing Planning, Organising and Control Emerging trends in International Marketing; 5.2 International Marketing through Internet; 5.3 Ecological concerns and International Marketing ethics	4 + 2

Suggested Readings:

1. Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.
2. Jain, Subash C., International Marketing, South-Western
3. Rajagopal, International Marketing, Vikas Publishing House.
4. Kumar, V., International marketing research, PHI Learning
5. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005.
6. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, Mumbai, 2016.
7. Malhotra, N. K., International marketing research - An applied orientation, Pearson Education.
8. Schmidt, M.J., Hollensen, S., Marketing research: An international approach, Prentice Hall.
9. Craig, C.S., and Douglas, S.P., International marketing research, John Wiley, New York
10. Malhotra N. K., and Dash, S., Marketing research: An applied orientation, Pearson Education, India.

LEARNING OUTCOMES	
1.	The participant will gain knowledge on factors deciding International Product and it's

	Pricing
2.	The participant will understand basic concepts of various International Promotional Strategies
3.	The participant will be familiarized with the International Marketing Research Process

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0403	IMPORT EXPORT POLICIES AND PROCEDURES	S3 Working	Elective Course 3

Course Objective	
1.	To familiarize the participants basic concepts of import/export formalities.
2.	To familiarize the participants on important international trade terms.
3.	To familiarize the participants processing of an import/export order.

Module No.	Title & Contents	No. of Sessions LT (Indicative)
1.	REGISTRATION FORMALITIES FOR EXPORTS/IMPORT 1.1 EC Code, DGFT, CB, Regional Licensing authorities, export Promotion Councils, Tax, Excise Authorities. 1.2 Various types of Exports: Merchant/Manufacture, 1.3 Government regulation on Export/Import - Banned, prohibited, canalized, restricted items; Status house holders-benefits.	4 + 2
2.	INTERNATIONAL TRADE TERMS 2.1 INCOTERMS 2010-FOB, CIF, EXW 2.2 UCPDC-UCP 600; Trade contract and Trade elements; 2.3 Export Payment Terms: Credit Risk Management and Payment terms; 2.4 Main features of payment terms Advance payment, Open Account, Documentary Credit; 2.5 Letter of Credit and parties involved; Types of LC; – Documentary bills for collection –DP and DA; 2.6 Marine and Credit Insurance	4 + 2
3.	IMPORTS 3.1 Preliminaries, Procedures & Policies, Government Regulations on Import- Negative lists; 3.2 Categories of Importers- Actual/Non-Actual user license, Special schemes for Importers-EPCG, Duty exemption and remission, DFIA, DBK, EOUs, SEZ, STPs etc; 3.3 Documentation-Transport documents, bill of entry, airway bill, Certificate of Inspection, Certificate of Measurement, Freight Declarations	4 + 2
4.	PACKING AND LABELING OF EXPORT CONSIGNMENTS 4.1 Central Excise Rules, Cargo Insurance and Claim Procedures,	

	Declaration of Exports and forms GR/SDF/PP/SOFTEX, Custom Clearance of Export Cargo; 4.2 Quality Control and Pre-shipment Inspection; 4.3 EIA/EIC; ISO 9000/BIS 14000	4 + 2
5.	PROCESSING OF AN EXPORT ORDER 5.1 Documents – ADS-commercial and Regulatory Documents; 5.2 Transport Documents, Invoices, Bill of exchange, B/L, Shipping bill, certificate of origin-GSP, Customs House Agent; 5.3 Pre-Shipment Export Documents, Letter of Credit, Documents relating to it, Export Incentives, Export Houses Basics.	4 + 2

Suggested Readings:

1. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, , Mumbai,2016.
2. Khushpat S. Jain, Export Import Procedures & Documentation, Himalaya Publishing House, Mumbai, 2015.
3. Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010 International Business Management, Text and Cases, Dutta, Excel Book
4. Ram Paras, Exports: What, Where and How?, Anupam Publications, New Delhi
5. Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007
6. Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006
7. Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009
8. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
9. Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi.
10. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
11. www.eximbankindia.com

LEARNING OUTCOMES	
1.	The participant will understand basic concepts of import/export formalities.
2.	The student will gain knowledge on important international trade terms.
3.	The participant will be able to comprehend the processing of an import/export order.

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
MB85 03/0404	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	S3 Working	Elective Course 3
Course Objective			
1.	To provide a conceptual base on International Human Resources Management		
2.	To familiarize the participants techniques for taking up global HR assignments		

3.	To familiarize the participants concepts on practices and programs for global HR management	
Module No.	Title & Contents	No. of Sessions LT (Indicative)
1.	HR AND GLOBAL BUSINESS CHALLENGE 1.1 The differences between domestic and international Human Resources 1.2 The Various perspectives and approaches of International Human Resource Management	3 + 2
2.	THE ROLE OF CULTURAL UNDERSTANDING 2.1 Culture and HR functions in a global subsidiary Planning Recruitment and Selection, Staffing Policies 2.2 Performance Management of international employees 2.3 Performance Appraisal in a global context 2.4 Recent innovative methods in HRM.	3 + 2
3.	ORIENTING AND TRAINING EMPLOYEES FOR GLOBAL ASSIGNMENTS 3.1 Approaches to Training 3.2 Integrating business strategy with international training & development. 3.3 Compensation-various approaches 3.4 Factors affecting compensation systems benefits 3.5 The Adjustments and Incentives	4 + 2
4.	ILO AND INTERNATIONAL LABOR RELATIONS 4.1 Key issues, Various Agreements International Labour standards 4.2 Safety and fair Treatment, Repatriation: Process, Problems and Solutions. 4.3 International Labour Organisation and International Labour Laws – International Labour Standards – International Programme on Elimination of Child Labour (IPEC) - National Initiatives on Child Labour with priority given to the urgent elimination of the worst forms of Child Labour	4 + 2
5.	MNC's and HR Policies 5.4 Human Resources Practices and Programs adopted in USA 5.5 HR Practices in Major European (Russia, France and Germany) and Major Asian countries (Japan, China and India).	4 + 2

Suggested Readings:

1. P.L Rao, International Human Resource management, Excel books.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
3. Dowling PJ and Welch DE, International Human Resource Management, Cengage Learning, Thompson.
4. Pawan Budhwar, Managing Resources in Asia-Pacific, Rutledge Taylor & Francis Publication.

5. Paul Sparrow, Chris Brewster and Hillary Harris, Globalizing Human Resource Management, Routledge Taylor & Francis Publication.
6. Randal Schuler & Susan Jackson, Managing Human Resources in Cross-Border Alliances, Rutledge Taylor & Francis Publication.
7. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
8. Websites: www.india-laws.com www.lawinfo.com
9. Journals – Management and Labour Studies, International Labour Review

LEARNING OUTCOMES	
1.	The participant will understand the global HR management challenges
2.	The participant will analyze the techniques for taking up global assignments.
3.	The participant will gain thorough knowledge on practices and programs for global HR management.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0405	GLOBAL TRADE PRACTICES	S3 Working	Elective Course 3

Course Objective	
1.	To familiarize the participants concepts of international trade.
2.	To familiarize the participants on India's foreign trade and policies.
3.	To introduce participants about Indian Government role in fostering international trade in India.

Module No.	Title & Contents	No. of Sessions LT (Indicative)
1.	INTERNATIONAL TRADE 1.1 Need and Importance of International Trade - Leading Countries 1.2 Pattern and Structure of Global Trade, Major Trade Blocks: NAFTA, EEC, ASEAN, Tariff and Non-tariff Barriers 1.3 Recent Trends in World Trade	4+ 2
2.	INDIA'S FOREIGN TRADE AND INVESTMENTS 2.1 Pattern and Structure of India's Foreign Trade; 2.2 Terms of Trade 2.3 Foreign Investment Flows – FDI 2.4 India's Balance of Payments Account and Correction Policies.	3+ 2
3.	INDIA'S FOREIGN TRADE POLICY 3.1 FTP 2015-20 highlights-MEIS, SEIS etc. 3.2 Export Promotion – Import Policy and Control – Foreign Investment Policy – Policy Framework for FDI in India; 3.3 Nature and Characteristic Features of Exim documents; EDI and Documentation;	4 + 2

	3.4 EXIM Policy Framework: DGFT, Legal framework, Objective of EXIM policy; 3.5 Policy Overview – Facilities and Restrictions.	
4.	ROLE OF GOVERNMENT IN INDIA'S FOREIGN TRADE 4.4 DGFT – FEMA-EPC;EOU – EPZ – SEZ in India, Government support for International Trade-Schemes and Incentives 4.5 Credit Risk Management: Export Credit Insurance – Concept and importance 4.6 Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC 4.7 Financial Guarantees 4.8 Coverage of Commercial and Political risks – Procedures and Documentary requirements.	4 + 2
5.	INTERNATIONAL TRADE BODIES AND REGULATIONS 5.1 WTO,WIPO-TRIPS,TRIMS, GATS,GSP; 5.2 India's Trade relationship with major Trade Blocs in the world – India's Trade agreements with various blocs. 5.3 International Trade Laws: International Contracts of Sale of Goods Transactions 5.4 International Trade Insurance–Patents-Trademarks-Copyright and Neighbouring Rights 5.5 Plant Variety Protection, Traditional Knowledge, Bio-Diversity, Geographical Indications	5 + 2

Suggested Readings:

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publishing House, 2009.
2. Indian Economy by Ruddar Datt & K.P.M. Sundaram, 61st Edition, S Chand& Sons
3. H. Elhanan, International trade and trade policy, MIT Press
4. Ram, Paras, Exports: What, Where and How?,Anupam Publications, New Delhi.
5. Salvatore D, International Economics, John Wiley & Sons.
6. SubbaRao P, International Business, Himalya Publishing House
7. Indian Economy by Misra & Puri, 4th Edition, Himalaya Publishing House
8. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India
9. <http://www.wto.org/>
10. <http://www.imf.org/external/index.htm>

LEARNING OUTCOMES	
1.	The participant will be familiarized with the concepts of international trade.
2.	The participant will be able to understand the role of government in foreign trade
3.	The student will have a thorough knowledge on trade laws and trade insurance.

Course Code	Course Title	Semester &Level of Knowledge	Type of Course& No. of Credits
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MB85 03/0406	INTERNATIONAL ECONOMIC ORGANISATIONS	S4 Working	Elective Course 3
Course Objective			
1.	To provide an introduction on relevance of international economic organizations.		
2.	To provide an introduction on important international trade agreements and economic integration.		
3.	To familiarize the participants on important regional trade blocs and its impact on India's global trade.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTERNATIONAL ORGANISATIONS 1.1 International Monetary Fund (IMF): 1.2 World Bank Group-International Bank for Reconstruction and Development (IBRD) 1.3 International Development Agency (IDA) 1.4 International Finance Corporation (IFC) 1.5 Multilateral Investment Guarantee Agency (MIGA)	5+2	
2.	INTERNATIONAL AGREEMENTS ON TRADE & SERVICE 2.1 General agreement on Tariffs and Trade (GATT); 2.2 World Trade Organisation (WTO); 2.3 WTO Agreement, Tariff and Non- Tariff restrictions, Investment and transfer of technology, Quota restriction and anti- dumping, permissible regulations, Dumping of discarded technology and goods in International Markets. 2.4 United Nations Conference on Trade and Development (UNCTAD) 2.5 International Labour Organisation(ILO).	4+ 2	
3.	ECONOMIC INTEGRATION AND COOPERATION 3.1 Meaning and Scope, rationale and objectives 3.2 Forms of Integration, Integration Theory 3.3 Benefits and Disadvantages of RIAs 3.4 Economic Integration of Developed Countries and Developing countries.	4 + 2	
4.	SELECTED REGIONAL BLOCKS 4.1 NAFTA, EU, ASEAN, SAARC, SAPTA 4.2 Indo-Lanka Free trade, Indo -Singapore CECA 4.3 Globalization vs. Regionalization.	4 + 2	
5.	India and International Economic Organisations 5.1 India's Trade relationship with major Trade Blocs in the world 5.2 India's Trade agreements with various blocs; 5.3 India and Regional cooperation 5.4 Impact of international economics organisations in Indian's trade and service – WTO, WIPO etc.	4 + 2	

Suggested Readings:

1. Cherunilam Francis, International Economics, TATA McGraw-Hill Publishing Company Ltd, New Delhi.
2. Pugel, Thomas, International Economics, 13th edition, McGraw-Hill-Irwin, 2007
3. International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education
4. International Economics, 9/E, Robert Carbaugh, Cengage – South Western
5. International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson
6. Edward Leamer, editor, International Economics, Worth Series in Outstanding Contributions, Worth Publishers, 2001
7. Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade, second edition (Cambridge, MA: MIT Press, 1998).
8. Krugman P.R and M. Obstfeld , International Economics : Theory and Policy, Pearson.
9. Salvatore D, International Economics, Wiley India
10. Friedman, Thomas, The World is Flat, 2nd edition, Farrar, Strauss and Giroux, New York, 2006
11. Paul R. Krugman, Rethinking International Trade (Cambridge, MA: MIT Press, 1990).
12. Websites: <http://www.wto.org><http://www.imf.org/external/index.htm>
13. Journal - Asian Economic Bulletin

LEARNING OUTCOMES	
1.	The participant will understand the relevance of international economic organizations
2.	The participant will understand important international trade agreements and economic integration.
3.	The participant will gain knowledge on regional trade blocs and its impact on India's global trade.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0407	INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT	S4 Working	Elective Course 3
Course Objective			
1.	To provide an introduction on concepts and relevance of logistics and supply chain management in international trade.		
2.	To familiarize the participants concepts of various modes of transport and warehousing of merchandise goods.		
3.	To familiarize the participants concepts of supply chain drivers.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	MARKETING LOGISTICS 1.1 Concept, objectives and scope; 1.2 Relevance of logistics in international marketing; 1.3 International supply chain management and logistics;	4 + 2	

	1.4 Concept of customer service; 1.5 Third and Fourth Party Logistics 1.6 Total cost approach to Logistics.	
2.	GENERAL STRUCTURE OF SHIPPING AND AIR TRANSPORT 2.1 Characteristics, liner and tramp operations; 2.2 Code of conduct for liner conferences; 2.3 Freight structure and practices; 2.4 Chartering principles and practices 2.5 UN convention on shipping 2.6 Air transport – Air freight – IATA – Cargo handling; 2.7 Freight structure and operations 2.8 Carrier consignee liabilities.	5 + 2
3.	DEVELOPMENTS IN OCEAN TRANSPORTATION 3.1 Containerization-types; 3.2 CFS and ICD; Dry ports; 3.3 Multi-modal transportation and CONCOR; 3.4 Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements. 3.5 Inventory control and Warehousing: Inventory management – concepts and application to international marketing; 3.6 Significance and types of warehousing facilities	4 + 2
4.	SUPPLY CHAIN 4.1 Definition – scope and importance of supply chain 4.2 supply chain drivers and metrics – 4.3 Designing supply chain network: Distribution network 4.4 Factors influencing distribution 4.5 Transportation decision in supply chain management	3 + 2
5.	FORECASTING AND PLANNING IN SUPPLY CHAIN MANAGEMENT 5.1 Measuring Logistics Costs and Performance- 5.2 Co-ordination in supply chain management- 5.3 Role of IT in supply chain management. 5.4 Global Merits of Logistics Management	4 + 2

Suggested Readings:

1. K. ShridharaBhat, Logistics and Supply Chain Management, Himalaya Publishing House, Mumbai, 2014.
2. Sudalaimuthu S, Raj S. Anthony, Logistics Management for International Business: Text and Cases, Prentice-Hall of India Pvt. Ltd.
3. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
4. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
5. Branch Alan, Global supply chain management and International logistics, Routledge, 2009
6. David P, International Logistics, Biztantra, New Delhi , 2006.
7. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
8. Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.

9. Marks, Daniel, Shipping Cartels. 9. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
10. Coughlan, A. Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.
11. Bowersor, Donald J and David J Closs, Logistics management and Integrated Supply Chain Management, Tata McGraw Hill.
12. Christopher, M., Logistics and Supply Chain Management, Prentice Hall
13. Journals - ICAO Journal, New York., Indian Shipping and Transport, Mumbai, The Marine Times, Mumbai, International Journal of Logistics Management Foreign Trade Review

LEARNING OUTCOMES	
1.	The participant will gain knowledge on concepts and relevance of logistics and supply chain
2.	The participant will understand various modes of transport and warehousing of merchandise goods.
3.	The participant will analyze the concepts of supply chain drivers

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0408	INTERNATIONAL TRADE PROMOTION STRATEGIES	S4 Working	Elective Course 3
Course Objective			
1.	To familiarize the participants concepts of International Advertising, Media Planning and analysis.		
2.	To familiarize the participants on International Sales Promotion and information on International Trade Promotion Organizations.		
3.	To familiarize the participants on Government Regulations/Incentives on import/export of promotional materials.		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	GLOBAL ADVERTISING 1.1 Global market segmentation and advertising strategy 1.2 Advertising media, branding, selecting of advertising agency 1.3 Branding decisions in International trade 1.4 Brand piracy.	4 + 2	
2.	MEDIA PLANNING AND ANALYSIS 2.1 Tactical considerations, specific media information 2.2 Media limitation legal and tax consideration 2.3 language limitation, cultural diversity production and cost limitation 2.4 International control of advertising	4 + 2	
3.	SALES PROMOTION 3.1 Sales Management for exporters, Export Sales Organizations	4 + 2	

	3.2 Government Regulations for Import and Export 3.3 Export Salesman – characteristics, recruitment and training routing of salesman, Foreign language skills 3.4 Sales Promotion Restrictions.	
4.	EXPORT PROMOTION 4.1 Export Promotion Organization 4.2 Foreign Embassy Support 4.3 ITPO, DGFT, DGCI&S, CGPDTM, SEZ, APEDA, FIEO, IIFT, MPEDA 4.4 Commodity Boards and Export Promotion Councils	3 + 2
5.	INTERNATIONAL AGENCIES FOR TRADE PROMOTION 5.1 Major Global Trade Fairs/Exhibitions 5.2 Commodity/Sector 5.3 Government support for trade promotion-incentives 5.4 Use of Internet for Trade Promotion 5.5 Emerging trends in International Trade Promotion	4 + 3

Suggested Readings:

1. Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.
2. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005
3. Rathor J S & Rathor B S, Export Marketing, Himalaya Publishing House, Mumbai, 2016.
4. Books 1. Keller: strategic Brand Management, Pearson Education, 2010
5. Belch & Belch : Advertising & Sales Promotion, Tata McGraw Hill 2009
6. Advertising & sales promotion by Kazmi & Batra (Excel books)

LEARNING OUTCOMES	
1.	The participant will be familiarized with the concepts of International advertising, media planning and analysis.
2.	The participant will gain knowledge on International sales promotion and International trade promotion organizations.
3.	The participant will understand the Government Regulations/incentives on import/export of promotional materials.

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0409	INTERNATIONAL BUSINESS NEGOTIATIONS	S4 Working	Elective Course 3
Course Objectives			
1.	To familiarize the participants concepts of International Business negotiations		
2.	To familiarize the participants on Cultural Aspects of International Business Negotiation		
3.	To familiarize the participants on Frameworks and Support for International Business Negotiations		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	

1.	NATURE OF INTERNATIONAL BUSINESS NEGOTIATIONS 1.1 Framework for international business negotiations 1.2 Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction 1.3 Model of the negotiation process with different strategies and planning 1.4 Distributive bargain and integrative negotiations.	4 + 2
2.	CULTURAL ASPECTS OF INTERNATIONAL BUSINESS NEGOTIATION 2.1 Role of culture, patterns of cross-culture behavior and communication 2.2 Importance of understanding the negotiating conventions 2.3 Expectations between foreign counterparts 2.4 Comparative and inter-cultural studies of negotiating behavior	4 + 2
3.	INTER-FIRM NEGOTIATION STUDIES 3.1 Buyers' negotiating strategies in international sourcing 3.2 Negotiating sales export transaction and agency agreements, Negotiating licensing agreements 3.3 Negotiating international joint ventures, projects. 3.4 Cooperative negotiation for mergers and acquisitions.	4 + 2
4.	FRAMEWORKS AND SUPPORT FOR INTERNATIONAL BUSINESS NEGOTIATIONS 4.1 Mutli-national, bilateral trade agreements 4.2 Government supported trade delegations 4.3 International trade fairs, international trading houses, industry associations.	3 + 2
5.	ETHICS IN NEGOTIATIONS 5.1 Differences from an ethical perspective of the importance of relationship development 5.2 Negotiating strategies, decision making methods, contracting practices, illicit behaviours such as bribery 5.3 Best practices in negotiations, business etiquette. Personality and negotiation skills	4 + 3

Suggested Readings:

1. Claude Cellich, Subhash Jain -Global Business Negotiations: A Practical Guide , South-Western Educational Publishing 2004
2. Pervez N. Gauri and Jean Claude Usunier, International Business Negotiations, Elsevierltd 2008
3. Robert T. Moran and William G. Stripp, Successful International Business gotiations,2004
4. Leigh L, Negotiation Theory and Research. Thompson, 2003

LEARNING OUTCOMES

1.	The participant will be familiarized with the concepts of International Business negotiations
2.	The participant will gain knowledge on Cultural Aspects of International Business Negotiation
3.	The participant will understand the importance of Ethics in Negotiations

Course Code	Course Title	Semester & Level of Knowledge	Type of Course & No. of Credits
MB85 03/0410	INTERNATIONAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR	S4 Working	Elective Course 3
Course Objectives			
1.	To familiarize the participants concepts of International Consumer and Industrial Buyer Behaviour		
2.	To familiarize the participants on Cross-Cultural Consumer Behaviour		
Module No.	Title & Contents	No. of Sessions LT (Indicative)	
1.	INTRODUCTION 1.1 Consumer Behaviour Theory and its Application to Marketing Strategy 1.2 Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.	4 + 2	
2.	INTERNAL DETERMINANTS OF BUYING BEHAVIOUR 2.1 Individual differences among customers and markets segmentation; Needs, motivation and Involvement 2.2 Information processing and consumer perception 2.3 Learning; Attitudes and attitude Change 2.4 Personality and psychographics (values and life style analysis).	4 + 2	
3.	MODELS OF CONSUMER BEHAVIOUR 3.1 Organisational Buying Behaviour Process 3.2 Buying Behaviour model	4 + 2	
4.	CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYING BEHAVIOUR 4.1 Economic Demographic and socio-cultural trends and consumer behavior 4.2 Globalisation of consumer markets 4.3 International marketing implications	3 + 2	

5.	Innovation Diffusion and Consumer Adoption Process 5.1 Diffusion of Innovation Across Nations/Cultures 5.2 Consumer Satisfaction and Other Feedbacks 5.3 Cross-Cultural Consumer Research – Complexities and issues	4 + 3

Suggested Readings:

1. Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.
2. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005
3. Rathor J S & Rathor B S, Export Marketing, Himalaya Publishing House, Mumbai, 2016.
4. Books 1. Keller: strategic Brand Management, Pearson Education, 2010
5. Belch & Belch : Advertising & Sales Promotion, Tata McGraw Hill 2009
6. Advertising & sales promotion by Kazmi & Batra (Excel books)

LEARNING OUTCOMES	
1.	The participant will be familiarized with the concepts of Individual Consumer Behaviour.
2.	The participant will gain knowledge on International consumer Behaviour.
3.	The participant will understand the models of consumer behavior and Cross cultural consumer behavior.