



## **Programme Structure & Syllabus**

# **Master of Business Administration ( MBA) 2022-23**

**Department of Management  
Central University of Rajasthan**

## MBA Programme (2022-23)

SemesterI				SemesterII			
Course Code	CourseName	Course Type	Course Credit	Course Code	CourseName	Course Type	Course Credit
MGT401	Management Principles and Organizational Behavior	CC	4	MGT 406	Marketing Management	CC	4
MGT402	Managerial Economics	CC	4	MGT 407	Financial Management	CC	4
MGT403	Accounting for Managers	CC	4	MGT 408	Human Resource Management	CC	4
MGT404	Quantitative Techniques	CC	4	MGT 409	Production & Operations Management	CC	4
MGT405	Business Research and Statistical Software	CC	4	MGT 431	Entrepreneurial Skills	AECC	4
MGT 421	SoftSkills & Business Communication	SECC	4	MGT 453	Dissertation Project-I	PC	4
	<b>TotalCredit</b>		<b>24</b>				<b>24</b>
SemesterIII				SemesterIV			
Course Code	CourseName	Course Type	Course Credit	Course Code	CourseName	Course Type	Course Credit
MGT501	StrategicManagement	CC	4	-	UHV- II**	Audit Course	4
MGT 502	Business Ethics	CC	4	-	Departmental Specific Electives	DSE	12
-	Departmental Specific Electives	DSE	12	-	Open Elective	OE	4
-	Open Elective	OE	4	MGT 554	Dissertation Project-II	PC	8
MGT 552	Summer Internship Project	PC	6	-	Fitness		2*
				-	Societal Interface		2*
	<b>TotalCredit</b>		<b>24+6</b>				<b>24</b>

**Note –**

\*2 Credit Course for Fitness will be spread over all the 4 Semester of the Course. 2 Credit Course for Societal Interface will also be spread over all the 4 Semester of the Course. In Fitness, the students are expected to participate in any physical activity (e.g. Yoga, sports etc.) and in Societal Interface they need to engage in some social activity (e.g. NSS etc.) in the university, right from I Semester to the IV Semester. By participating in both these activities the student will be earning 2 credits for the Fitness and 2 Credits for Societal Interface. Fitness and Societal Interface will be proportionately spread over the four semesters. A faculty coordinator for each of these courses will be appointed at department/university level for better supervision and evaluation purpose.

\*\*The course on University Human Values (UHV) is a compulsory course as an audit course which should be cleared by all the students; however, this will not affect the credits of the programme.

Total Credit for MBA Programme is 102 Credits (excluding courses on UHV, Fitness and Societal Interface) which are divided as follows:-

CC - Core Course	44 Credits
DSE- Departmental Specific Elective Courses offered by the Department	24 Credits
OE - Open Elective Courses offered by any department of the University	08 Credits
AECC – Ability Enhancement Compulsory Course	04 Credits
SECC - Skill Enhancement Compulsory Course	04 Credits
PC - Project Course	16 Credits
Fitness	02 Credits
Societal Interface	02 Credits
UHV-II – Audit Course	04 Credits

### List of Open Elective Courses offered by the Department

Sr.No	CourseCode	CourseName	CourseCredit
1	MGT550	Management Information System	4
2	MGT551	International Business	4

## List of Departmental Specific Elective Courses offered by the Department

<b>Sr.No</b>	<b>CourseCode</b>	<b>CourseName</b>	<b>CourseCredit</b>
1	MGT521	Marketing of Services	4
2	MGT522	Sales & Distribution Management	4
3	MGT523	Integrated Marketing Communication	4
4	MGT524	Retail Management	4
5	MGT525	Consumer Behavior	4
6	MGT526	Product and Brand Management	4
7	MGT527	Digital Marketing	4
8	MGT528	Marketing Analytics	4
9	MGT529	Security Analysis and Portfolio Management	4
10	MGT530	Financial Analytics	4
11	MGT531	Management of Financial Services	4
12	MGT532	International Financial Management	4
13	MGT533	Financial Engineering	4
14	MGT534	Financial Institutions & Markets	4
15	MGT 535	Corporate Tax Planning	4
16	MGT 536	Financial Modeling	4
17	MGT537	Human Resource Planning & Development	4
18	MGT538	Organizational Change & Development	4
19	MGT539	Employee Relations and Labour Laws	4
20	MGT540	Performance & Compensation Management	4
21	MGT541	Leadership Development	4
22	MGT542	Strategic Human Resource Management	4
23	MGT543	HR Analytics	4
24	MGT544	Sustainable HRM	4
25		Any Other MOOC/ Online Course as suggested by approved Board	4

## **Learning outcomes of the Programme**

The MBA programme offered by the Department of Management in School of Commerce and Management at CURAJ, prepares its graduates to be professionals. It provides students with the skills and knowledge necessary to become effective leaders. An MBA graduate can expect to achieve the following learning objectives and will be able to:

1. describe the theories and principles of management to understand the human behaviour and other resources at work place
2. display competencies and knowledge in key business functional areas including accounting, finance, marketing, operations and HR management
3. apply the skills to communicate effectively, both verbally and in writing
4. understand and apply information system for business management issues
5. identification of business opportunity, decision to become entrepreneur
6. develop an understanding of the diverse and rapidly changing global business environment
7. identify, understand and analyze professional issues in contexts of HR/ Market/ Finance and operations
8. apply decision-making techniques, using both quantitative and qualitative analysis, to propose solutions for real life business issues
9. analyze and evaluate ethical problems that occur at all levels of business decision making
10. conduct strategic analysis using both theoretical and practical applications
11. construct and formulate business strategies to articulate a vision needed to motivate others and lead diverse teams of people
12. implication of various research methods to develop full length research projects and write term papers

**MBA**

**Detailed Syllabus**

## Core Courses

### Course: Management Principles and Organizational Behaviour (MGT 401)

<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4
<b>Course Pre-requisites:</b>		
1	Student must have completed Bachelor's Degree	
2	Must Have aptitude for management	
3	Verbal comprehension and writing ability	
<b>Course Objective:</b>		
	To familiarize the students with basic management concepts and behavioural processes in the organisation.	
<b>Course Outcomes: The students will be able to</b>		
1	Make use of the theories, models, principles and frameworks of management to make managerial decisions	
2	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.	
3	Formulate approaches to managerial effectiveness to achieve organizational goals.	
<b>Course Content:</b>		
UNIT I	Challenges and opportunities for Management/ OB; Overview and definition of Management, Managerial roles and skills; Evolution of management thought: scientific management, administrative approach, behavioural approach, systems approach, contingency approach.	8 hrs
UNIT II	Management functions: Planning, Organizing, Controlling; Decision Making; Contemporary issues in management: Management by Objectives, Total Quality Management, Business Process Reengineering, and Sustainable Business.	8 hrs
UNIT III	OB: Overview and definition; Disciplines that contribute to OB; OB model; Individual behaviour: Biographical characteristics, intellectual and physical abilities, emotions, personality types, transactional analysis, Johari window.	8 hrs
UNIT IV	Perception: definition, process, factors influencing perception. Diversity management.	8hrs
UNIT V	Leadership: Meaning and theories. Motivation: Meaning and theories. Groups and teams.	8hrs





1	<i>Must possess analytical thinking</i>	
2	<i>Skill in dealing with practical business problems and challenges related to resource allocation</i>	
3	<i>Knowledge of graphical structure and differentiation of algebraic functions used in business</i>	
<b>Course Objective:</b>		
	<i>To provide insights to the students regarding tools and techniques of economics to enable them to appreciate its relevance in business decision-making</i>	
<b>Course Outcomes: The students will be able to</b>		
1	<i>Identify and define key variables of micro and macroeconomics in managerial prospective</i>	
2	<i>Analyze the relationships between various micro-economic variables from the perspective of a consumer, firm, industry, market, and competition.</i>	
3	<i>Develop critical thinking about the macroeconomic policy and its implications in business society</i>	
<b>Course Content:</b>		
UNIT I	<b>Introduction:</b> Meaning and scope of Managerial Economics, Role and responsibilities of Managerial Economist, Objectives of firm, Fundamental concepts of Economics - Incremental reasoning, contribution, Time perspective, Risk and uncertainty, Discounting principle, Opportunity cost, Profit maximization model, Growth maximization model and Behavioral model of firm. Case study analysis	8 hrs
UNIT II	<b>Demand Analysis:</b> Demand and revenue, Elasticity of demand its significance and its applications in business, Demand function, Determinants of demand, Demand forecasting, Case study analysis	8 hrs
UNIT III	<b>Cost and Production Function Analysis:</b> Cost concepts relevant to business decisions, Cost Functions, Production function, Laws of returns and returns to scale, Estimation of production and Estimation of cost, Case study analysis	8 hrs
UNIT IV	<b>Market Structure:</b> Theory of pricing, Perfect competition, Imperfect Competition, Monopoly, Monopolistic competition, Monopsony, Duopoly and Oligopoly, Case study analysis	8hrs
UNIT V	<b>Pricing Methods:</b> Pricing decisions, General theory of pricing, Peak load pricing, Pricing over life cycle of a product, Cost plus pricing, Multi-product pricing, Transfer pricing and Cost oriented prices, Case study analysis	8hrs
UNIT VI	<b>Fundamentals of Macroeconomics:</b> National Income, its Components, Methods of measurement, Problems in estimating, economic welfare and industrial growth, The flat world economy, Characteristics of new economy, , Icons of new economy, Demographic dividend and Rules of the game in new economy, Case study analysis	8hrs
<b>Internal Assessment:</b>		
CIA 1	Unit I, Unit II	

CIA 2	Assignment submission and/or presentation
-------	---

**Text Books:**

4. N. Gregory Mankiw; Principle of Economics, Harcourt Publication, 2020
5. D.N. Dwivedi, Managerial Economics, Vikas, New Delhi

**Reference Books:**

1. Joel Dean, Managerial Economics
2. Paul A Samuelson, Economics, Mc Graw Hill International , New York
3. P.L. Mehta, Managerial Economics, Analysis and Cases ,Sultan Chand & Sons, N. Delhi
4. R.L. Varshney & K.L. Maheshwari, Managerial Economics, Sultan Chand & Sons, New Delhi
5. U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata Mc Graw Hill, Mumbai

**PO-CO Compliance Matrix**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		1			2							
CO2							2	3				
CO3								1		3	2	

\*1: Low, 2: Medium, 3: High

\*\*\*\*\*

**Course: Accounting for Managers (MGT 403)**

<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4
<b>Course Pre-requisites:</b>		

1	Student must have completed Bachelor's Degree	
2	Aptitude and skills in Quantitative Analysis	
<b>Course Objective:</b>		
1	To provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.	
2	To understand the system of utilizing & analyzing financial, costing, and other information to assist the management in the performance and evaluation of their functions.	
3	To use the financial information to assist the management in decision making	
<b>Course Outcomes: The students will be able to</b>		
1	Identify and understand the basic concepts & principles of Accounting.	
2	Ability to read, interpret and analyze financial statements; combine financial analysis with other information to assess the financial performance and position of a company.	
3	Understand and apply accounting concepts to analyze common business management decisions such as pricing decision, make or buy decision etc from a financial perspective.	
<b>Course Content:</b>		
UNIT I	Introduction: Objectives of accounting, Financial accounting, Concept, Importance, Scope, Accounting as an information system, Accounting concepts & conventions and Generally Accepted Accounting Principles (GAAP).	8 hrs
UNIT II	Financial Statements: Nature and Usefulness of financial statements, Preparation of financial statements-Trading account, Profit & Loss a/c, Balance sheet and Adjustments in final accounts.	8 hrs
UNIT III	Management Accounting: Concept, Importance and Scope. Distinction between financial accounting, cost accounting and management accounting, Functions of management accountant.	8 hrs
UNIT IV	Cost Accounting: Concepts, Cost Centre, Profit Centre & Investment Centre, Elements of Cost, Methods of costing, Techniques of costing	8 hrs
UNIT V	Preparation of cost sheet, Marginal costing. Application of CVP analysis in business decision making, Absorption costing,	8 hrs
UNIT VI	Standard costing & Variance analysis, Budget and Budgetary Control.	8 hrs
<b>Internal Assessment:</b>		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
<b>Text Books:</b>		
1. Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.		
2. Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.		
<b>Reference Books:</b>		



1	Memorize and reproduce all basic formulae covered in the syllabus.
2	Illustrate relationships using direct and inverse proportion, simple graphs, linear and quadratic equations.
3	Solve different types of problems related to business operations

Course Content:

UNIT I	Decision Theory, Decision making under uncertainty, Criterion of Maximin and minimax, Decision making under risk Bayesian approach, Criterion of Maximum likelihood, Decision Tree-Applications.	8 hrs
UNIT II	Decision making in a Competitive Situation-Game Theory, Types of Games, Two person zero sum games, Mixed strategy and Method of solution.	8 hrs
UNIT III	Transportation Model, North West Corner Rule, Stepping Stone Method, VAM, MODI, Application of Transportation Model, Assignment Models, Hungarian method of assignment, Application of Assignment model	8 hrs
UNIT IV	Queuing theory , Characteristics, Business application of waiting lines, Simulation for business, Monte Carlo method and application of simulation in business situations.	8 hrs
UNIT V	PERT & CPM, Network construction and analysis, Critical path, Time-cost trade off, Crash activity analysis, Planning and scheduling, Project costs, Controlling project costs.	8 hrs
UNIT VI	Linear Programming, Problem formulation and graphical methods of solution, Simplex method, Elementary ideas about duality, Sensitivity Analysis, Integer Programming and Goal Programming.	8 hrs

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	

Text Books:

1. Anderson, Sweeney and Williams, An Introduction to Management Science
2. Vohra, N.D. Quantitative Techniques in Management, 3<sup>rd</sup> Edition, Tata McGraw Hill

Reference Books:

1. Taha, H.A., An introduction to Operation Management
2. Tulsian and Pandey, Quantitative Techniques, Pearson Education
3. Sharma J. K., Operations Research

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3	1					3		1		
CO2		3	1					3		1		

CO3		3	1				3		1		
*1: Low, 2: Medium, 3: High											

.....

<b>Course: Business Research and Statistical Software (MGT 405)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4
Course Pre-requisites:		
1	Written communication skill	
2	Problem-solving and reasoning ability	
3	Aptitude for quantitative analysis	
4.	Basic knowledge in MS Excel/SPSS	
Course Objective:		
	To make the students familiar with basic research techniques and their applications in business decision making. The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, data analysis, and report writing.	
Course Outcomes: The students will be able to		
1	Make use of scientific methods of research to solve business research problems for effective decision making	
2	Examine the various issues of a research problem and illustrate the relevant steps of research process from a data driven decision perspective.	
3	Formulate alternative research designs, sample designs, data survey instruments, testable research hypotheses, data analysis requirements and research reports to address real-life industrial research problems.	
Course Content:		
UNIT I	<b>Introduction:</b> Introduction: Introduction to Business Research, Research process and Types of Research, problem formulation and Statement of Research Objectives, Importance of literature review. Business Research Design: Steps involved in a research design. Exploratory research, Descriptive research, Causal research, Various types of experimental designs, types of errors affecting research design. Case study analysis	8 hrs
UNIT II	<b>Sampling:</b> Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-	7hrs

	probability Sampling Techniques, sample size determination.	
UNIT III	<b>Data collection:</b> Primary and Secondary data – Sources, Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Data entry and visual plots in MS Excel Measurement & Scaling Techniques: Nominal, Ordinal, Interval and Ratio Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale	8 hrs
UNIT IV	<b>Central tendency and Dispersion:</b> Measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. Binomial, Poisson and Normal distributions- their characteristics and applications. Measures of Variation. Skewness, Moments and Kurtosis. Application in MS Excel and SPSS software.	7 hrs
UNIT V	<b>Data analysis&amp; Interpretation:</b> Validity & normality of data, Qualitative vs Quantitative data analyses, Hypothesis testing: Parametric and Non-Parametric Tests , t – test, Z test, ANOVA, Correlation & regression Analysis, chi square test, sign test, run test, Mann-Whitney U Test, Kruskal-Wallis H test. Time Series Analysis, Data entry, variable specification and Hypothesis tests in SPSS software. Case study analysis	10hrs
UNIT VI	<b>Report Design :</b> Basics of research report, Contents of report, need of executive summary – chaptalization, contents of chapter, reportwriting, reportformat, Ethics in research. Case study analysis	8hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation, Practice in MS Excel/SPSS software	
Text Books:		
1. Donald R. Cooper , Pamela S. Schindler; Business Research methods, TMH, 12 <sup>th</sup> Edition, New Delhi		
2. Deepak Chawla, NeenaSodhi; Research Methodology: Concepts and Cases, Vikas Publication, 2016		
Reference Books:		
8. CR Kothari, Research Methodology, New Age International Publication, 2004		
9. S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007		
10. S.C. Gupta, Business Statistics, Himalaya Pub House, 2008		
11. Richard I. Levin, David S. Rubin, Statistics for Management, PHI		
12. K R Sharma, Doing Research in Business and Management, , Sage Publications , New Delhi		

13. S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3						
CO2												
CO3			3					3	2			3

\*1: Low, 2: Medium, 3: High

<b>Course: Marketing Management (MGT 406)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4
Course Pre-requisites:		
1	Basic knowledge on popular brands of products and companies	
2	Interpersonal skills, ability to strategize, and entrepreneurial ability	
3	Urge to develop a feel of the market place	
Course Objective:		
	To get knowledge on basic principles and practices of marketing activities including strategy formulation, implementation and evaluation.	
Course Outcomes: The students will be able to		
1	Have skill on various concepts, principles, models and terms related to the practice and role of marketing.	
2	Apply marketing theories and practice in contemporary real world business scenarios.	
3	Explain the interrelationships among core marketing strategy and elements of marketing mix with real world examples.	
Course Content:		



UNIT I	<b>Fundamental of Marketing:</b> Definition of Marketing Management, Marketing concepts, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts, Marketing planning, organization and control, Marketing environment, Consumer Buying decision making process. Case study analysis	10hrs
UNIT II	<b>Product:</b> Definition, classification, product line-concepts and decisions, differentiation, new product development process, Product Life Cycle, Packaging, Labelling, Concepts and types of branding, Product portfolio matrices (BCG, GE). Case study analysis	7hrs
UNIT III	<b>Pricing:</b> Meaning, pricing objectives, factors affecting pricing, methods, price strategy and policy (pricing of new products, geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing). Case study analysis	7hrs
UNIT IV	<b>Physical distribution / Place:</b> Definition, Channels, functions, levels of distribution channels, channel management decisions, Vertical, Horizontal and Multi-channel marketing systems, Legal and ethical issues in channel relations. Retailing: Meaning, types, functions of retailers, marketing decisions related to retailers. Wholeselling: Meaning, types, functions of wholesalers, marketing decisions related to wholesalers. Case study analysis	8hrs
UNIT V	<b>Promotion:</b> Definition, promotion mix concept; Advertising: Meaning, advertising objectives, Evaluation of advertisement; Sales promotion: Meaning, tools and techniques; Public relations: Definition, techniques and methods of PR; Personal selling: Meaning, process, direct, online, social media and mobile marketing. Case study analysis	8hrs
UNIT VI	<b>Contemporary issues in marketing:</b> Concepts of green marketing, relationship marketing, service marketing and International marketing. Case study analysis	8hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation , Case-let analysis and presentation	
Text Books:		
1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar; Marketing Management: A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13 <sup>th</sup> ed.		
2. V.S Ramaswamy, S. Namakumari; Marketing Management: Global Perspective, Indian Context; Sage publication, 2018		
Reference Books:		
1. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.		
2. Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11 <sup>th</sup> ed.		

3. Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13<sup>th</sup> ed.
4. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2<sup>nd</sup> ed.
5. Varshney, R.L. and Gupta, S.L., Marketing management Text and Cases An Indian perspective, Sultan Chand & Sons, New Delhi, 2005, 3<sup>rd</sup> ed.

**PO-CO Compliance Matrix**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		2	1		2					3	3	
CO2		3					3		2			
CO3		2				2	3					

\*1: Low, 2: Medium, 3: High



**Course: Financial Management (MGT 407)**

<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		Total: 4
<b>Course Pre-requisites:</b>		
1.	Student must have completed Bachelor's Degree.	
2.	Must possess analytical skills.	
<b>Course Objective:</b>		
1.	To have understanding of current financial environment in Indian & world capital market To focus on issues related to financial management in the Indian Corporate Sector.	
2.	To enable and equip the manager with basic tools for applying financial analysis.	
<b>Course Outcomes:</b> The students will be able to		
1.	Demonstrate and understand of the overall role and importance of finance function.	
2.	Develop an understanding of financial investment, instruments, and market.	
3.	Evaluate the business decision impact on the financial statement, working capital, capital structure, and capital budgeting of the firm.	
<b>Course Content:</b>		
UNIT I	<b>Financial Management</b>	8 hrs

	Concept, scope, classification of finance function, Financial Planning & theory of capitalization, objectives of financial management, profit maximization vs. wealth maximization. Financial System, Time value of Money											
UNIT II	<b>Sources of finance</b> Long term sources- Shares, Debentures/Bonds Term Loan, Retained Earnings, Leasing, Hire-purchase, Venture capital, Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring. Emerging short-term and long-term financial instruments.											8 hrs
UNIT III	<b>Financing decisions</b> Cost of capital, Cost of debenture, Cost of Term Loan, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted cost of capital. Leverage, Trading on equity, factors affecting trading on equity, operating leverage, financial leverage and combined leverage. Capital structure, Concepts and determinants of capital structure, Approaches to establish appropriate capital structure- Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach											8 hrs
UNIT IV	<b>Investment decisions</b> Capital budgeting-Nature, scope, Non-Discounted and discounted techniques, Risk analysis in Capital Budgeting											8 hrs
UNIT V	<b>Working capital management</b> Concept of working capital, Operating Cycle period, Factors affecting working capital requirements, Computation of working capital requirements. Management of Debtors, Inventory & Cash & related model											8 hrs
UNIT VI	<b>Dividend decision:</b> Dividend Policy, Regulatory, Dividend and its types, Factors influencing dividend decision, Dividend theories of relevance: Walter's model, Gordon's model, Dividend theories of irrelevance: MM Hypothesis											8hrs
Internal Assessment:												
CIA 1	Unit I, Unit II											
CIA 2	Assignment submission and/or presentation											
Text Books:												
6. Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9 <sup>th</sup> ed.												
7. Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2010.												
Reference Books:												
1. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.												
2. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.												
3. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad.												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	1		1		1		1	1	1	1

CO2	1	1	1		1		1	1	1	2		1
CO3	2		1	2	1				1	1		3
*1: Low, 2: Medium, 3: High												



<b>Course: Human Resource Management (MGT 408)</b>	
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>
Theory: 4 hrs. per week	End Semester Examination: 60 marks Internal Assessment: 40 marks
L: 4, T: 1, P:0	
	Total: 4
Course Pre-requisites:	
1	Student must have completed bachelor's degree
2	Student must have completed a core course in Management Principles and Organizational Behaviour
Course Objective:	
	To sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management. By the end of the course the student will be able to: Appreciate the importance of human resource management as a field of study and as a central management function; Understand the implications for human resource management of the behavioral sciences, corporate decisions; Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element's key concepts & terminology; and Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems.
Course Outcomes: The students will be able to	
1	Define the Key Terms Related to Human Resources at Various Levels and Across Variety of Organizations.
2	Analyze Competencies Required for Present and Potential Future Job Roles
3	Design HR Planning, conducting Job Analysis, Developing and conducting employee selection test & interviews. Preparing for orientation program
4	Develop and evaluate training programs for specific requirements at work place
5	Design, assess, evaluate the performance management system and evaluate the compatibility of compensation system in organization
6	Understanding the HR issues in International Perspective
Course Content:	

UNIT I	<b>Perspective of HRM:</b> Human Resource Management- Concept, Scope, and Importance; Competencies of HR Manager: Competency mapping; Employer branding, Strategic HRM: Strategic role of HR, Approaches, and models of SHRM, HRM environment in India	8 hrs.
UNIT II	<b>Procurement of HR/Staffing:</b> Human Resource Planning, Assessing Human Resource requirements; Job Analysis and Job Design; Job characteristic approach to job design, Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations, Restructuring and Rightsizing	8 hrs.
UNIT III	<b>Human Resource Development:</b> Training and Development; Meaning, Importance & assessment of training needs, principles of effective training, Skills of an Effective Trainer, Designing Training and Development Program, Training Methods: Case-study, In-basket exercise, special projects, Action learning, Management Games & Role Play, Experience Learning, Sensitivity Training, Evaluation of Training program, Career planning and Development, Succession Planning	8 hrs.
UNIT IV	<b>Performance Appraisal and Remuneration (Compensation):</b> Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviorally Anchored Rating Scale, Potential Appraisal, Human Resource Audit Job Evaluation, Employee Remuneration, Components of Remuneration, Employee Benefits & Incentives, Designing Compensation Strategy	8 hrs.
UNIT V	<b>Employment Relationship:</b> Employee Relations and Employee Involvement, Trade Union, Collective Bargaining, Employee Grievance, Dispute Handling Mechanism	8 hrs.
UNIT VI	<b>Contemporary HRM:</b> Human Resources in a Comparative Perspective, International and Cross-Cultural HR, Emerging Trends in Procurement, Development & Compensation Management, HR/IR issues in MNCs	8 hrs.
	<b>Case Studies: HR Issues in Corporate</b>	
<b>Internal Assessment:</b>		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or Presentation/ Term Paper/ Book Review/ Literature Review Paper/ Live project	
Textbooks:		
1. Fundamentals of Human Resources Management, Gary Dessler, By Pearson		
2. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, New Delhi.		

3. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, New Jersey

Reference Books:

1. Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.

2. Dessler, Garry, Human Resource Management, Prentice Hall of India. Department of Commerce, University of Delhi 20.

3. Decenzo & Robbins, Personnel/Human Resource Management, Prentice Hall of India

4. Harzing, A. W. and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London.

**PO-CO Compliance Matrix**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3	3					3			1		
C02		3	1	1			2	1				
C03		3					2	2		3	2	1
C04							2	1			2	
C05							2	1			2	1
C06						3	2				2	1

\*1: Low, 2: Medium, 3: High

**Course: Production & Operations Management (MGT 409)**

TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4

Course Pre-requisites:

1	Student must have completed Bachelor's Degree
2	Effective problem-solving skills
	Real life experience of manufacturing plant visits

Course Objective:

	To acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and
--	---

	services;.	
2	To acquaint the students with techniques of productivity improvement in operations through layout engineering and quality management etc;	
3	To acquaint the students with techniques of effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations	
Course Outcomes: The students will be able to		
1	Understand the managing production processes	
2	Understand modern production techniques	
3	Manage effective operation management	
Course Content:		
UNIT I	<b>. Production planning and control:</b> Definition, production planning system, functions, Production control and steps. <b>Production processes:</b> Manufacturing and Service operations, Differences between manufacturing and service operations, Classification of manufacturing processes	8 hrs
UNIT II	<b>Capacity planning:</b> Short, Intermediate, Long range capacity planning, determinants of effective capacity, capacity planning decisions. <b>Plant location:</b> Need, effect of location on costs and revenues, location selection procedure, factors affecting selection of location, Location models, Theories of industrial location	8 hrs
UNIT III	<b>Plant layout:</b> Meaning, objectives, influencing factors, principles, types of layout (Process/Functional/Job shop, Product, Fixed position, Cellular manufacturing, Hybrid layouts)	8 hrs
UNIT IV	<b>Quality control:</b> Benefits, Statistical Quality Control, Control charts, Acceptance sampling techniques, Elementary concepts of Total Quality Management (TQM), Business Process Reengineering (BPR), six sigma, 5 'S' Kaizen, Quality Circles, Indian Quality certifications (ISO, ISI, AGMARK, BIS Hallmark)	8hrs
UNIT V	<b>Operations management:</b> Definition, manufacturing operations vs. service operations, objectives, types of models in operations management, Financial and economic analysis in operations, Life of the asset.	8hrs
UNIT VI	<b>Materials management:</b> Function, scope, importance of materials management, inventory, types, material requirement planning system <b>Case studies</b> based on above-mentioned curriculum	8hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
Text Books:		

1. Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5 <sup>th</sup> ed												
2. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2 <sup>nd</sup> ed.												
Reference Books:												
1. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8 <sup>th</sup> ed												
2. Gopalakrishnan, P., Purchasing & Materials management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001												
3. Gopalakrishnan, P., Purchasing & Materials management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001												
4. Schroeder, Roger, Operations management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2009												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3	1				3			1		1
CO2		3	1				3			1		1
CO3		3	1				3			1		1
*1: Low, 2: Medium, 3: High												



<b>Course: Strategic Management (MGT 501)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have completed a core course in Management Principles and Organisational Behaviour	
3	Student must demonstrate knowledge of functional areas of management, such as Marketing, HR, Finance and Operations	



Course Objective:		
	To impart knowledge of formulation, implementation and evaluation of Business Policy and Strategies	
Course Outcomes: The students will be able to		
1	Learn the business policies and strategic decision-making practices	
2	Demonstrate effective applications of concepts, tools and techniques to practical business situations	
3	Develop their capacity to think and execute business decisions strategically to formulate organizational vision, mission, goals, and values	
4	Analyze the corporate environment and conduct SWOT analysis for respective organizations	
5	Design different corporate strategies and evaluating strategic decisions in real business world	
6	Develop Strategic framework in contingent environment	
Course Content:		
UNIT I	<b>Business policy:</b> Nature, Objectives and importance of business policy. <b>Strategic management:</b> Strategic decision making; Approaches & Process of strategic decision making, Strategic Management Model	8 hrs
UNIT II	<b>Strategy formulation:</b> Strategic Intent: Company's vision, mission, objectives & goals; Environmental appraisal and organizational appraisal, Industry Analysis	8 hrs
UNIT III	<b>Strategic Analysis:</b> SWOT Analysis, BCG Matrix, GE- Nine Cell, McKinsey's 7'S Framework, Experience Curve, Impact Matrix. Concept of value chain and competitive advantage	8 hrs
UNIT IV	<b>Strategic Alternatives and Choice</b> Types of strategies: Corporate Level Strategy, Business Level Strategy, Functional Strategy	8 hrs
UNIT V	<b>Strategy Implementation:</b> Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioural and Functional implementation.	8 hrs
UNIT VI	<b>Strategy Evaluation:</b> Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.	8 hrs
	<b>Case Studies</b> based on above curriculum	
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or Presentation/ Term Paper/ Book Review/ Literature Review Paper/ Live project	
Text Books:		
1. AzharKazmi, Business Policy and Strategic Management by Tata McGraw Hill		

2. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.												
Reference Books:												
1. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases												
2. Michael Porter, Competitive Advantage of Nations												
3. Jauch&Glueek, Business Policy and Strategic Management												
4. Kenneth, A. Andrews, Concepts of corporate Strategy												
5. Melvin J. Stanford, Management Policy												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01		3			3			3	2	3	3	
C02				2	2		1	3	2	3	3	
C03		1			2	1		2	2	3	3	
C04					2	1		3	2	3	3	
C05					2	1		3	2	3	3	1
C06					2	1		3	2	3	3	1
*1: Low, 2: Medium, 3: High												

.....

<b>Course: BUSINESS ETHICS (MGT 502)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have aptitude for management	
Course Objective:		
	To orient and sensitise students towards ethical issues in business, and prepare them as future managers, with strong grounding in ethics. To make students responsive to complex social and ethical phenomena and enable them to resolve ethical dilemmas while making managerial	

	decisions.	
Course Outcomes: The students will be able to		
1	Define, explain and the theoretical foundations of business ethics.	
2	Reflect on and critically examine their own values and the importance of ethical dimensions in business and workplace.	
3	Able to apply ethical principles in decision making.	
Course Content:		
UNIT I	<b>What is Business Ethics</b> Definition and meaning of ethics; relationship of ethics with values, morals, science, religion and law. Stages of moral development. Theories of ethics: Consequentialist/result-based and non-consequentialist/duty-based theories. Indian ethical traditions and their relevance for managers, Business Ethics - Definition, meaning and theories - shareholder theory, stakeholder theory, social contract.	10hrs
UNIT II	<b>Ethical dilemma and ethical climate</b> Challenges to ethical decision-making. Ethical dilemma, how to resolve ethical dilemma. Creating ethical organisations/ building an ethical climate.	8 hrs
UNIT III	<b>Business Sustainability and Corporate Social Responsibility</b> Business sustainability, triple bottomline, corporate social responsibility – definition, meaning, relevant legal provisions for CSR, critique of CSR	8 hrs
UNIT IV	<b>Creating Shared Value</b> Creating shared value – definition, meaning, models of shared value creation(Amul model, ITC e-choupal, HUL Project Shakti).	8hrs
UNIT V	<b>Corporate governance</b> Corporate governance - definition, meaning, regulatory framework, challenges and opportunities	7 hrs
UNIT VI	<b>Ethics in Functional Areas of Management</b> Ethics in Marketing, Ethics in HRM, Ethics in Finance, Ethics in Supply Chains, Ethics in IT	7 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
	Case Studies	
Text Books:		



<b>Course: Soft Skills &amp; Business Communication (MGT 421)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs. per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 3
L: 4, T: 1, P:0		Practical 1
		Total: 4
<b>Course Pre-requisites:</b>		
1	Student must have completed bachelor's degree	
2	Aptitude for management	
3	Verbal comprehension and writing ability	
<b>Course Objective:</b>		
	To develop soft skills in business and professional communication. The course will acquaint the students with Soft Skills & communication. The basic concepts, and techniques of soft skill & business communication.	
<b>Course Outcomes: The students will be able to</b>		
1	Describe stages in a typical communication cycle and the barriers to effective communication.	
2	Understand the real-world business interactions and respond with logical view	
3	Appropriate use of body language and various forms of professional communication as per professional context	
4	Plan and coordinate in professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.	
5	Develop effective oral and written communication in business scenario through digital communication, social network platforms	
6	Prepare and deliver effective business presentations with appropriate technology, compose various types of professional and business correspondence	
<b>Course Content:</b>		
UNIT I	Communication as Soft Skill. Meaning, concepts, objectives, process & Principles of effective communication (7 Cs), Media for communication (covering written, oral, face-to-face, audio-visual, computer aided). Listening, Determinants of good listening, Feedback in communication. Barriers to Communication	8 hrs.
UNIT II	Skills required in different Model of communication process: Formal (upward, downward, horizontal, diagonal), Informal (grapevine, consensus), Ethics in business communication.	8 hrs.
UNIT III	Skill related to business correspondence. Business letters: kinds of business letters, essentials of effective business letter, business letter styles (full block, semi-block, hanging indentation, special letter form). Business enquiries and reply, purchase orders, sales letters, complaints, payment collection letters, circular letters, correspondence with banks, memos, office orders	8 hrs.

UNIT IV	HR Related Correspondence: Application letter, curriculum vitae, interview letter, references letter, offer of employment, letter of acceptance, letter of resignation, writing routine and persuasive letters. Business Report writing, Essentials of Good Report Writing											8 hrs.
UNIT V	Non-verbal communication Skills: Kinesics, paralanguage, art factual communication, proxemics, Chronemics, silent communication. Skill related to other means of business communication: Telephone, fax, telex, email, voice mail, answering machine, teleconferencing, SMS, MMS, posters											8 hrs.
UNIT VI	Business Presentation and Interview Skills. Types & preparation, Mock Interview. Presentation skills: Stages of Presentations, 4Ps (Planning, Preparation, Practice and Perform)–Choosing a method of speaking–Analyzing the audience–Nonverbal Dimensions of Presentations–Speeches for commemorative occasions–Effective presentation strategies. Public speaking, Persuasive speaking											8 hrs.
	Lab (Practical) Seminar Presentation, Mock Interview, Group Discussion, Drafting Business Correspondence, Business Presentation, Speeches, Public Speaking, Persuasive speaking, speaking beyond the formal podium											
	<b>Case Studies</b> based on above curriculum											
Internal Assessment:												
CIA 1	Unit I, Unit II											
CIA 2	Assignment submission and/or presentation											
Textbooks:												
1. Robert L. Shurter and J Peter Williamson, Written Communication in Business												
2. Heta A Murphy and Charles E Peck, Effective Business Communication												
Reference Books:												
1. William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods												
2. C. C. Parkhurst, English for Business												
3. Robert D Hay and P V Lesakar, Business Report Writing												
4. Lesikar, Raymond V. and Pettit, John D., Jr., Business communication Theory and application, A.I.T.B.S., 2003, 6th ed.												
5. Taylor, Shirley, Communication for business A practical approach, Pearson Education, Ltd., New Delhi, 2007, 4th ed.												
6. Bahl, Sushil, Business communication today, Response books, New Delhi, 1996.												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1		3									
CO2	1	1	3		1	1	1	1	1	1		2

C03	1		3							1	1	
C04	1		3								1	1
C05	1		3								1	1
C06	1		3								1	1

\*1: Low, 2: Medium, 3: High

## Ability Enhancement Compulsory Courses (AECC)

<b>Course: Entrepreneurship Skills (MGT 431)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week L: 4, T: 1, P:0	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
<b>Course Pre-requisites:</b>		
1	Student must have completed Bachelor's Degree.	
2	Aptitude for entrepreneurship.	
3	Student must demonstrate knowledge of soft skills and business writing skills.	
<b>Course Objective:</b>		
To equip the students with an understanding of entrepreneurship process, along with the skill sets and knowledge required to establish and run an enterprise successfully.		
<b>Course Outcomes:</b> The students will be able to		
1	Understand the organization, market related, financial, and social dimensions of a real-world business organization.	
2	Identify the key challenges and opportunities for a real-world business organization in the future.	
3	Develop entrepreneurial skills to launch and successfully operate a business organisation.	
<b>Course Content:</b>		
UNIT I	<b>Foundations of Entrepreneurship</b> Entrepreneurs and entrepreneurship: definition and meaning, how to be a successful entrepreneur.	8 hrs
UNIT II	<b>Entrepreneurial Skills</b>	8 hrs





	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	1	1	1	1	1	1	1	1		1
CO2	1			2							2	1
CO3	1		2		2	1	2	1	1	1	1	2

\*1: Low, 2: Medium, 3: High

.....

## Project Courses (PC)

<b>Course: Summer Internship Project (MGT 552)</b>	
<b>Course Objective:</b>	
	This project provide practical exposure to the students of the programme to different industries and application of various concepts learned under different functional areas of Management
<b>Course Outcomes: The students will be able to</b>	
1	Understand and analyze the practical aspects of different functional area of management.
2	
3	
<b>Course Content:</b>	
	The students are required to undertake summer internship in any organization/ company for 8 weeks during their summer break after semester II and before commencement of semester III of the programme. They have to work in any of the functional area

of management to explore the practical aspects of that functional area. The students will be working for the project under the supervision of internal faculty guide allotted by the department and external guide allotted by the respective company.

**Assessment:**

The students are required to submit their summer internship project report as per guidelines prescribed by the department at the end of the internship. The students are also required to attend viva voce examination during the Semester III of the programme.

Out of total 100 marks in this internship project, 50 marks are related to Internship Report, to be assessed by the Department (by constituting a panel of examiners including internal & external examiners) and rest 50 marks are of viva voce to be awarded by internal & external examiners)

**PO-CO Compliance Matrix**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		2	3			1	3	3	3	2	2	3

\*1: Low, 2: Medium, 3: High

**Course: Dissertation Project-I and II (MGT 453, MGT 554)**

**Course Objective:**

This dissertation project provide students to learn application of different concept taught under different functional areas of management and apply business research and analytical tools to provide solution/ advancement/ innovativeness to some business problems /concepts/

	functions.											
Course Outcomes: The students will be able to												
1	Apply different analytical & research techniques on problems / concepts related to different functional areas of Management											
Course Content and Assessment (dissertation project-I):												
	<p>The students are required to work on specific topics / problems assigned by the faculty supervisor. The students will be working for the project under the supervision of faculty supervisor. This project work is mainly on the basis of field and literature survey. It can be on case based research also. Students should begin work on this, starting from semester II (as dissertation project-I) by presenting a proposal about their proposed theme before faculty members of the department. In this semester students have to review the concerned literature and present the progress before internal examiners board constituted at department level. Final marks out of 100 will be given to each student for this dissertation project-I on the basis of review report submitted and viva voce faced. 60 marks will be for report and 40 marks will be for viva voce performance. Writing and publishing research papers on this project work will be highly appreciated.</p>											
Course Content and Assessment (dissertation project-II):												
	<p>The students are required to submit their dissertation report as per guidelines prescribed by the department at the end of the specified period. This report must be the extended form of study done in dissertation project-I in 2<sup>nd</sup> semester. Students should continue study on this dissertation from 2<sup>nd</sup> semester to 4<sup>th</sup> semester. The students are also required to attend viva voce examination during the end of the Semester IV of the programme.</p> <p>Out of total 100 marks in this dissertation project, 50 marks are related to research report, to be assessed by the Department (by constituting a panel of examiners including internal &amp; external examiners) and rest 50 marks are of viva voce to be awarded by internal &amp; external examiners.</p>											
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

CO1		2	3			1	3	3	3	2	2	3
*1: Low, 2: Medium, 3: High												



## Departmental Specific Elective Courses (DSE)

<b>Course: Marketing of Services (MGT 521)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
L: 4, T: 1, P:0		
		Total: 4
Course Pre-requisites:		
1	Student must have completed a core course in Marketing Management	
2	Customer Experience in few Indian service sector	
3	Ability of observing or dealing with service providers	
4		
Course Objective:		

	To develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services.	
Course Outcomes: The students will be able to		
1	Identify the key issues and challenges in modern service industry	
2	Examine and assess the service quality and implement the solution to decisional problems in service sector	
3	Explain the service marketing strategy and brand development	
Course Content:		
UNIT I	<b>Introduction:</b> Emergence of Service Economy; Growth of Services in India and abroad; Characteristics of Services with reference to marketing; Challenges in marketing of services; Services Classification. Case study analysis	8 hrs
UNIT II	<b>Service marketing framework:</b> Marketing Mix framework for Service Organizations; Service Management Trinity: Internal, External and Interactive Marketing. Case study analysis	8 hrs
UNIT III	<b>Product Analysis:</b> Service Product Development; Segmentation and service positioning; Advertising; Branding and Packaging of Services; Consumer Behavior in Services. Case study analysis	8 hrs
UNIT IV	<b>Service Quality Analysis:</b> Customer Expectation and Perception of Services; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Case study analysis	7 hrs
UNIT V	<b>Demand-Supply Analysis:</b> Demand-Supply Management; Service Failure and Service Recovery. Case study analysis	7 hrs
UNIT VI	<b>Sectoral Analysis:</b> Marketing in banking & insurance, tourism, transport, healthcare, education and other sectors in India. Case study analysis	7 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation, Case-let analysis and presentation	
Text Books:		
1. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.		
2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.		
Reference Books:		

1. Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
2. Shankar, Ravi, Service Marketing, Excel, 2002.
3. Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
4. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		1				2						
CO2							2	3			1	
CO3										3		

\*1: Low, 2: Medium, 3: High

<b>Course: Sales &amp; Distribution Management (MGT 522)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed a core course in Marketing Management	
2	Sense of salesmanship	
3	Knowledge of basic managerial skill in product distribution	
Course Objective:		
	To acquaint the students with the concepts which are helpful in organizing and managing sales force as well as enabling them understand the importance and dynamics of a firm's physical distribution functions and logistics.	
Course Outcomes: The students will be able to		

1	Gain skill on personal selling and its appropriateness in the field	
2	Explain key managerial issues on sales force allocation and control	
3	Discuss alternative approaches of channels of distribution and logistics management	
Course Content:		
UNIT I	<b>Sales Management and personal selling:</b> Nature, Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling;Case study analysis	8 hrs
UNIT II	<b>Sales force management-I:</b> Determination of size of sales force; Sales organization; Conducting sales training programs; Designing and Administering Compensation Plan; Motivating and Supervising sales personnel;Case study analysis	8 hrs
UNIT III	<b>Sales force management-II:</b> Sales Meetings and Contests, Designing Territories and allocating sales efforts; Sales Quota; Sales evaluation Programme; Sales Budgeting and Control.Case study analysis	8 hrs
UNIT IV	<b>Distribution Channels:</b> Role of Marketing Channels, Factors affecting choice of Distribution; Channel Structure; Channel Conflict and Co-ordination.Case study analysis	7 hrs
UNIT V	<b>Logistic management:</b> Nature, Importance and Scope; Transportation and Physical Distribution: Selection of transportation modes; Routing and scheduling in transportation;Case study analysis	7 hrs
UNIT VI	<b>Warehousing:</b> Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling.Case study analysis	7 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation; Case-let analysis and presentation	
Text Books:		
1. Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.		
2. Richard R. Still, Edward W. Cundiff , Norman A. P. Govoni; Sales Management: Decisions, Strategies, and Cases; Prentice Hall Inc, 2020		
Reference Books:		
1. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.		

2. Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.												
3. Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.												
4. Calvin; Sales Management; Tata McGraw Hill, New Delhi.												
5. Futrell, Charles, Sales Management, Thomson Learning, Mumbai.												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		1	2									
CO2	1						2				1	
CO3						2					1	
*1: Low, 2: Medium, 3: High												

.....

Course: Integrated Marketing Communication (MGT 523)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Students must have completed a core course in marketing management	
2	Creative thinking and innovation ability	
3	Exposure to latest advertisements and other promotional tools	
Course Objective:		
	To acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective communication programs.	
Course Outcomes: The students will be able to		
1	Reproduce the various principles and frameworks related to the need & role of marketing communication.	
2	Make plans for designing suitable business promotional tools	
3	Strategize the promotion mix elements for improvement of consumer awareness	



Course Content:		
UNIT I	<b>Fundamentals of IMC:</b> The Role of IMC in Marketing; Evolution and Reasons for Growing Importance of IMC	6 hrs
UNIT II	<b>Strategy &amp; Planning:</b> The Communication or Promotional Mix; The Role of IMC in the Marketing Process, Marketing Strategy and Analysis; The Target Marketing Process; Developing Marketing Planning Programme. Case analysis.	10 hrs
UNIT III	<b>Communication objective setting and budget:</b> Setting IMC objectives, Budgeting and developing Communications for the IMC; Analyzing the Communication Process; DAGMAR Approach in Setting Objectives. Case analysis.	7 hrs
UNIT IV	<b>Media Planning &amp; Evaluation:</b> Creative Strategy Planning and Development; Media Planning and Strategy; Developing, Monitoring and Evaluating the IMC Programme; Measuring the Effectiveness of Promotional Programme. Case analysis.	8 hrs
UNIT V	<b>Marketing implications of elements of promotion mix:</b> Future Perspectives of IMC; Direct Marketing; Sales Promotion; The Internet and Interactive Media; Personal Selling. Case analysis.	7 hrs
UNIT VI	<b>Social &amp; ethical issues:</b> Evaluating the Social, Ethical, and Economic Aspects of IMC; IMC Ethics & Government Regulations- IMC's Responsibility to Society; Current live Projects on IMC Practices. Case analysis.	7 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation / Case analysis and presentation / Minor project	
Text Books:		
1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3 <sup>rd</sup> ed. Chicago; Irwin, 2002.		
2. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.		
Reference Books:		
1. Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.		
2. Kenneth E. Clow and Donald Baack (2004); Integrated Advertising, Promotion and Marketing Communications; PHI Ltd., New Delhi.		
3. Boree, Thill, Dovee and Wood (1995); Advertising Excellence; International Edition; McGraw-Hill Ltd.		
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2002.		

PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		1	3									
CO2						2						
CO3										2	2	
*1: Low, 2: Medium, 3: High												

Course: Retail Management (MGT 524)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Students must have completed a core course in Marketing Management	
2	Supervisory skills and leadership ability	
3	Basic knowledge in E-Retailing practice	
Course Objective:		
	To provide knowledge on marketing planning and strategy in retail business.	
Course Outcomes: The students will be able to		
1	Explain different types retail management functions in relation to the success of overall business	
2	Describe various forms of retail structure changing different aspects of business plan	
3	Articulate the role of technology in retail business for sustainable competitive advantages	
Course Content:		
UNIT I	<b>Basics of Retailing:</b> Concept, Definition and Functions; Evolution of Retailing; Unorganized and organized retailing; Trends in Retailing in India and abroad.	8 hrs
UNIT II	<b>Retailing Mix:</b> Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, Plaza, Mall, Emporium, Bazaar, Stop-Over, Single size Denomination, Kiosk	9 hrs

	etc.. Case analysis											
UNIT III	<b>Location &amp; Layout decision:</b> Retail Store Location, Design and Layout Decision: Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout. Customer Traffic Flows and Pattern, Creative Display; Case analysis											7 hrs
UNIT IV	<b>Merchandise Planning:</b> Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Retail Promotion; Supply Chain Management; Warehousing; Staying Ahead of Competition. Case analysis											7 hrs
UNIT V	<b>Types of retail business:</b> Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and Other Current and Emerging non-store Formats like e- retailing, Television Home Shopping, Vender Machine Retailing etc. Case analysis											8 hrs
UNIT VI	<b>Technology and Promotion:</b> Retail Equity; Technology in Retailing; Basic idea on retail promotion, Live projects in Retailing. Case analysis											6 hrs
Internal Assessment:												
CIA 1	Unit I, Unit II											
CIA 2	Assignment submission and/or presentation / Case analysis & presentation / Minor project											
Text Books:												
1. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.												
2. Levy Michael & WeitzBartcn W.; Retailing Management; Tata McGraw Hill. New Delhi.												
Reference Books:												
1. Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations: Vikas Publishing House; New Delhi.												
2. Duane; Retailing; Thomson Learning; Mumbai												
3. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.												
4. Diamond. Jay and Gerald Pintel Retailing. Prentice-Hall, NJ, 1996.												
5. Morgenstein, Melvin and Harriat Strong in Modem Retailing, Prentice-Hall, NJ. 1992.												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3								1		
CO2										1		
CO3						3				2		

\*1: Low, 2: Medium, 3: High

<b>Course: Consumer Behaviour (MGT 525)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
<b>Course Pre-requisites:</b>		
1	Student must have completed a core course in Marketing Management	
2	Knowledge of Industrial Psychology / Organizational Behaviour	
3	Analytical skills	
<b>Course Objective:</b>		
	To develop an understanding about the consumer decision making process and its applications in marketing function of firms.	
<b>Course Outcomes:</b> The students will be able to		
1	Understand the process of blending of consumer behavioral theory with marketing practice	
2	Identify and explain various influencing factors of consumer behaviour	
3	Describe the complex relationship among consumer psychology with their external response through standard models	
<b>Course Content:</b>		
UNIT I	<b>Introduction:</b> Basics concepts of Consumer Behavior; Buying Decision Process; Buying Roles; Consumer Behavior and Marketing Strategy; Individual and Environmental factors affecting Consumer behaviour; Scope & applications of Consumer Research, Case analysis.	8 hrs
UNIT II	<b>External determinants:</b> Influence of Culture, Subculture and social class; Reference Group, Opinion leadership and Family Influence; Cross-Cultural Consumer Behavior, Case analysis.	8 hrs
UNIT III	<b>Personal determinants-I:</b> Demographics, Psychographics & Lifestyle; Consumer Attitudes & Beliefs: Formation and Change; Influence of Personality and Self, Case analysis.	7 hrs

UNIT IV	<b>Personal determinants-II:</b> Consumer Motivation, Buying Motives; Information Processing and Consumer Perception; Consumer Learning; Consumer Involvement, Development of Brand Loyalty, Case analysis.	7 hrs
UNIT V	<b>Diffusion of Innovations:</b> Concept and types of innovation, Strategy of diffusion of innovation, Adoption of innovation, Types of adopter category. Marketing implications, Case analysis.	7 hrs
UNIT VI	<b>Models of Consumer Behavior:</b> Nichosia Model, Howard-Seth model, Engel Kollat Blackwell Model, Seth's Family decision making model, Case analysis.	8 hrs

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation / Case analysis & presentation / Minor projects	

Text Books:

1. Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.
2. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.

Reference Books:

1. Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.
2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.
3. Loudon & Loudon; Consumer Behavior; TMH; New Delhi
4. Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1					2					3		
CO2							3		2			
CO3								3		3		

\*1: Low, 2: Medium, 3: High

.....

Course: Product & Brand Management (MGT 526)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED

Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed a core course in Marketing Management	
2	Knowledge of various consumer goods along with their brand profile	
3	Innovative skill on new product design	
Course Objective:		
	To impart in-depth knowledge to the students regarding the theory and practice of product management and brand value analysis.	
Course Outcomes: The students will be able to		
1	Conceptualize the managerial issues related to product & brand and their development	
2	Use the strategy of brand positioning for developing a relevant brand in target market	
3	Measure the worth and value of a brand as perceived by customers	
Course Content:		
UNIT I	<b>Product Portfolio Analysis:</b> Product Concepts and Classification; Product Mix and Line Decisions; Managing Premium Products. Case analysis.	7 hrs
UNIT II	<b>Issues on new product development &amp; PLC:</b> Product & Technology Life Cycle; Product Development Process; New Product Launches; Pricing Decision & Strategies. Case analysis.	8 hrs
UNIT III	<b>Concept and importance of Branding:</b> Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity. Case analysis.	8 hrs
UNIT IV	<b>Major Branding Decisions:</b> Selecting a brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private versus national branding, Handling brand name changes. Case analysis.	7 hrs
UNIT V	<b>Brand equity &amp; its measurement:</b> Brand Positioning and Re-launch, Brand building and communication. Brand Equity: Sources & Benefits; Designing Marketing Programs to build Brand Equity; Measurement of Brand Equity. Case analysis.	8 hrs
UNIT VI	<b>Branding in Specific Sectors:</b> Consumer market, Industrial market, Retail, Service, E-branding, Branding for international marketing. Case analysis.	7 hrs

Internal Assessment:												
CIA 1	Unit I, Unit II											
CIA 2	Assignment submission and/or presentation / Case analysis & presentation											
Text Books:												
1. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3 <sup>rd</sup> edition, 2002.												
2. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.												
Reference Books:												
1. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.4.												
2. Czerniawskd, Richard D. & Michael W. Maloney Creating Brand Loyalty, AMACOM, NY,												
3. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		2				1						
CO2										3	2	
CO3								2				
*1: Low, 2: Medium, 3: High												



<b>Course: Digital Marketing (MGT 527)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed a core course in Marketing Management	
2	IT skills and analytical skills	
3	Sense and feel of digital business era	

4	Knowledge of transactions in social media and online retail platforms	
Course Objective:		
	To make the students in understanding various concerns at the intersection of marketing and internet technology which provides an idea about increasing customer value through digital media and major aspects related to digital marketing strategy.	
Course Outcomes: The students will be able to		
1	Explain emerging trends of digital marketing and develop critical thinking of this	
2	Get insights into the digital marketing plans and strategy formulation	
3	Learn how to target appropriate digital media for effective result	
Course Content:		
UNIT I	<b>Introduction:</b> Concepts and Evolution of Digital Marketing, Difference between Digital Marketing and Traditional Marketing, Objectives & Components of Digital Marketing, Digital Marketing Mix, Digital Marketing Tools. Case analysis	8 hrs
UNIT II	<b>Digital Marketing Campaign Planning</b> Principles of digital marketing campaigns, Supporting hardware platforms available and the implications of technological advancements in digital marketing campaign. Case analysis	8 hrs
UNIT III	<b>Digital media channels and techniques:</b> Search marketing, Email marketing, Social media and Viral marketing, Online & display advertising. Case analysis	8 hrs
UNIT IV	<b>Understanding Digital Media Channels:</b> Digital marketing communication mix, Search Engine Optimisation (SEO), Marketing implications of Banner Ads and Mobile Ads, Online public relation activities, Affiliate sites & networks, Online social customer service. Case analysis	7 hrs
UNIT V	<b>Strategic Thinking:</b> Need of Digital Marketing Strategy, Understanding the Digital Consumers, Building an effective Website, Content marketing, Online PR, Affiliate marketing and Strategic Partnerships. Case analysis	7 hrs
UNIT VI	<b>Issues on E-Commerce:</b> Analyzing trends of internet marketing in India, Determining target markets, E-branding, Retailing Vs. E-tailing, B2B E-commerce, Social & Ethical issues related to E-commerce. Case analysis	7 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation, Minor Project	
Text Books:		



1. Ryan Damian and Jones Calvin, (2009), Understanding Digital Marketing, Kogan Page Limited												
2. Kenneth C. Laudon and Carol Guercio Traver, (2011), E-Commerce: Business, Technology, Society, 7th edition, Pearson/Prentice Hall.												
Reference Books:												
1. Judy Strauss and Raymond Frost, (2012), E-Marketing, 6th edition, Pearson.												
2. Jaiswal S (2012), Doing Business on the Internet E-Commerce: Electronic Communication for Business, Galgotia Publications Pvt. Ltd.												
3. P.T. Joseph S.J. (2012), E-Commerce: An Indian prospective, 4 <sup>th</sup> Edition, PHI												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1				2		2						
CO2										2	3	
CO3							1		1			
*1: Low, 2: Medium, 3: High												

.....

<b>Course: Marketing Analytics (MGT 528)</b>		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed a core course in Marketing Management	
2	Knowledge of fundamental business statistics	
3	Analytical skill and knowledge of few decision science software tools	
4	Knowledge in basic research methods and design	
Course Objective:		
	To make the students in understanding of marketing analytics from both user's (management) and doer's (the researchers) perspective which focuses on the practice of marketing research in real life situations taking the help of multivariate statistical analysis.	
Course Outcomes: The students will be able to		
1	Use suitable research approaches to explore the solution for marketing decisional problem	

2	Develop skill on various marketing data analysis tools and techniques	
3	Correlate outcomes of marketing data analysis with future direction of business	
Course Content:		
UNIT I	<b>Basic Concepts and Issues:</b> Introduction: A Decision Making Perspective of Marketing Analytics, An Overview of the Marketing analysis and analytics, Problem Identification and Methodology of Marketing Research, Qualitative Research: Focus group interviews and Thematic Apperception Tests, Case Analysis.	8 hrs
UNIT II	<b>Data Collection and Presentation:</b> Basic Scales of Measurement, Validity Analysis, Reliability Analysis, Research instrument design, Field work, Non-sampling Errors and remedial measures, Data Preparation and Preliminary Analysis, Case Analysis..	8 hrs
UNIT III	<b>Multivariate Data Analytic Tools-I</b> Revision of Basic Statistical Tools, Variance Analysis, Multiple Regression Analysis, Techniques of Sales Forecasting, Data Reduction: Factor Analysis, Case Analysis.	8 hrs
UNIT IV	<b>Multivariate Data Analytic Tools-II</b> Data Classification: Cluster Analysis, Multidimensional Scaling & Perceptual Map, Discriminant Analysis, Logit Model, Basics of Structural Equation Models, Case Analysis..	7 hrs
UNIT V	<b>Marketing Analytic Applications-I</b> Analytics in Segmenting and Positioning, Marketing research in New Product Development, Case Analysis.	7 hrs
UNIT VI	<b>Marketing Analytic Applications-II</b> Pricing Analytics, Media Analytics, Strategy Formulation, Brand Value, Other Managerial Implications, Case Analysis.	7 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation, Minor Project	
Text Books:		
1. Malhotra, N. K., Marketing Research: An Applied Orientation, Pearson Education, 4 <sup>th</sup> Edition, 2005		
2. Hair, Joseph F., Bush Robert, P. &Ortinau, David J., Marketing Research: Within a Changing Information Environment; Tata McGraw Hill, 3 <sup>rd</sup> Edition, 2008		
Reference Books:		
1. Beri, G. C., Marketing Research; Tata McGraw Hill, 4 <sup>th</sup> Edition, 2008		
2. Nargundkar, Rajendra, Marketing Research: Text and Cases, Tata McGraw Hill, 3 <sup>rd</sup> Edition, 2009		

3. Chawla, Deepak & Sondhi, Neena, Research Methodology: Concepts & Cases, Vikash Publishing House, 1<sup>st</sup> Edition, 2011

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		2			1							
CO2								3			1	
CO3							1					3

\*1: Low, 2: Medium, 3: High

Course: Security Analysis and Portfolio Management (MGT 529)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have basic analytical skills and aptitude towards quantitative calculations	
3	Added knowledge of financial concepts will be preferred.	
Course Objective:		
1	This course aims at providing a clear understanding of the changing domestic and global investment scenario with reference to availability of various financial products and operations of stock exchanges.	
2	This course aims at providing a clear understanding of Important theories, techniques, regulations and certain advancements in theory of investment with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.	
Course Outcomes: The students will be able to		
1	Perform all the required calculations through relevant numerical problems to analyze various financial situations	
2	Understand reasons for movement in prices of different securities in security market and predict their future behavior	

3	Estimate and evaluate securities performance and build portfolio	
Course Content:		
UNIT I	Investment, types of investment, Process of Investment in Financial Assets, Salient Features & Operations of Stock Exchanges, Changing Scenario of Indian Stock Market	8 hrs
UNIT II	Risk and Return in the Context of Portfolio, Common Stock Valuation Models, Bond Valuation, Term Structure of Interest Rates, Macaulay's Duration, Redington's Immunization,	8 hrs
UNIT III	Equity Research- Fundamental Analysis – Economic, Industry & Company Analysis, Technical Analysis, Efficient Market Theory	8 hrs
UNIT IV	Concept of Portfolio, Portfolio Management, Traditional Portfolio Theory, Markowitz's Risk-Return Optimization Generating the Efficient Frontier	7 hrs
UNIT V	Sharpe Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory	7 hrs
UNIT VI	Managed Portfolios and Performance Examination - Sharpe's, Treynor's, Jensen's and Fama's Performance Measures, Mutual Funds & Portfolio Management	7 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
Text Books:		
5. Chandra, P. 2002, Investment Analysis, Tata McGraw Hill		
6. Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8 <sup>th</sup> Ed		
Reference Books:		
7. Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India		
8. Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.		
9. Avdhani V.A. 1994, Security Analysis & Portfolio Management, Himalaya		
10. Hull, J.C. 1995, Introduction to Futures & Options Markets, Prentice Hall, Eaglewood Cliffs, New Jersey.		
11. Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India		

PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		2	2	1	1	1	2	3	3	3		1
CO2		2	2	1	1	1	2	3	3	3		1
CO3		2	2	1	1	1	2	3	3	3		1

\*1: Low, 2: Medium, 3: High

Course: Financial Analytics (MGT 530)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have basic knowledge about different concepts related to research methodology & tools as well as financial concepts	
3	The Students must have basic analytical skills and aptitude towards quantitative calculations	
Course Objective:		
1	To understand the different predictive and mathematical tool that are applied to business finance problems to find their solutions	
2	To able to predict the behavior of different variables on the basis of data sets & information for assisting the management in business decision making	
Course Outcomes: The students will be able to		
1	Evaluate different financial problem & information and connect them to the practical situation.	
2	prepare and successfully design, build, evaluate and implement predictive models for various business applications.	
3	Analyze & predict various financial variables using financial analytics tools	
Course Content:		
UNIT I	Introduction to Analytics , Analytics in Decision Making , Introduction to Financial Analytics , Predictive Analytics	8 hrs
UNIT II	Introduction to Regression , Model Development , Model Validation , The Nature of Stochastic Regression Analysis, Two-Variable Regression: Basic Ideas, Estimation, Hypothesis Testing. Assumptions of Classical Linear regression Model,	8 hrs

	Applications in Finance, Demo using Excel , SPSS & EVIEWS	
UNIT III	Multiple Linear Regression , Estimation of Regression Parameters , Model Diagnostics, Dummy, Derived & Interaction Variables , Multi-collinearity, Autocorrelation and Heteroscedasticity, Applications in Finance, Demo using Excel , SPSS & EVIEWS	8 hrs
UNIT IV	Forecasting , Time Series Analysis , Basic Concepts, Unit Root Test , Additive & Multiplicative models , Exponential smoothing techniques , Auto-regressive and Moving average models, Co- integration. Vector Auto regression (VAR), ARCH and GARCH Models:, Applications in Finance, Demo using Excel , SPSS & EVIEWS	8 hrs
UNIT V	Discrete choice models , Logistic Regression , MLE Estimation of Parameters , Logistic Model Interpretation , Logistic Model Diagnostics, Logistic Model Deployment , Demo using Excel , SPSS & EVIEWS	8 hrs
UNIT VI	Introduction to Decision Trees , CHI-Square Automatic Interaction Detectors (CHAID) , Classification and Regression Tree (CART) , Analysis of Unstructured data , Naive Bayes algorithm, Demo using Excel , SPSS & EVIEWS	8 hrs
<b>Internal Assessment:</b>		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
<b>Text Books:</b>		
1. Damodar and Gujrati – Basic Econometrics, Tata McGraw-Hill Education, latest Edition		
2. Forecasting and Predictive Analytics by Swapnil Saurabh, Eka press		
3.. Koutsoyiannis A. – Theory of Econometrics E L B S/Macmillan, Latest Edition		
<b>Reference Books:</b>		
1. Schmidt P. – Econometrics, Marcel Dekker, N.Y. Latest Edition		
2. Maddala, G.S., Econometrics, McGraw Hill, Latest Edition		
3. Rao & Miller, Applied Econometrics, Prentice-Hall, Latest Edition		
4. Schmidt P. – Econometrics, Marcel Dekker, N.Y. Latest Edition		
5. Maddala, G.S., Econometrics, McGraw Hill, Latest Edition		

PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1										3		
CO2								2				
CO3											2	
*1: Low, 2: Medium, 3: High												

.....

Course: Management of Financial Services (MGT 531)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have appeared & passed any course related Accounting/ Financial Accounting/ Cost Accounting / Management Accounting	
3	Student must have basic analytical skills and aptitude towards quantitative calculations	
Course Objective:		
1	The course aims at making the students understand the role of Financial Services in producing and maximizing value, understanding basic Financial Services and their need and factors determining dynamism in the Financial Services industry.	
2		
Course Outcomes: The students will be able to		
1	Understand the concepts of different types of financial services	
2	Understand the working of different organizations providing financial services	
3	Analyze and evaluate the need & usefulness of different financial services	
Course Content:		
<b>UNIT I</b>	Financial services and Value production, Role of Financial Services in Economic Development , Different types of Financial	8 hrs

	services	
<b>UNIT II</b>	Merchant Banking : Meaning, Importance & Role in the Indian Financial System, Corporate Counselling, Project Counselling and Appraisal, Loan Syndication. Procedural aspects of public issues, bought out deals, Book Building, Pre-Issue Decision; Post Issue Management and related provisions of Companies Act	8 hrs
<b>UNIT III</b>	Venture Capital : Financing, Process, benefits, Exit routes, Venture Capital Financing in India, Factoring Services: Features, Merits and Demerits, Cost Benefit Analysis, Forfeiting : Features, Merits and Demerits	8 hrs
<b>UNIT IV</b>	Development of Leasing , Hire Purchase and Consumer Credit, Types of Leasing, Legal Framework for Leasing and Hire Purchase Companies, Leasing Vs. Buying- , Securitization , Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.	8 hrs
<b>UNIT V</b>	Mutual Funds : types, Organization and Management, Regulations of Mutual Funds	8 hrs
<b>UNIT VI</b>	Credit Rating: Concept of Credit Rating, Types of Credit Rating, Advantages and Disadvantages of Credit Rating, Credit Rating Agencies and Their Methodology and Process, Depository: Concept, Depository participants; Functions of depository system.	8 hrs
<b>Internal Assessment:</b>		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
<b>Text Books:</b>		
Khan M Y, 1999, Indian Financial System, 2 <sup>nd</sup> Ed., Tata McGraw Hill		
<b>Reference Books:</b>		
Chandra, P. 1999, Financial Management: Theory and Practice, 4 <sup>th</sup> Ed., Tata McGraw Hill.		
Dietrich J Kimball, 1996, Financial Services & Financial Institutions, Value Creation in theory and Practice, 10 <sup>th</sup> Ed., Prentice Hall		
Pandey, I.M. 1999, Financial Management, 8 <sup>th</sup> Ed., Vikas Publishing House		



- 1.Sriram, K. 1996, Handbook of Leasing, Hire Purchase and Factoring, ICFAI.
- 2.Bhole L M, 2000, Financial Institutions and Markets: Structure, Growth & Innovations, 3rdEdition, Tata McGraw Hill
3. Regular reading of the Financial & Business Journals, Analyst, Economist is essential. References

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3	1	1			3	2		1	1	1
CO2		3	1	1			3	2		1	1	1
CO3		3	1	1			3	2		1	1	1

\*1: Low, 2: Medium, 3: High

**Course: International Financial Management (MGT 532)**

TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have appeared & passed any course related to Financial Management/ Corporate Finance	
3	Student must have basic analytical skills and aptitude towards quantitative calculations	
Course Objective:		
1	To develop an understanding of the conceptual framework within which the key financial decisions of multinational firm are analyzed	
2	To enable to undertake financial management decisions while doing business in international market	
Course Outcomes: The students will be able to		
1	Understand international capital and foreign exchange market	
2	Identify and appraise investment opportunities in the international environment	
3	Identify risk relating to exchange rate fluctuations and develop strategies to deal with them	
Course Content:		
<b>UNIT I</b>	Multinational Financial Management - Growth and importance of international finance; Types of risk in international finance; Benefits of international finance	8 hrs

<b>UNIT II</b>	Foreign Exchange market - International monetary system, Balance of Payment, Spot rate & Forward rate, Exchange rate Quotations	8 hrs
<b>UNIT III</b>	International Financing Long term and short-term sources of finance in International financing, Cost of capital for international financing	8 hrs
<b>UNIT IV</b>	International Investment Decisions - Capital Budgeting for multinational corporations, International management of cash, accounts receivables and inventory management	8 hrs
<b>UNIT V</b>	Portfolio Investment - Benefits of international portfolio investment, spreading risk through International Diversification, international capital asset pricing, Withholding Taxes duties and tariffs; Tax havens	8 hrs
<b>UNIT VI</b>	International Accounting and Reporting - Foreign currency Exposures; Multinational transfer pricing; Consolidated financial reporting; International accounting standards.	8 hrs

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	

Text Books:

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.

Reference Books:

1. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley.
2. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill,
3. Levi, Maurice D: International Finance, McGraw- Hill, International Edition
4. Rodriquefe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition
5. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
6. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3	1	1			3	2		1	1	1
CO2		3	1	1			3	2		1	1	1
CO3		3	1	1			3	2		1	1	1

\*1: Low, 2: Medium, 3: High

<b>TEACHING SCHEME</b>		<b>EXAMINATION SCHEME</b>		<b>CREDITS ALLOTTED</b>	
Theory: 4 hrs per week		End Semester Examination: 60 marks Internal Assessment: 40 marks		Theory: 4	
				Total: 4	
Course Pre-requisites:					
1	Student must have completed Bachelor's Degree				
2	Student must have appeared & passed any course related to Capital Market / Security Analysis / Portfolio Management.				
3	Student must have basic analytical skills and aptitude towards quantitative calculations				
Course Objective:					
1	To enable the students to understand the different financial products and their pay off structure for risk management				
2	To enable the students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms.				
Course Outcomes: The students will be able to					
1	Comprehend common financial engineering techniques (toolkit)				
2	Ability to identify and apply the appropriate techniques (tools) to real financial engineering opportunities and problems				
3	Ability to use techniques for risk management				
Course Content:					
UNIT I	Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, Conceptual and Physical Tools of Financial Engineering, Derivative Market in India				8 hrs
UNIT II	Future Markets; The Futures Markets, Buying and Selling Futures, Devising a Hedging Strategy Using Futures, Stock & Index Futures, Interest Rate Futures, Foreign Currency Futures and Commodity Futures Direct and Cross Hedges				8 hrs
UNIT III	Options Markets; Properties of Stock Option Prices; Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies				8 hrs
UNIT IV	Swap Markets; Structure of a Swap, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Other Swaps, Role of a Swap Dealer				8 hrs
UNIT V	Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions, Exotic Options, Option Greeks, Option Pricing Models – Binomial Model, Black-Scholes; Model, Put Call Parity				8 hrs
UNIT VI	Value at Risk, Debt Market Innovations, Future Trends and Issues in Financial Engineering				8 hrs
Internal Assessment:					
CIA 1	Unit I, Unit II				

CIA 2	Assignment submission and/or presentation
-------	---

**Text Books:**

12. Marshall, J. F. and Bansal, V. K. 2006. Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.

13. Edwards, F. R. and Ma, C. W. 1992, Futures and Options, McGraw-Hill International.

**Reference Books:**

14. Rebonato, R. 1996, Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.

15. Kolb, R. W. 1997, Understanding Futures Markets, Prentice Hall of India.

16. Hull, J. C. 1999, Introduction to Futures and Options Markets, Prentice Hall of India.

17. Articles from selected journals and magazines

**PO-CO Compliance Matrix**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3	1	1	1	1	1	3				1
CO2		3	1	1	1	1	1	3				1
CO3		3	1	1	1	1	1	3				

\*1: Low, 2: Medium, 3: High

.....

<b>Course: Financial Institutions &amp; Markets (MGT 534)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4

		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have basic knowledge about different concepts related to business & trade	
3	Added knowledge of financial market concepts will be preferred	
Course Objective:		
	The aim of the course to familiarize the students with working and management of the financial institutions of today & developing an understanding why they are the way they are, and why they are changing .	
Course Outcomes: The students will be able to		
1	Describe the basic concepts of Financial Institutions and Markets	
2	Understand how all the financial institutions works	
3	Evaluate financial institutions and practical issues related to them in current financial environment.	
Course Content:		
UNIT I	Financial institutions and economic development, Types of Money, Process of Capital Formation, Development Institutions: History & working of development institutions in India	8 hrs
UNIT II	Regulatory Institutions : RBI , SEBI & IRDA, PFRDA their role and functions	8 hrs
UNIT III	Banking Institutions : Evolution and growth of banking system , Project Appraisal Criteria, Narsimhan Committee Recommendations, Management of NPA , Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets, Asset Liability Management in Commercial Banks, Retail and Wholesale Banking, , Bank assurance, Universal Banking, Payment Banks, Small Finance Banks, Recent Developments in Banking Sector	7 hrs
UNIT IV	Investment Institutions : Role of Insurance companies, Life Insurance & general Insurance, Recent developments in insurance sector	7 hrs
UNIT V	Mutual Funds , types, Organization and Management, Regulations of Mutual Funds Recent Development in Mutual Fund Sector	7 hrs
UNIT VI	Non-Banking Finance Companies :Nature, types, performance, salient features of NBFC , challenges and recent development in NBFC Sector	
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
Text Books:		



Course Objective:		
1	To understand the various taxations and their procedural guidelines for a corporate entity	
2	To make the students understand various tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability	
Course Outcomes: The students will be able to		
1	Understand the practical knowledge required for Tax procedures and systems.	
2	Realize financial reporting and corporate governance. Taxation implications must be considered during decision making processes	
3	Understand the need and importance of Tax Planning and Management as well as the Basic concept and framework under GST Act & Customs Act.	
Course Content:		
<b>UNIT I</b>	<b>Basic Concepts:</b> Introduction to Income Tax Act, 1961, Residential Status, Income tax Provisions related to Individuals & Companies, Exempted Incomes of Companies. Concept of avoidance of double taxation	8 hrs
<b>UNIT II</b>	Computation of taxable income, MAT, Set off & carry forward of losses in companies,	8 hrs
<b>UNIT III</b>	Tax planning with reference to new projects/expansions/rehabilitation / mergers, amalgamation /de-mergers of companies, Tax planning with reference to new projects/expansions/rehabilitation / mergers, amalgamation /de-mergers of companies	8 hrs
<b>UNIT IV</b>	:Goods & Services Tax (GST), Merging of Indirect taxes like Excise duty, Service tax, VAT, CST in to GST, Structure of GST, Working Mechanism of GST, filing of GST return	8 hrs
<b>UNIT V</b>	Dividend distribution tax, Capital Gain Tax, Procedure of filing of company's tax returns	8 hrs
<b>UNIT VI</b>	Recent Developments: Impact of Recent annual union budget on tax structure, Recent changes in taxation system.	8 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	
Text Books:		
1. Singhania V.K. & Singhania Kapil, Direct taxes law & practices, Taxmann.		
2. Lakhota, R.N. & Lakhota, Corporate Tax Planning, Vision books		
Reference Books:		
1. Singhania, V.K., Student's guide to Income Tax, Taxmann.		
2. International dictionary of taxation by Indian Tax Institute, 1 <sup>st</sup> Edition.		

PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3	1				3	3				
CO2		3	1				3	3				
CO3		3	1				3	3				

\*1: Low, 2: Medium, 3: High

Course: Financial Modeling (MGT 536)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have appeared & passed any course related Accounting/ Financial Accounting/ Cost Accounting / Management Accounting	
3	Student must have basic analytical skills and aptitude towards quantitative calculations	
Course Objective:		
1	To understand different concepts & models related to valuation of companies , projects and equity	
2	To understand how to use of different financial information in valuation of companies , projects and equity	
Course Outcomes: The students will be able to		
1	To use different functions of MS Excel for data processing & analysis for valuation	
2	To apply the different valuation models for valuation of companies , projects and equity shares	
3	To analyze different financial information and data for valuation	
Course Content:		
<b>UNIT I</b>	<b>Basic Excel for Financial Modeling</b> - Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modeling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, pivot tables	8 hrs
<b>UNIT II</b>	<b>Financial Statement Analysis</b> - Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Financial Analysis Techniques, Inventories, Long Lived Assets, Non- Current Liabilities	8 hrs
<b>UNIT III</b>	<b>Financial Ratios</b> - Ratio analysis of industries , Du point Analysis , Peer to peer analysis , Preparation of Financial Analysis	8 hrs



	report on an industry											
<b>UNIT IV</b>	<b>Financial Management &amp; Corporate Finance</b> - Time value of money, Long term financing , Cost of capital , Measure Of Leverage											8 hrs
<b>UNIT V</b>	<b>Project Finance</b> - Project evaluation; stage of project; construction & development phase; funding during investment phase; costs during investment phase; life of project;, interest during construction.											8 hrs
<b>UNIT VI</b>	<b>Equity Research Modeling</b> - Preparing Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers , Forecast Geographic & Segment Revenues, Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart) , Assumptions for Valuation Model, Preparing Valuation Model, Preparing Presentation Sheet, Preparing Company Overview , Sector Overview											8 hrs
Internal Assessment:												
CIA 1	Unit I, Unit II											
CIA 2	Assignment submission and/or presentation											
<b>Text Books:</b>												
1.Using Excel for Business and Financial Modelling: A Practical Guide, 3rd Edition by Danielle Stein Fairhurst, Wiley Publications												
2.Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity by Paul Pignataro ,Wiley Finance												
3.Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level by Michael Rees, Wiley Finance												
<b>Reference Books:</b>												
1.Financial Modelling by Simon Benninga												
2. Financial Modelling by Paul Pignataro												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		1	1	1			1	3	1	1	1	1
CO2		2	1	1			2	3	1	1	1	1

CO3		2	1	1			2	3	1	1	1	1
*1: Low, 2: Medium, 3: High												

<b>Course: Human Resource Planning &amp; Development (MGT 537)</b>												
<b>TEACHING SCHEME</b>			<b>EXAMINATION SCHEME</b>				<b>CREDITS ALLOTTED</b>					
Theory: 4 hrs per week			End Semester Examination: 60 marks Internal Assessment: 40 marks				Theory: 4					
							Total: 4					
Course Pre-requisites:												
1	Student must have completed Bachelor's Degree											
2	Must have basic knowledge of Management Practices and Organizational Behaviour											
3	Deep Knowledge of core paper i.e. Human Resource Management											
Course Objective:												
	To develop a conceptual as well as a practical understanding of Human Resource Planning in the organizations. It also aims to facilitate an understanding of the concepts, methods and strategies for HRD. This course is designed to help students in understanding various concepts of HRD, HRD systems and processes. This course will help students to develop and design HRD programmes and implement and control them in various organizations											
Course Outcomes: The students will be able to												
1	Understand the key terms related to human resource planning and development at various levels and across variety of organizations.											
2	Design and map models for human resource planning											
3	Demonstrate ability to create a critical appreciation and knowledge of understanding the determinants of human resource requirements and the means for meeting those requirements.											
4	Develop human resource development strategies and interventions in accordance with the corporate requirements											
5	Develop skills to assess training needs and design training programmes											
6	Demonstrate the use of different tools and techniques of HRD contingent scenario											
Course Content:												
UNIT I	Human Resource Planning (HRP)–Contemporary approach to HRP, Macro level manpower planning, Organizational HR Planning, Relation between HRP and other HR Functions, Productivity and Cost Considerations, Manpower Stock Taking, Work Force Flow Mapping										8 hrs	
UNIT II	Human Resource Planning Tools, Methods and Techniques of forecasting manpower demand and supply, Behavioral										8 hrs	

	Factors in the Application of Work Study and Work Measurement, Wastage Analysis, Employee Retention, Labour Turnover, Replacement Charts	
UNIT III	Action Planning: Matching Requirement and Availability, Resourcing, Flexibility and Downsizing, Managing Redundancy and Alternatives to Redundancy, Redeployment and Exit Strategies	8 hrs
UNIT IV	HRD Process: Roles and competencies of HRD professionals, Assessing need for HRD, Designing and developing effective HRD programs, Implementing HRD programs, Evaluating effectiveness of HRD Programs, HRD culture and climate, Human Resource Accounting and Human Resource Audit	8 hrs
UNIT V	HRD Applications and Trends: HRD Dimensions, TQM and HRD strategies, HRD matrix, HRD Intervention, HRD mechanisms, processes and outcomes, HRD Approaches	8 hrs
UNIT VI	Employee counselling, Competency mapping, PCMM, Balanced Score Card, Appreciative inquiry, HRD Practices in Indian Organization	8 hrs
	<b>Case Studies</b> based on above curriculum	

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or Presentation/ Term Paper/ Book Review/ Literature Review Paper/ Live project	

Text Books:

1. John Bramham, Human Resource Planning, Universities Press.
2. J.W. Walker: Human Resource Planning, Mc Graw Hill.

Reference Books:

3. Paul Turner, HR Forecasting and Planning, CIPD.
4. Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley
5. Rao, T.V., Future of HRD, Macmillan Publishers India.
6. Rao T.V. (1998) HRD Missionary, Oxford & IBH
7. Tripathi P.C. (2002) Human Resource Developemnt, Sultan Chand.
8. T. V. Rao, Readings in Human Resource Development, Oxford & IBH
9. Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi, 1996.
10. Dayal, Ishwar, Designing HRD Systems, Concept, New Delhi, 1993.
11. Kohli, Uddesh& Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D. ISTD, New Delhi, 1995.

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	2	2				1	2					

C02	1	1		1			1	1		2	3	1
C03	1	1		1			1	3	1		2	
C04	1	1		1			1	2				1
C05	1	1		1			1	2				1
C06	1	1		1			1	2				

\*1: Low, 2: Medium, 3: High



<b>Course: Organisational Change &amp; Development (MGT 538)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Must have knowledge of Management Practices and Organizational Behaviour	
Course Objective:		
	To make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.	
Course Outcomes: The students will be able to		
1	Understand the major theories, concepts, terms, models, frameworks and research findings in the field of organizational change and development.	
2	Understand the implications of organizational change from the perspectives of employees, managers, leaders and the organization.	
3	Apply the Theories, Models, Principles and Frameworks of organizational change and development in specific organizational settings.	
Course Content:		
UNIT I	Organizational change – definition and meaning. Systems approach in change. Models of organizational change (contributions of Lewin, Kotter, Nadler-Tushman, Burke-Litwin, Weisbord), role of change agent in facilitating change.	8 hrs

UNIT II	History of organization development, core values and ethics of OD	8 hrs
UNIT III	OD process, action research steps and process, role of OD practitioner/ consultant.	8 hrs
UNIT IV	Steps in OD – entry, contracting, data gathering, diagnosis and feedback, evaluation and exit	7 hrs
UNIT V	OD interventions – individual, group and organizational level.	7 hrs
UNIT VI	Future of OD	7 hrs

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	

Text Books:

1. Anderson, Donald L. (2017). Organization Development: The Process of Leading Organizational Change. New York: Sage.
2. Ramnarayan, S. & Rao, T.V. (2011). Organization Development: Accelerating Learning and Transformation. New Delhi: Response.

Reference Books:

1. Abad, Ahmad. Etc; Developing Effective Organization; Sri Ram Center for Industrial Relations; New Delhi; 1980.
2. De Nitish; Alternative Designs of Human Organizations; Sage; London; 1988.
3. French, W. H. and Bell; CH. Organisation Development; Prentice Hall of India; New Delhi; 1991.

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3						2					
CO2						1	3					
CO3		3						3			2	

\*1: Low, 2: Medium, 3: High



<b>Course Employee Relations and Labour Laws (MGT 539)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Must have knowledge of Human Resource Management	
Course Objective:		
	To appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels.	
Course Outcomes: The students will be able to		
1	To apply the concept of Industrial Relations to manage industrial disputes and create harmonious relations between employers and employees.	
2	To effectively manage relations with trade unions for achievement of organizational objectives.	
3	To apply labour laws to provide social and economic security to workers.	
Course Content:		
<b>UNIT I</b>	<b>Introduction:</b> Philosophy of labour welfare, Marxism, theories of labour welfare. Overview of Indian judicial system. Constitution: Preamble and other relevant provisions for labour welfare.	8 hrs
<b>UNIT II</b>	Factories Act 1948, Employees' Compensation Act 1923, EPF and Miscellaneous Provisions Act 1952, ESIC Act 1948, Payment of Gratuity Act, 1972. Minimum Wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965.	8 hrs
<b>UNIT III</b>	Trade Unions Act 1926, Industrial Disputes Act 1947, conflict management, collective bargaining, negotiation.	8 hrs
<b>UNIT IV</b>	Industrial relations: meaning and scope, systems framework, theoretical perspectives.	7 hrs
<b>UNIT V</b>	Social and economic security for migrant labourers, women labourers and unorganised sector workers	7 hrs
<b>UNIT VI</b>	International Labour Organization: Role, functions and international labour standards.	7 hrs
Internal Assessment:		

CIA 1	Unit I, Unit II
CIA 2	Assignment submission and/or presentation

Text Books:

1. Sarma, AM (2015) *Industrial Jurisprudence and Labour Legislation*. Mumbai: Himalaya.
2. Sarma, AM (2015) *Aspects of Labour Welfare and Social Security*. Mumbai: Himalaya

Reference Books:

3. VenkataRatnam, C.S. (2014) *Industrial Relations*. New Delhi: Oxford.
4. Niland, J R. etc., *The Future of Industrial Relations*, Sage, New Delhi. 1994.
5. Papola, T S & Rodgers. G. *Labour Institutions and Economic Development in India*, ILO, Geneva, 1992.
6. Ramaswamy, E A. *The Strategic Management of industrial Relations*, Oxford University Press, New Delhi, 1994.
7. Virmani. B R. *Participative Management vs. Collective Bargaining*. New Delhi. Vision Books, 1988. Webb, Sidney & Webb, Beatrice. *Industrial Democracy*. Longman. Melbourne, 1987.
8. Pylee, M.V. and George Simon; *Industrial Relations and Personnel Management*; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
9. Davar; R.S; *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
10. ManappaArun; *Industrial Relations*; Tata Mc Graw Hill Publishing Company Ltd., New Deelhi.
11. Drivedi; R.S.. *Managing Human Resources and Industrial Relations*. Galgotia Publishing Company; New Delhi. 2005
12. Srivastava; SC; *Industrial Relations and Labor Laws*; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
13. VenkataRatnam; C.S; *Industrial Relations*; Oxford university Press; New Delhi; 2006
14. Ghaiye, B R. *Law and Procedure of Department Enquiry in Private and Public Sector*, Eastern Law Company, Lucknow, 1994
15. Malhotra, O P. *The Law of Industrial Disputes*, Vol. 1 and 2. N M Tripathi, Bombay,1985.

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		1			2							
CO2							2	3				
CO3								1		3	2	

\*1: Low, 2: Medium, 3: High



<b>Course: Performance &amp; Compensation Management (MGT 540)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
<b>Course Pre-requisites:</b>		
1	Student must have completed Bachelor's Degree	
2	Basic knowledge of Management Concepts	
3	Deep knowledge of core paper <i>i.e.</i> , Human Resource Management	
<b>Course Objective:</b>		
	The course has been designed for giving Human Resource practitioners an idea of Performance Appraisal, Demand of the organization and how the Environmental factors affect performance. The course will also promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skill in designing, analyzing and restructuring reward management systems, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.	
<b>Course Outcomes: The students will be able to</b>		
1	Understand and analyze the performance and compensation management strategies of different organization. Understand the employment legislation of India related to compensation & benefits	
2	Design and develop sound performance management system, evaluate the effectiveness of PfMS System of respective organization	
3	Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.	
4	Design rational and contemporary compensation systems in modern organizations	
5	Understand, design and develop performance management system and tailor the compensation structure for retaining competent talent in organization	
6	To explain the relevance of competency mapping and understanding its linkage with career development. Analyze, integrate, and apply the knowledge to solve performance and compensation related problems in organizations	



Course Content:		
UNIT I	Performance Appraisal, Need for Performance Appraisal, Realistic appraisal, Process and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, Paired Comparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized and Web-based, Problems in appraisal, Supervisor's role in appraisal, employees' responsiveness to performance feedback, achieving work/life balance.	8 hrs
UNIT II	Nature and scope of Performance Management System, Process and elements of Performance Management, Effectiveness in Performance Management, Importance of documenting employee performance, Building a High-Performance culture, Performance Management & Employee Development, Performance Management and Rewards, Performance Feedback and Counselling	8 hrs
UNIT III	Ethics in Performance Management. Alternative models for Assessing Performance-Balance score card, EFQM Model, Outcome metrics–Economic Value Added (EVA)	8 hrs
UNIT IV	Wages & Salary Administration, Theories of Wages & Salary, Salary Benchmarking, designing KRA & KPI, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation System, Internal Pay Structure, Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive.	8 hrs
UNIT V	Executive Compensation: Benefit & Services–Rationale for employee benefits–Types of benefits, Choice of benefits. Developing Reward Policies, Factors affecting Reward, Management Policies in Service Sector, Process of Designing a Successful Reward Strategy	8 hrs
UNIT VI	Legal Aspects of Compensation-Minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Equal Remuneration Act 1976, Determination of wages D.A. Wage Boards, Pay Commissions, Tax considerations, Flexible benefits/Cafeteria Plans, Pension Schemes, ESOP, Computations of taxable income, overtime etc.	8 hrs
	<b>Case Studies</b> based on above curriculum	
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or Presentation/ Term Paper/ Book Review/ Literature Review Paper/ Live project	
Text Books:		
	1. Performance Management: Herman Aguinis Prentice Hall New Delhi	
	2. Compensation Management, Henderson, R.O. Englewood Cliffs, Prentice Hall	
Reference Books:		
	5. Performance Management System & Strategies: Dipak Bhattacharyya Pearson Education ND	
	6. Performance Management: Robert Bascall McGrawHill	

7. Strategies for Performance Management: Excel Books New Delhi												
8. Employee Reward Management and Practice, Armstrong & Stephens, Kogan Page												
9. Reward Management, Armstrong, M and Murlis H, Kogan Page.												
10. Strategic Compensation-A Human Resource Management Approach, Martocchio Joseph J., Pearson												
11. Compensation Management in a Knowledge-Based World, Richard I Henderson, Pearson Education.												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01		2			2	1	2					1
C02		2			2	1	2					1
C03					2	1	2	3	2		2	1
C04					2	1	2	3	2	1	2	1
C05					2	1	2	3	2	1	2	1
C06					2	1	2	3	2	1	2	1
*1: Low, 2: Medium, 3: High												

<b>Course: Leadership Development (MGT 541)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Basic knowledge of Management Practices and Organizational Behaviour	
3	Deep knowledge of core paper <i>i.e.</i> , Human Resource Management	
Course Objective:		
	To provide a thorough analysis of current concerns and viewpoints on leadership, encompassing transdisciplinary and systems-oriented methods as well as traditional philosophy for personal and professional leadership development. Recognizing and performing team leadership responsibilities at different organisational levels. Utilize team members' varied skills to the fullest extent possible in the relevant environment in order to encourage student leadership,	

	collaboration across organisational boundaries, and teamwork. Enable students to develop critical appreciation and impart effective leadership skills. By the completion of course, students will be able to inspire individuals, manage talent, influence, lead teams, resolve conflict, build trust to become high impact leader.	
Course Outcomes: The students will be able to		
1	Develop the analytical ability of understanding the multifaceted role of leaders.	
2	Analyze their own value-based leadership and style, related to employees, external stakeholders, superiors or owners.	
3	Interpret and apply central dimensions and skills related to different leadership tasks and situations.	
4	Assess and develop leadership to apply different styles of leadership in contingent scenario	
5	Strengthen his/her leadership skills, viz interpersonal skills, team development, conflict management, communication and change skills	
6	To act with integrity by respecting followers and to be innovative and creative for leading the organization	
Course Content:		
UNIT I	Conceptual background of Leadership, Individual Factors and Situational factors, Leadership theories and principles, the Trait theory, the Behavioural theory, the Contingency theory, Transactional and Transformational Leadership	8 hrs
UNIT II	The Leader Personality, Leadership Assessments; Self introspection, Psychodynamic Approach: Key Concepts and Dynamics Within the Psychodynamic Approach, Developing Leadership Skills, Approaches to Leadership Development: Behavioural modification techniques for Personality Development Parameters of Leader Effectiveness, Assertiveness Training, Experiential Learning	8 hrs
UNIT III	Leadership Styles, High-Impact Leadership Capabilities, Emotional intelligence and Leadership	8 hrs
UNIT IV	Leadership and group dynamics- building and leading efficient teams and groups, Followership Culture and Leadership, Interpersonal Leadership, Leader as Change Agent; Appreciative inquiry and Appreciative leadership, Conflict Management,	8 hrs
UNIT V	Organizational Leadership- developing and implementing vision and strategy, organizational design and organizational change management, Corporate Governance, Corporate Social Responsibility and Network Interventions	8 hrs
UNIT VI	Contemporary models of leadership- gender based leadership, Ethical Leadership, Charismatic Leadership, Cross-cultural/ Multicultural Leadership, Instrumental Leadership, Authentic Leadership, Spiritual Leadership, Neuro Leadership, Psychological Androgyny Leadership, Everyday leadership and Servant leadership. Dark side of leadership	8 hrs
	<b>Case Studies</b> based on above curriculum	
Internal Assessment:		
CIA 1	Unit I, Unit II	

CIA 2	Assignment submission and/or Presentation/ Term Paper/ Book Review/ Literature Review Paper/ Live project											
Text Books:												
Leadership: Theory and Practice, Peter G. Northouse Publisher: SAGE, Edition: Seventh ISBN: 978-1-4522-0340-9												
Leadership in Organizations by Gary A. Yukl (Author), III Gardner, William L.												
Leadership and management development by Kevin Dalton, Pearson India												
The Art and Science of Leadership by AfsanehNahavandi, Pearson; 7th edition												
The Leader's Guide to Influence: How to Use Soft Skills to Get Hard Results by Mike Brent (Author), Fiona Dent (Author), Prentice Hall												
Reference Books:												
Leadership Development, by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012.												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	1	1	1	1		2	2	2	1	3	1
CO2	2		1		1	2	1		2		3	
CO3	1	2		1	1	1		1	2	1	3	1
CO4	1	2			1				2		3	
CO5	1	2			1	1			2		3	
CO6	1	2			1	1			2		3	
*1: Low, 2: Medium, 3: High												

<b>Course: Strategic Human Resource Management (MGT 542)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs. per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed bachelor's degree	
2	Basic knowledge of core paper i.e., Management Principles and Organizational Behaviour	
3	Deep Knowledge of core paper i.e., Human Resource Management and Strategic Management	
Course Objective:		

This subject provides an understanding of the contribution to strategies to Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategy, dimension to illustrate the concept of competitive advantage applied to human resources. The emphasis will be on the strategic significance of HRM.

Course Outcomes: The students will be able to

1	Define the key terms related to SHRM and competency development at various levels and across a variety of organizations.
2	Explain various models of Strategic HRM.
3	Implement various HR strategies to enable an organisation to achieve its strategic objectives.

Course Content:

UNIT I	Issues and challenges for HRM in the modern world, evolution of SHRM. HRM models – hard HRM and soft HRM.	8 hrs.
UNIT II	Introduction to business strategy, basic concepts of strategy, competitive advantage, core competency, strategic management. Resource-based view of the firm, SHRM, and the resource-based view of the firm.	8 hrs.
UNIT III	SHRM basic concepts – strategic fit and strategic flexibility.	7 hrs.
UNIT IV	SHRM perspectives – universalist perspective, contingency perspective, configurational perspective.	7 hrs.
UNIT V	HR strategies – human capital management strategy, high-performance strategy, employee engagement strategy, knowledge management strategy, employee resourcing strategy, talent management strategy, learning and development strategy, employee relations strategy, sustainability strategy.	8 hrs.
UNIT VI	Contemporary approaches to HR evaluation. Career stages and career management.	7 hrs.

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	

Textbooks:

1. Tanuja Agarawala (2007) Strategic Human Resource Management, Thompson Press Publishing.
2. Michael Armstrong, Strategic Human Resource Management: Strategy and Action, KoganPageN. Gregory Mankiw; Principle of Economics, Harcourt Publication, 2020

Reference Books:

1. Mello Jeffrey A., 2001, Strategic Human Resource Management, Thompson Press Publishing.
2. Mahey C and Salman G., 1996, Strategic Human Resource Management, Oxford Blackwell.
3. Srinivas R. Kandula, 2002, Strategic Human Resource Development, Prentice Hall of India.

4. Beardwell and Holden, 1996, Human Resource Management, London Pitman.

5. Gary Dessler, 1997 Human Resource Management, Prentice Hall of India.

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1			2							
CO2				1	1	1	2					
CO3								1	1	3	2	1

\*1: Low, 2: Medium, 3: High

**Course: HR Analytics (MGT 543)**

<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 mark	Theory: 3
		Practical: 1
		Total: 4

Course Pre-requisites:

1	Student must have completed Bachelor's Degree
2	Basic knowledge of Management Practices and Organizational Behaviour
3	Deep knowledge of core paper <i>i.e.</i> , Human Resource Management

Course Objective:

This course introduces the student to the theory, concepts, and business application of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Planning and Recruitment and Selection. Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness. Apply quantitative and qualitative analysis to understand and design compensation system. Demonstrate how to connect HR results to business results.

Course Outcomes: The students will be able to

1	Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc
---	---

2	Demonstrate HR function in adding value in business terms.	
3	Develop critical data-driven HR skills and HR Analytics related capabilities	
4	Utilise soft factors in a people management context and convert them into measurable variables	
5	Design a Metrics and Analysis index for recruitment, performance and or a training and development context	
6	Understand the problems HR Analytics and predict the issues using the available HR data and formulate the best strategies	
Course Content:		
UNIT I	Foundation of People/HR Analytics; Application of People Analytics, Importance of Analytics in HR decision making, HR Metrics Life cycle, People analytics in practice	8 hrs
UNIT II	HR Valuations & Benchmarking through data and HR metrics; HR Value chain, HR Metrics; Principles & Approaches to design HR Metrics, HR process Metrics & HR outcome Metrics	8 hrs
UNIT III	HR Analytics Value Pyramid; Phases of People Analytics; exploring data, analyzing & implementing people analytics results.	8 hrs
UNIT IV	HR Analytics Capabilities; Business acumen, consulting & implementing, building trust based relationship and transparency, data analytics, transform through intervention	8 hrs
UNIT V	People Analytics Skills in HR; compatibility with data & dashboard, design thinking, maintaining data accuracy and integrity, using strategic KPIs	8 hrs
UNIT VI	HR Analytics Practical (Lab); Descriptive HR Analytics, Predictive Analytics, Prescriptive Analytics, Dashboarding, Staffing Analytics, Training Analytics, Performance Management Analytics, Employee Engagement Analytics, Career Analytics and Leadership Analytics	8 hrs
	<b>Case Studies</b> based on above curriculum	
Internal Assessment:		
CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or Presentation/ Term Paper/ Book Review/ Literature Review Paper/ Live project	
Text Books:		
1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing		
Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing		
Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.		
The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.		
Reference Books:		

Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	1	1	1	1	1		2	3	2	2	3	1
C02	2	1	1	1	1	2	1	3	2	2	3	1
C03	1	2	1	1	1	1	2	3	2	2	3	1
C04	1	2	1	1	1	1	2	3	2	2	3	1
C05	1	2	1	1	1	1	2	3	2	2	3	1
C06	1	2	1	1	1	1	2	3	2	2	3	1
*1: Low, 2: Medium, 3: High												

<b>Course: Sustainable Human Resource Management (MGT 544)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Must have knowledge of Human Resource Management	
Course Objective:		
	To provide knowledge and understanding of HRM in the context of sustainability and to develop the understanding and skills necessary to design and implement HRM practices that create value for stakeholders and contribute to business sustainability.	
Course Outcomes: The students will be able to		
1	Critically review different philosophies, frameworks, theories and practices related to sustainable HRM in order to create value for stakeholders.	
2	Develop approaches to implement, measure and report on sustainable HRM strategies.	
3	Understand the impacts of Sustainable HRM practices on stakeholders.	
Course Content:		
UNIT I	Introduction to Sustainable HRM, policy and institutional framework for Sustainable HRM	8 hrs



UNIT II	Sustainable HR strategies and their linkage with business strategy and corporate sustainability outcomes	8 hrs
UNIT III	Stakeholder perspective of Sustainable HRM	8 hrs
UNIT IV	Green HRM for environmental management	7 hrs
UNIT V	Implementation, measurement and reporting on sustainable HRM practices	7 hrs
UNIT VI	Sustainable HR roles, global sustainable HR practices	7 hrs

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation	

Text Books:

- Mariappanadar S 2019 Sustainable Human Resource Management: Strategies, Practices and Challenges. 1st ed., Macmillan International, UK.
- Enhert, I., Harry, W. and Zink, K.J. eds., 2014. *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*. Springer.

References:

- Macke, J. and Genari, D., 2019. Systematic literature review on sustainable human resource management. *Journal of Cleaner Production*, 208, pp.806-815.
- Guerci, M., Decramer, A., Van Waeyenberg, T. and Aust, I., 2019. Moving beyond the link between HRM and economic performance: A study on the individual reactions of HR managers and professionals to sustainable HRM. *Journal of Business Ethics*, 160(3), pp.783-800.
- Alcaraz, J.M., Susaeta, L., Suarez, E., Colón, C., Gutiérrez-Martínez, I., Cunha, R., Leguizamón, F., Idrovo, S., Weisz, N., Correia, M.F. and Pin, J.R., 2019. The human resources management contribution to social responsibility and environmental sustainability: explorations from Ibero-America. *The International Journal of Human Resource Management*, 30(22), pp.3166-3189.

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3						2					
CO2						1	3					
CO3		3						3			2	

\*1: Low, 2: Medium, 3: High

## Open Elective Courses

### Course: **Management Information System (MGT 550)**

<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
<b>Course Pre-requisites:</b>		
1	Student must have basic knowledge on business management functions and IT	
2	Analytical skill and knowledge of few business application software tools	
3	Must have knowledge on basic structure of an organization	
<b>Course Objective:</b>		
	To analyze and synthesize business related information and suitable developed systems for facilitation of evaluation process of strategic alternatives.	
<b>Course Outcomes:</b> The students will be able to		
1	Relate the basic functions of business management with information technology	
2	Process and compare the development of various specific information systems used in business organization	
3	Outline various ethical and security issues attached with information systems	
<b>Course Content:</b>		
UNIT I	<b>System Concepts:</b> Definition of System, Feedback and Control, Information system (IS) and its role in Business, Purpose and Components of IS, Types of IS and its Trends, Systems development Life Cycle, Managerial Challenges of Information Technology.	8 hrs
UNIT II	<b>Basics of MIS:</b> Characteristics of MIS, MIS and Other Sub Systems, Application of IT for Strategic Advantages, Reengineering Business Process.	7 hrs
UNIT III	<b>Enterprise Business System:</b> Business Intelligence, Enterprise Application Integration (EAI), Customer Relationship Management (CRM), Supply Chain	8 hrs

	Management (SCM).E-commerce: application and issues. Case Analysis	
UNIT IV	<b>Business Application-I:</b> Transaction Processing System, (TPS) its Types and applications, MIS and its application in Business, Decision Support System (DSS) in business, DSS and its Components. Case Analysis	8 hrs
UNIT V	<b>Business Application-II:</b> Executive Information System (EIS) and its features, Knowledge Management System, Expert system and its components. Case Analysis	7 hrs
UNIT VI	<b>Security Management and IT:</b> Computer Crime, Privacy Issues, Tools of Security management, security measures, System Control and Audits. Case Analysis	7 hrs

Internal Assessment:

CIA 1	Unit I, Unit II	
CIA 2	Assignment submission and/or presentation / Minor Project	

Text Books:

1. O'Brien, J, Marakas G & Behl R, Management Information System, McGraw Hill, New Delhi, 10th Edition, 2013
2. Laudon & Laudon, Management Information System, Prentice Hall of India, New Delhi, 2nd Edition, 2010

Reference Books:

1. Murthy C.S.V; Management Information System; Himalaya Publishing House, 2020
2. Waman S. Jawadekar, Management Information Systems: Text and Cases; McGraw Hill Education (India), 2013
3. Jaytilak Biswas, Management Information Systems, Sage Publication

PO-CO Compliance Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2		3								
CO2				3	1							
CO3				1					2			

\*1: Low, 2: Medium, 3: High

<b>Course: International Business (MGT 551)</b>		
<b>TEACHING SCHEME</b>	<b>EXAMINATION SCHEME</b>	<b>CREDITS ALLOTTED</b>
Theory: 4 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 4
		Total: 4
Course Pre-requisites:		
1	Student must have completed Bachelor's Degree	
2	Student must have aptitude for business management.	
Course Objective:		
	To expose the students to the international business environment and decision areas required to operate successfully in international businesses.	
Course Outcomes: The students will be able to		
1	Understand the key factors, challenges and opportunities related to the operation of business in international context.	
2	Develop critical thinking to understand the global footprint of real world International business organizations	
3	Develop the ability to make decisions to operate successfully in the international business environment	
Course Content:		
UNIT I	Concepts: Definition, importance, difference between International trade and International business, Factors in the international business environment.	8 hrs
UNIT II	Multinational Corporations: Concept of Multinational Corporations (MNCs) and Transnational corporations, functions of MNCs, Role of MNCs in the process of development of the country.	7 hrs
UNIT III	International Marketing: Definition, Nature, Scope and Benefits; Reasons and Motives Underlying Global Trade and Global Business;	7 hrs
UNIT IV	Domestic Marketing versus Global Marketing. Basic Modes for Entry, Factors Influencing Global Market Selection and Segmentation Strategies	8 hrs
UNIT V	International Financial management: International financial system, Concept of Risks and rewards in international business. Role of financial and economic institutions such as, IMF, IFC, IDA, IBRD, WTO, UNCTAD.	7 hrs
UNIT VI	Human and Cultural variables in international business and global organizations; Cross Cultural differences and managerial implications.	8 hrs
Internal Assessment:		
CIA 1	Unit I, Unit II	

CIA 2	Assignment submission and/or presentation											
Text Books:												
1. Cherunilam, Francis, International business Text and Cases, Prentice-Hall of India, New Delhi, 2007, 4th ed.												
2. Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2008.												
Reference Books:												
3. Paul, Justin, International business, Prentice-Hall of India Pvt. Ltd., New Delhi, 2008.												
4. Subba Rao, International business Text and Cases, Himalaya Publishing House, Mumbai, 2008, 2nd ed.												
PO-CO Compliance Matrix												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2				3						
CO2				1		3	3					
CO3		1						2	1	3	2	
*1: Low, 2: Medium, 3: High												

## Audit Courses

UNIVERSAL HUMAN VALUES 2: UNDERSTANDING HARMONY HSMC (H-102)		
TEACHING SCHEME	EXAMINATION SCHEME	CREDITS ALLOTTED
Theory: 3 hrs per week	End Semester Examination: 60 marks Internal Assessment: 40 marks	Theory: 2
		Tutorial: 1
		Total: 3
Course Pre-requisites:		
None. Universal Human Values 1 (desirable)		
Course Objective:		
1. Development of a holistic perspective based on self-exploration about themselves (human being), family, society and nature/existence.		

	<p>2. Understanding (or developing clarity) of the harmony in the human being, family, society and nature/existence</p> <p>3. Strengthening of self-reflection.</p> <p>4. Development of commitment and courage to act.</p>	
<b>Course Outcomes:</b> The students will be able to		
1	Understand Need of Value based education	
2	Understand Harmony in the Human Being	
3	Understand Harmony in the Family and Society- Harmony in Human-Human Relationship	
4	Understand Harmony in the Nature and Existence - Whole existence as Coexistence	
5	Implications of the above Holistic Understanding of Harmony on Professional Ethics	
<b>Course Content:</b>		
<b>Module 1:</b>	<p><b>Course Introduction - Need, Basic Guidelines, Content and Process for Value Education</b></p> <p>1. Purpose and motivation for the course, recapitulation from Universal Human Values-I</p> <p>2. Self-Exploration-what is it? - Its content and process; 'Natural Acceptance' and Experiential Validation- as the process for self-exploration</p> <p>3. Continuous Happiness and Prosperity- A look at basic Human Aspirations</p> <p>4. Right understanding, Relationship and Physical Facility- the basic requirements for fulfilment of aspirations of every human being with their correct priority</p> <p>5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario</p> <p>6. Method to fulfil the above human aspirations: understanding and living in harmony at various levels.</p> <p>Include practice sessions to discuss natural acceptance in human being as the innate acceptance for living with responsibility (living in relationship, harmony and co-existence) rather than as arbitrariness in choice based on liking-disliking</p>	6 hrs
<b>Module 2:</b>	<p><b>Understanding Harmony in the Human Being - Harmony in Myself!</b></p> <p>7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'</p> <p>8. Understanding the needs of Self ('I') and 'Body' - happiness and physical facility</p> <p>9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)</p> <p>10. Understanding the characteristics and activities of 'I' and harmony in 'I'</p> <p>11. Understanding the harmony of I with the Body: Sanyam and Health; correct appraisal of Physical needs, meaning of Prosperity in detail</p>	6hrs

	<p>12. Programs to ensure Sanyam and Health.          Include practice sessions to discuss the role others have played in making material goods available to me. Identifying from one's own life. Differentiate between prosperity and accumulation. Discuss program for ensuring health vs dealing with disease</p>	
<b>Module 3:</b>	<p><b>Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship</b>          13. Understanding values in human-human relationship; meaning of Justice (nine universal values in relationships) and program for its fulfilment to ensure mutual happiness; Trust and Respect as the foundational values of relationship          14. Understanding the meaning of Trust; Difference between intention and competence          15. Understanding the meaning of Respect, Difference between respect and differentiation; the other salient values in relationship          16. Understanding the harmony in the society (society being an extension of family): Resolution, Prosperity, fearlessness (trust) and co-existence as comprehensive Human Goals          17. Visualizing a universal harmonious order in society- Undivided Society, Universal Order- from family to world family.          Include practice sessions to reflect on relationships in family, hostel and institute as extended family, real life examples, teacher-student relationship, goal of education etc. Gratitude as a universal value in relationships. Discuss with scenarios. Elicit examples from students' lives</p>	5hrs
<b>Module 4:</b>	<p><b>Understanding Harmony in the Nature and Existence - Whole existence as Coexistence</b>          18. Understanding the harmony in the Nature          19. Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self regulation in nature          20. Understanding Existence as Co-existence of mutually interacting units in all-pervasive space          21. Holistic perception of harmony at all levels of existence.          Include practice sessions to discuss human being as cause of imbalance in nature (film "Home" can be used), pollution, depletion of resources and role of technology etc.</p>	4hrs
<b>Module 5:</b>	<p><b>Implications of the above Holistic Understanding of Harmony on Professional Ethics</b>          22. Natural acceptance of human values          23. Definitiveness of Ethical Human Conduct          24. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order          25. Competence in professional ethics:          a. Ability to utilize the professional competence for augmenting universal human order          b. Ability to identify the scope and characteristics of people friendly and eco-friendly production systems, c. Ability to identify and develop appropriate technologies and management patterns for above production systems.</p>	7hrs

26. Case studies of typical holistic technologies, management models and production systems  
 27. Strategy for transition from the present state to Universal Human Order:  
 a. At the level of individual: as socially and ecologically responsible engineers, technologists and managers  
 b. At the level of society: as mutually enriching institutions and organizations  
 28. Sum up.  
 Include practice Exercises and Case Studies will be taken up in Practice (tutorial) Sessions eg. To discuss the conduct as an engineer or scientist etc

**Case Studies** based on above curriculum

**Assessment:**

Assessment by faculty mentor: 10 marks

Self-assessment: 10 marks

Assessment by peers: 10 marks

Socially relevant project/Group Activities/Assignments: 20 marks

Semester End Examination: 50 marks

The overall pass percentage is 40%. In case the student fails, he/she must repeat the course.

**Text Books:**

Human Values and Professional Ethics by R R Gaur, R Sangal, G P Bagaria, Excel Books, New Delhi, 2010

**Reference Books:**

Jeevan Vidya: EkParichaya, A Nagaraj, Jeevan VidyaPrakashan, Amarkantak, 1999.

Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.

The Story of Stuff (Book).

Vivekananda - Romain Rolland (English)

**PO-CO Compliance Matrix**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	1	1	1	1	1	2	3	2	2	3	1
CO2	1	1	1	1	1	2	1	3	2	2	3	1
CO3	1	2	1	1	1	1	2	3	2	2	3	1
CO4	1	2	1	1	1	1	2	3	2	2	3	1
CO5	1	2	1	1	1	1	2	3	2	2	3	1
CO6	1	2	1	1	1	1	2	3	2	2	3	1

\*1: Low, 2: Medium, 3: High



