



Department of Higher Education

U.P. Government, Lucknow

National Education Policy-2020

Common Minimum Syllabus for all U.P. State Universities and Colleges

COURSE- MBA

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
4	VII	Course 1	F010701	Core Compulsory	Principle and Practices of Management	4
		Course 2	F010702	Core Compulsory	Financial and Management Accounting	4
		Course 3	F010703	Core Compulsory	Organization Behaviour	4
		Course 4	F010704	Core Compulsory	Managerial Economics and Environment	4
		Course 5	F010705	Core Compulsory	Quantitative Techniques	3
		Course 6	F010706	Core Compulsory	Quantitative Techniques*	1
		Course 7	F010707	Elective (Other Faculty/Department)	***	2
		Course 8	F010708	Core Compulsory	Industrial Training	6
	VIII	Course 9	F010809	Core Compulsory	Financial Management	4
		Course 10	F010810	Core Compulsory	Fundamentals of Marketing	4
		Course 11	F010811	Core Compulsory	Management of Human Resources	4
		Course 12	F010812	Core Compulsory	Operations Management and Business Analytics	4
		Course 13	F010813	Core Compulsory	Business Research Methods	3
		Course 14	F010814	Core Compulsory	Business Research Methods*	1
		Course 15	F010815	Elective (Other Faculty/Department)	***	2
		Course 16	F010816	Core Compulsory	Survey Project	6
5	IX	Course 17	F010917	Core Compulsory	Managing Innovation and Entrepreneurship	4
		Course 18	F010918	Core Compulsory	Business Ethics, Corporate Social Responsibility and Governance	4
		Course 19	F010919	Specialization Compulsory (Finance)	Corporate Financial Decisions	4
		Course 20	F010920	Specialization Compulsory (Finance)	Security Analysis and Portfolio Management	4
		Course 21	F010921	Specialization Compulsory (Finance)	International Financial Management	4
		Course 22	F010922	Specialization Compulsory (Marketing)	Advertising & Brand Management	4
		Course 23	F010923	Specialization Compulsory (Marketing)	Consumer Relationship Management	4

		Course 24	F010924	Specialization Compulsory (Marketing)	Consumer Behaviour	4
		Course 25	F010925	Specialization Compulsory (Human Resource)	Leadership, Teamwork and Change Management	4
		Course 26	F010926	Specialization Compulsory (Human Resource)	Talent Management	4
		Course 27	F010927	Specialization Compulsory (Human Resource)	Industrial Relations Management	4
		Course 28	F010928	Elective (Other Faculty/Department)	***	2
		Course 29	F010929	Core Compulsory	Industrial Training in Specialization	6
	X	Course 30	F011030	Core Compulsory	Strategic Management	4
		Course 31	F011031	Specialization Compulsory (Finance)	Corporate Restructuring and Valuation	4
		Course 32	F011032	Specialization Compulsory (Finance)	Banking and Financial Services	4
		Course 33	F011033	Specialization Compulsory (Finance)	Corporate Tax Planning and Management	4
		Course 34	F011034	Specialization Elective I (Finance)	**	4
		Course 35	F011035	Specialization Elective II (Finance)	**	4
		Course 36	F011036	Specialization Compulsory (Marketing)	Digital Marketing and Communication	4
		Course 37	F011037	Specialization Compulsory (Marketing)	International and Rural Marketing	4
		Course 38	F011038	Specialization Compulsory (Marketing)	Sales, distribution, and retail Management	4
		Course 39	F011039	Specialization Elective I (Marketing)	**	4
		Course 40	F011040	Specialization Elective II (Marketing)	**	4
		Course 41	F011041	Specialization Compulsory (Human Resource)	Strategic HRM and International HRM	4
		Course 42	F011042	Specialization Compulsory (Human Resource)	HR and Technology	4
		Course 43	F011043	Specialization Compulsory (Human Resource)	Social Security and Compensation Laws	4
		Course 44	F011044	Specialization Elective I (Human Resource)	**	4
		Course 45	F011045	Specialization Elective II (Human Resource)	**	4
		Course 46	F011046	Elective (Other Faculty/Department)	***	2
		Course 47	F011047	Core Compulsory	Business Plan/ Dissertation	6

Note: * The practical content to be prepared by the concerned department based on the syllabus and facilities (software) available in the department; ** Two Elective courses in every specialization is to be included by the department based on any specific content that is not included in the specialization core or any other content of the specialization that is in demand in the region/ expertise of the faculty. The student is required to select any one of these two Specialization electives; *** Elective (Other Faculty/Department) is to be selected depending on availability of courses in the institution.

Programme Objectives

The Master of Business Administration (MBA) is a business program designed to develop and strengthen essential management skills such as critical thinking, problem solving, decision making, leadership and teamwork by acquiring knowledge through learning of management theories and applications of benchmark practices in national and international Industries. The pedagogy and content of the curriculum engages students to build their capability in application of appropriate tools and techniques to address the challenges posed in the volatile, uncertain, complex, and ambiguous conditions encountered in the contemporary business environment. Further, the curriculum encourages entrepreneurship and creativity among students to shoulder social responsibilities along with regard for integrity, ethics and citizenship behaviour.

Programme Outcomes

On completion of the Master of Business Administration (MBA) program, the students will be able to:

- Articulate effectively through different modes of communication and demonstrate collaborative behaviour.
- Exhibit an understanding of management concepts by identifying and analysing issues in business.
- Formulate and implement organization strategy by effectively integrating resources, people and culture for sustainable organization and society.
- Apply quantitative and qualitative tools to solve business challenges.
- Display sensitiveness to ethical values, diversity and multicultural perspectives in decision making.

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
4 (MBA 1)	VII (MBA-I)	Course 1	F010701	Core Compulsory	Principle and Practices of Management	4
		Course 2	F010702	Core Compulsory	Financial and Management Accounting	4
		Course 3	F010703	Core Compulsory	Organization Behaviour	4
		Course 4	F010704	Core Compulsory	Managerial Economics and Environment	4
		Course 5	F010705	Core Compulsory	Quantitative Techniques	3
		Course 6	F010706	Core Compulsory	Quantitative Techniques*	1
		Course 7	F010707	Elective (Other Faculty/Department)	***	2
		Course 8	F010708	Core Compulsory	Industrial Training	6

Programme/Class: PG Degree	Year: 1	Semester: I
Subject: MBA		
Course Code: F010701	Course Title: Principles and Practices of Management	
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> • understand and demonstrate the roles-skills of a manager and functions of management • develop insight on the thoughts and principles of eminent management thinkers • analyze organization structure and situations for implementation of managerial principles and practices 		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Concept, nature, process and significance of management; Managerial roles (Mintzberg); Evolution of management thoughts- Classical, Neo -Classical, System and Contingency Approaches; Contribution of management thinkers, contemporary management practices. Organization Structure and Design- Hierarchy of authority, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization Departmentalization- Functional Organizations, Product Organizations, Matrix Organizations, Boundaryless Organization Organizational and Interorganizational Design.	13
II	Planning: Concept, process and types; Decision-Making- concept and process, Conditions of Certainty, Risk and Uncertainty; Bounded rationality; Barriers to decision making; Individual and Group Decision making Quantitative; Decision-Making Tools, Management by Objectives; Corporate planning- environment analysis and diagnosis, strategy formulations.	12

III	Organizing: Concept, nature, process and significance; Organizational Structure and Design: Authority and responsibility relationships, delegation, decentralization, departmentation, Simple Structure; Bureaucratic Structure; Matrix Structure.	10
IV	Managing communication: nature, process, networks and barriers; Effective communication; Technology and Managerial Communication. Directing and Managerial control- concept and process; Designing an effective control system; Traditional and modern techniques for effective control system.	10
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management.", Pearson, 2017. 2. Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., 'Management', Pearson, 2018. 3. Prasad, L.M., "Principles and Practice of Management", Sultan Chand & Sons, 2019. 4. Koontz, H. & Weihrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015. 		
This course can be opted as an elective by the students of following subjects: Open for all		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions, Simulation exercises, and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 1	Semester: I
Subject: MBA		
Course Code: F010702	Course Title: Financial and Management Accounting	

Course outcomes:

The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms.

Credits: 4	Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75	Min. Passing Marks: 10+25

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0

Unit	Topics	No. of Lectures
	Part I	45
I	Introduction to Accounting - Purpose, Importance, Scope and Limitations of Accounting, Accounting Principles and conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards in India (AS-2,6,9,10,26), International Financial Reporting Standards (IFRS) –need and significance. Ethical Dimensions in Reporting of Accounting Information	13
II	Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis. Preparation of Cash Flow Statement - Direct and Indirect Methods.	10
III	Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Service costing, Activity Based Costing, Cost Sheet.	10
IV	Accounting for Planning and Control- Budgets and Budgetary Control, Fixed and Flexible Budgets, Rolling Budget and Zero-Based Budgeting; Variance Analysis, Management Control System and Responsibility Accounting. Social and Environmental Accounting, Human Resource Accounting.	12

Suggested Readings:

1. Management Accounting ,Charles Horngren
2. Management Accounting- Khan and Jain, Tata Mc. Graw Hills
3. Management Accounting- Ananthanayanan, P.S. Oxford Publication
4. Accounting: Texts and Cases, Anthony and Reece, Irving Professional publishing
5. Ramachandran, N. and Kakani, R.K. Financial Accounting for Management, Tata McGraw Hill

This course can be opted as an elective by the students of following subjects: Open for all
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses:
Further Suggestions:

Programme/Class: PG Degree	Year: 1	Semester: I
Subject: MBA		
Course Code: F010703	Course Title: Organization Behaviour	
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> • describe the field of organization behaviour and its relevance at workplace • predict human behaviour at workplace • analyze the individual and group behaviour dynamics in organization • learn to apply behavioral theories 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Organizational Behaviour: Understanding OB, Interdisciplinary nature of OB, Management and OB, Robbin's Model of OB Trends and Changes in OB - Globalization and Culture, Shifting	10

	demographics of the workplace, Nature of Job, Technology	
II	Perception, Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change, Learning theories, Applications of Learning in Organizations, OB Modification at levels, Individual differences, Values and Personality, Work related aspects of Personality	10
III	Motivation- Need based theories, Process-based theories, Application of Motivation, Designing Motivating Workplace, Motivation and Performance, Emotions at work. Group Dynamics, Management of Teams, Decision making in Organizations, Helping, Cooperation, and Conflict in organizations, Influence, Power and Politics	13
IV	Leader and Approaches to Leadership, Contemporary issues in Leadership Organizational Change- Process and Resistance Organizational Culture- Layers and Characteristics, Hofstede's cultural dimensions Stress-Nature and Causes, and major effects, Stress Management and wellbeing.	12
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18th Edition. 2. Luthans, Fred, "Organizational Behaviour: an Evidence -Based Approach", McGraw-Hill, India, 12th Edition. 3. Prasad, L.M., "Organizational Behaviour", Sultan Chand & Sons, 2019. 4. Uhl-Bien, Mary, Schermerhorn, John R. Jr., Osborn, Richard N., "Organizational Behaviour", (An Indian Adaptation by Sanket Sunand Dash), Wiley, 2021. 13th Edition. 5. Griffin, R. W., Phillips, J. M., & Gully, S. M., "Organizational behavior: Managing people and organizations", Cengage Learning, 2016. 		
This course can be opted as an elective by the students of following subjects: Open for all		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Simulation exercises, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 1	Semester: I
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Subject: MBA		
Course Code: F010704	Course Title: Managerial Economics and Environment	
<p>Course outcomes: The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization. Course Outcomes cover the basic tools to fundamentally deal with achieving a set of sustainable goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.</p>		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity - types and applications, Demand Forecasting, Marginal Analysis and Optimization. Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications	12
II	Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs	10
III	Environmental Economics. Equitable use of resources for sustainable production systems. Biodiversity and its conservation, Environment Impact Assessment (EIA), Sustainable Development Goals (SDGs) of United Nations, Action Plan for SDGs in India.	12
IV	Market Structures and Strategic Behavior of Firms, Pricing and output strategies in different Market Structures , Price Discrimination , Game Theory Applications. National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.	11
<p>Suggested Readings: 1. Thomas and Maurice, Managerial Economics,8th Edition, McGraw-Hill 2. Salvatore and Rastogi, Managerial Economics,8th Edition, Oxford University Press 3. A Koutsoyiannis, Modern Microeconomics, 2nd Edition, MacMillan Press Ltd</p>		

<p>4. G S Gupta, Managerial Economics, Tata McGrawHill</p> <p>5. Circulars and Reports, Reserve Bank of India website</p> <p>6. Economic Survey, Ministry of Finance, GO</p> <p>7. Somnath Hazra and Anindya Bhukta, Sustainable development Goals: An Indian Perspective, Springer Pub.</p>
<p>This course can be opted as an elective by the students of following subjects: Open for all</p>
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>
<p>Suggested equivalent online courses:</p>
<p>Further Suggestions:</p>

Programme/Class: PG Degree	Year: 1	Semester: I
Subject: MBA		
Course Code: F010705	Course Title: Quantitative Techniques	
<p>Course outcomes: On completion of this course, a learner will be able to</p> <ul style="list-style-type: none"> • understand various quantitative and statistical methods • compute and analyze data using these methods • demonstrate use of quantitative and statistical techniques for data analysis 		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1*		
Unit	Topics	No. of Lectures
	Part I	45
I	<p>Statistics: Statistics for managers, Categorical and Numerical data, Statistical thinking and analysis, Association between variables.</p> <p>Probability-Concept of probability, Definition of probability, Rules of probability, Independent Events, Dependent Events, The Bayes' Theorem Probability Distributions, Binomial and Poisson Model,</p>	13

	Normal Probability model, Departures from Normality. Matrices - Types of Matrices, Matrix Operations-Addition, Subtraction and Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.	
II	Measure of Central Tendency-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.	10
III	Measure of Dispersion-Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures- mean absolute deviation, Variance and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.	12
IV	Test of Significance and its Designing: Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Tests of Variables and Proportions: Student's 't' test in small samples. Application of X ² test. Analysis of Variance. Correlation - Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Regression - Lines and Equations of Regression, Regression as a Predicting Tool – Simple Regression Model, Multiple Regression.	10
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Stine, R., & Foster, D., "Statistics for Business: Decision Making and Analysis", Addison-Wesley, 2011. 2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J., "Statistics for business & economics", Cengage Learning, 2016. 3. Vohra, N.D., "Business Statistics", Tata Mc-Graw Hill, 2017. 4. Levin, R. I. et al., "Statistics for management", Pearson Education India, 2017. 		
This course can be opted as an elective by the students of following subjects: Open for all		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
4 (MBA 1)	VIII (MBA-II)	Course 9	F010809	Core Compulsory	Financial Management	4
		Course 10	F010810	Core Compulsory	Fundamentals of Marketing	4
		Course 11	F010811	Core Compulsory	Management of Human Resources	4
		Course 12	F010812	Core Compulsory	Operations Management and Business Analytics	4
		Course 13	F010813	Core Compulsory	Business Research Methods	3
		Course 14	F010814	Core Compulsory	Business Research Methods*	1
		Course 15	F010815	Elective (Other Faculty/Department)	***	2
		Course 16	F010816	Core Compulsory	Survey Project	6

Programme/Class: PG Degree	Year: 1	Semester: II
Subject: MBA		
Course Code: F010809	Course Title: Financial Management	
<p>Course outcomes:</p> <p>The objective of this course is to provide the basic understanding of corporate finance concepts. To enable the students, synthesize and explain the corporate financial functions and decision-making dynamics in the broad framework of a financial system. The course will prepare students</p> <ul style="list-style-type: none"> • To appraise and analyze the role and functions of a finance manager • To assess the utility of concepts and principles of Financial Management from the point of view of wealth maximization objective of a firm • To apply the course concepts in analyzing capital structure and project investment decisions. • To demonstrate the application of basic principles of Financial Management in varying situations of risk and return trade-offs, cash management, credit and inventory management. • To evaluate the outcomes of a firm's decision to use various financial assets in short and long term. 		
Credits: 5	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45

I	Nature of Corporate Finance: Scope and objectives of finance function, Shareholders' wealth maximization, Agency problem, Financial Instruments – Issuance, Regulation and Markets. Time Value of money.	11
II	Investment Decisions: Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis in capital budgeting. Types of Projects – selection criteria, capital rationing.	11
III	Financing and Dividend Decisions: Cost of various Capital Components-Equity shares, Preference shares, Bonds and debentures, Optimum capital structure, financial and operating leverages, Capital Structure theories. Dividend Policy and Its determinants, Irrelevance of dividend: MM Hypothesis, Relevance of dividend: Walter's model and Gordon's model.	12
IV	Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, Computation of working capital, Sources of Working Capital.	11
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Principles of Corporate Finance, Brealey and Myers, McGraw Hill 2. Financial Management and Policy by Van Horne, Dhamija, Pearson 3. Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman 4. Financial Management-Text Problems and Cases by Khan and Jain, Mc Graw Hill 5 Financial Management, I M Pandey, Pearson 12th Edition 		
This course can be opted as an elective by the students of following subjects: Open for all		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 1	Semester: II
Subject: MBA		
Course Code: F010810	Course Title: Fundamentals of Marketing	
<p>Course outcomes: At the end of the course, the learner will be able to:</p> <ul style="list-style-type: none"> • understand the fundamentals of Marketing. • apply basic frameworks of Marketing Management for managerial decision making. • appreciate the challenges involved in marketing decisions concerning 4 P's – product, price, place and promotion. 		
Credits: 4		Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	<p>Introduction to Marketing: Core Concepts - Need, Want, Desire and Demand, Exchange, Customer Value, Difference between sales and marketing, 4Ps Framework. Marketing Philosophies– Product, Production, Sales, Marketing, Societal, Relational. Marketing Myopia. Marketing Environment – Micro and Macro Environment, Ansoff Market Expansion Grid, BCG Matrix, PESTEL Analysis. Holistic Marketing, Role of Technology in Marketing</p>	11
II	<p>Understanding Consumers: Consumer Buying Behavior, Organizational Buying Behaviour, Consumer Decision Making. Identifying Customers - Segmentation, Targeting & Positioning</p> <p>Product Decisions: Product, Product Mix Strategies - Product Mix, New Product Development, Product Life Cycle, Branding, Packaging and Labelling, Consumer Adoption Process</p>	11
III	<p>Pricing Decisions: Significance of Pricing Decision, Factors influencing Price Determination, Pricing Methods and Techniques, Developing Pricing Strategies</p> <p>Channel Decisions: Classification of distribution channels, Designing Distribution Channels - VMS, HMS, MMS; Market logistics decisions. Channel management - Selection, Training, Motivation and Evaluation of channel members. Managing Channel Conflicts, Retailing and Wholesaling</p>	13
IV	<p>Communication Decisions: Role of Promotion in Marketing, Promotion mix – advertising, personal selling, sales promotion, publicity and public relations. Social media marketing, Media selection, Advertising effectiveness, Integrated Marketing Communication.</p>	10

<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Kotler, P. & Armstrong, G., “Principles of Marketing”, Pearson, 2017 (17th ed.). 2. Ramaswamy, V.S. & Namakumari, S, “Marketing Management Global Perspective Indian Context”, McMillan India Ltd. 3. McCarthy, E.J., “Basic Marketing: A managerial approach”, Irwin, New York.
<p>This course can be opted as an elective by the students of following subjects: Open for all</p>
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.</p>
<p>Suggested equivalent online courses:</p>
<p>Further Suggestions:</p>

Programme/Class: PG Degree	Year: 1	Semester: II
Subject: MBA		
Course Code: F010811	Course Title: Management of Human Resources	
<p>Course outcomes: On completion of the course the learner will be able to</p> <ul style="list-style-type: none"> • understand the importance of human resources as competitive advantage for an organization. • link organization strategy with human resource practices and outcomes in an organization. • learn the techniques of HR functions and its implementation aspects to motivate employees for performance and retention. • learn the implementation of HR practices and outcomes thorough discussion of real examples with case studies. 		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Contemporary Human Resource Management, Evolution of Human Resource Function, HRM, Competitive Environment	10

	and Strategy -Harvard model, Guest model, Ulrich’s HR model, AMO framework. Nature of Diverse Workforce, Trends in Workforce Diversity, Impact of Diversity on Organizations, Managing Diversity, Managing Knowledge Workforce.	
II	Human Resource Planning Methods and Forecasting, HR Accounting, Job Analysis, Recruiting and Selecting Employees, Recruiting Methods, Selection Techniques. Training and Development, Employee Orientation- Analysing, designing, implementation and evaluation of training program, Management Development.	10
III	Compensation and Benefits, Determinants of Compensation Strategy, Incentives and Performance-based Rewards, Benefits Program, Contemporary issues in Compensation and Benefits. Performance Appraisal, Process and Methods, Performance Management and Feedback, Career Management, Career Development Issues and Challenges.	12
IV	Industrial Relations, Overview of Indian Industrial Relations, Role of Labour Unions, Trends in Unionization, Collective Bargaining and Negotiating Labour Agreements. Ethics and Human Resource Management, Rightsizing the Organizations, Managing Terminations and retention, Voluntary Turnover, Managing Human Resource during Mergers and Acquisition, Employee Safety and Health Global Issues in International Human Resource Management	13

Suggested Readings:

1. DeNisi, Angelo S., Griffin, Ricky W., and Sarkar Anita, “HR Human Resource Management”, Cengage Learning, Delhi, 2016.
2. Dessler, G. & Varkkey, B, “Human Resource Management”, Pearson, New Delhi, 2020, 16th Edition.
3. Aswathappa, K., “Human Resource Management: Text & Cases”, McGraw-Hill Education, 2017, 8th Edition.
4. Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice." , Kogan Page, 2020.
5. Bernardin, John H., “Human Resource Management”, Mc Graw Hill, 2012.
6. Sharma, R. C., “Industrial relations and labour legislation”, PHI Learning Pvt. Ltd., 2016.

This course can be opted as an elective by the students of following subjects: Open for all

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: PG Degree	Year: 1	Semester: II
Subject: MBA		
Course Code: F010812	Course Title: Operations management and Business Analytics	
<p>Course outcomes: The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the practical aspects of Business Analytics which students can apply to develop insights about products, services and their markets. Course outcomes cover the skills to formulate, organize, implement the operational plans to carry out operations of a manufacturing or service organization. Focus of the course is on acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services.</p>		
Credits: 4		Core Compulsory / Elective: Core Compulsory
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Designing Products; Services and Processes; Flexible Manufacturing System. Facility Location and Layout Planning; Job Design; Work Study and Work Measurement; Method Study.	11
II	Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM). Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.	11
III	Fundamentals of Inventory Management; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM. TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach, Service Quality Management	11
IV	Overview of Business Analytics, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel, Data visualization, Time	12

	Series Data Analysis and forecasting. Data Mining and Management, Data Mining Tools, Data Mining Process, e, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Heizer and Render – Operations Management (Prentice Hall, 10th edition) 2. Ashwathappa K & Bhat K. Shridhara - Production & operation Management (Himalaya Publication) 3. S N Chary – Production and Operations Management (McGraw Hill, 2019) 4. William J Stevenson – Operations Management (McGraw Hill, 12th edition) 5. Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall) 6. Dilworth James B – Operations Management (Mc Graw Hill) 7. U Dinesh Kumar, Business Analytics: The Science of Data Driven Decision Making (Wiley) 		
This course can be opted as an elective by the students of following subjects: Open for all		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 1	Semester: II
Subject: MBA		
Course Code: F010813	Course Title Business Research Methods	
<p>Course outcomes: On completion of this course, a learner will be able to</p> <ul style="list-style-type: none"> • develop understanding of research process and formulation of research problem • learn quantitative and qualitative techniques of research • analyze data, infer from results, and write business research report 		
Credits: 4	Core Compulsory / Elective: Core Compulsory	

Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-0 P-1*		
Unit	Topics	No. of Lectures
	Part I	45
I	The nature of business and management research, the research process, critically reviewing the literature, Research philosophies and approaches, Research problem and formulating the research design, Exploratory Research Design, Descriptive Research Design, Causal Research Design, Research Ethics. Qualitative Research – Locating the field of study, Strategies of Inquiry, Methods of Collecting and Analyzing Empirical Materials, Art and Practices of Interpretation, Evaluation, and Representation.	12
II	Measurement and Scaling, Questionnaire and Form, use of secondary data, collecting primary data- observation, interviews, questionnaires, Questionnaire and Form Design, Reliability and Validity of scale, Selecting Samples- probability and non-probability sampling, Sample design, size of sample, sampling errors.	12
III	Quantitative Research - Data Collection, Data Preparation, Frequency Distribution, Cross-Tabulation, Hypothesis testing, Analysis of Variance and Covariance, Correlation and Regression, Discriminant and Logistic Regression, Factor Analysis, Multidimensional Scaling and Conjoint Analysis, Introduction to Structural Equation modelling and Path Analysis.	11
IV	Importance of Report and Presentation in Management, Report Preparation and Presentation Process, Report Preparation, Report Format, Report Writing, Statistical Software for Qualitative and Quantitative Data Analysis.	10
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Saunders, M. N., Lewis, P., & Thornhill, A., “Research Methods for Business Students”, Pearson, 2019. Eighth Edition. 2. Malhotra, N. K., Nunan, D., & Birks, D. F., “Marketing research: An applied approach”, Pearson Education Limited, 2017. 3. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., “Multivariate data analysis”, Pearson Education Limited, 2014. Seventh Edition. 4. Denzin, N. K., & Lincoln, Y. S. (Eds.), “The Sage handbook of qualitative research”, Sage, 2011. 5. Merriam, S. B., & Grenier, R. S. (Eds.), “Qualitative research in practice: Examples for discussion and analysis”, John Wiley & Sons, 2019. 6. Creswell, J. W., & Creswell, J. D., “Research design: Qualitative, quantitative, and mixed methods approaches”, Sage publications, 2017. 7. Sekaran, U., & Bougie, R., “Research methods for business: A skill building approach”, John Wiley & Sons, 2018. 8. Bajpai, N., “Business research methods”, Pearson Education India, 2017. Second Edition. 		
This course can be opted as an elective by the students of following subjects: Open for all		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Survey based Assignments, Practical for hands-on experience and Presentation. The		

practical classes related to data analysis will give a hands-on experience to students. This will instil in student a sense of practical learning and interpretation. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
5 (MBA 2)	IX (MBA-III)	Course 17	F010917	Core Compulsory	Managing Innovation and Entrepreneurship	4
		Course 18	F010918	Core Compulsory	Business Ethics, Corporate Social Responsibility and Governance	4
		Course 19	F010919	Specialization Compulsory (Finance)	Corporate Financial Decisions	4
		Course 20	F010920	Specialization Compulsory (Finance)	Security Analysis and Portfolio Management	4
		Course 21	F010921	Specialization Compulsory (Finance)	International Financial Management	4
		Course 22	F010922	Specialization Compulsory (Marketing)	Advertising & Brand Management	4
		Course 23	F010923	Specialization Compulsory (Marketing)	Consumer Relationship Management	4
		Course 24	F010924	Specialization Compulsory (Marketing)	Consumer Behaviour	4
		Course 25	F010925	Specialization Compulsory (Human Resource)	Leadership, Teamwork and Change Management	4
		Course 26	F010926	Specialization Compulsory (Human Resource)	Talent Management	4
		Course 27	F010927	Specialization Compulsory (Human Resource)	Industrial Relations Management	4
		Course 28	F010928	Elective (Other Faculty/Department)	***	2
Course 29	F010929	Core Compulsory	Industrial Training in Specialization	6		

Programme/Class: Degree	PG	Year: 2	Semester: III
Subject: MBA			
Course Code: F010917	Course Title: Managing Innovation and Entrepreneurship		
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> • develop understanding of key concepts of entrepreneurship and its application in business opportunities • learn creative process and design thinking for innovation • plan business models and strategies for entrepreneurial venture • develop insight and learn application of customer value proposition, market research, financing, and IPR for entrepreneurship 			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0			
Unit			No. of Lectures
			45
I	<p>Define Entrepreneurship, Entrepreneurship domain, Managers Entrepreneurs and Entrepreneurial Managers, Entrepreneurship and small business</p> <p>Characteristics of Entrepreneurs, Entrepreneurial Orientation, Entrepreneurial Motivation, Models of Entrepreneurial Motivation, Factors influencing Entrepreneurial Behaviour</p> <p>Entrepreneurial Process Model, 3M Analysis for opportunity screening, New Venture creation process, Process of Enterprise formation</p>		10
II	<p>Importance of creativity management, Creative thinking process, key stages of the creative process, core components of individual creativity, Design thinking, Use of design thinking for innovation, link between creativity and innovation</p> <p>Defining Innovation, types of innovation, innovation lifecycles, sources of innovation, Strategies to encourage innovation</p> <p>Creating Innovation Organization, Adoption and Diffusion of Innovation, Innovation Paradigms, Theories of Diffusion, Diffusion Adoption Patterns, Innovation Decision process, Innovation Adoption in Organization, Innovation Adoption Model, Innovation Diffusion as a Social Process, Failure of Innovation Diffusion</p>		11
III	<p>Approach to innovation and entrepreneurship to small, medium, and large corporations, innovation and entrepreneurship in the context of small and medium enterprises (SMEs) and large corporations, open innovation, process of innovation, radical innovations and incremental innovations</p> <p>Impact of changing environment on innovation and entrepreneurship, role of strategic management in the development of an innovative</p>		12

	<p>and entrepreneurial organization, link between innovation and entrepreneurship with strategy, internal organizational characteristics for innovation and entrepreneurship</p> <p>Disruptive Innovation, Pathways for Disruptive Innovation, Screening Opportunities and Assessing Markets, Causes of Innovation Failure, Customer Development Process, Customer Value Proposition, Market Research</p> <p>Sources of Entrepreneurial Capital, Securing Debt financing, Equity financing, Venture capital, Exit Strategy</p>	
<p style="text-align: center;">IV</p>	<p>Innovation and entrepreneurship in domestic and international business, Planning Business Models and Strategy, Developing Entrepreneurial strategy, Strategy development framework, Risk Management in Innovation, Planning and entrepreneurial risk perception</p> <p>Innovations through individuals and teams to meet customer demands, entrepreneurial behaviors for individuals and teams to identify and exploit opportunities, integration of entrepreneurship and marketing for market oriented and customer focused innovations</p> <p>Intellectual Property Management, Nature of Intellectual Property, IP Rights, Copyright, Confidentiality and Trade Secrets, Developing an IP Strategy, Licensing</p> <p>Social Entrepreneurship and Innovation, Developing a Social Economy, Social Enterprise, Social Entrepreneur, Cooperative and mutual enterprises, Business Cooperative Model, Social enterprise and the role of Cooperatives, Cooperatives Life-cycle Model, Strategies for enhancing Social Entrepreneurship and Social Innovation.</p>	<p>12</p>
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Hisrich, Robert D. & Kearney, Claudine, “Managing Innovation and Entrepreneurship”, Sage Publications Ltd., 2014. 2. Mazzarol, Tim and Reboud, Sophie, “Entrepreneurship and Innovation: Theory, Practice and Context”, 4th Edition, Springer, 2020. 3. Drucker, P., “Innovation and entrepreneurship”, Routledge, 2014. 4. Shukla, M., “Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism”, Sage Publications Pvt. Limited, 2019. 5. Kumar, A., “Entrepreneurship: Creating and leading an entrepreneurial organization”, Pearson Education, 2012. 		
<p>This course can be opted as an elective by the students of following subjects: Open for all</p>		
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>		
<p>Suggested equivalent online courses: </p>		
<p>Further Suggestions: </p>		

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010918	Course Title: Business Ethics, Corporate Social Responsibility and Corporate Governance	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> understand and evaluate ethical issues in corporate governance and various factors influencing ethical decision making comply with statutory provisions related to business ethics in India identify sustainability issues and develop corporate social responsibility strategy and practices develop understanding of the global perspective of corporate governance theories and models 		
Credits: 4	Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught?, Why Ethics matters in Business? Ethics and Law, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares?, Pressure Points for Ethical Behaviour. Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc. ; Ethical issues related to Marketing, Finance, HR, and IT. Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces. Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism. Contemporary Moral Philosophies: Contractarianism, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).	13
II	Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces. Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism. Contemporary Moral Philosophies: Contractarianism, Kohlberg's Cognitive Moral Development	12

	Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).	
III	Individual Ethics Management: Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model; Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth. Organizational Ethics Management: Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organisations: Tips for whistleblowing and the process of handling whistleblowing in organisations. Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.	10
IV	Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy. Importance of Corporate Governance, Principles of Corporate Governance, Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India. Theories of Governance: Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory.	10
<p>Suggested Readings:</p> <ol style="list-style-type: none"> Hill, Charles W.L., Jones and Gareth R., “Essentials of Strategic Management”, Cengage Learning, 3rd Edition. David, Fred R., David, Forest R., and Kansal, Purva, “ Strategic Management Concepts: A Competitive Advantage Approach”, Pearson, 16th Edition. Kumar, Shailendra and Rai, Alok Kumar, “Business Ethics”, Cengage Publishing House, 2019, 1st edition Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talk about How to Do It Right, Wiley Publishing House, 6th Edition. O. C. Ferrell , John Fraedrich , Ferrell (2017); Business Ethics: Ethical Decision Making & Cases; Cengage Publishing House. Thomas Donaldson , Thomas W. Dunfee,(1999); Ties That Bind: A Social Contracts Approach to Business Ethics; Harvard Business School Press. Norman E. Bowie, (2015); "Business Ethics," in New Directions in Ethics, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge & Kegan Paul, 2015. Elkington. John, (1997) Cannibals with Forks: The Triple Bottom Line of 21st (Capstone/John Wiley, hardcover, 1997). Gandhi M.K. Trusteeship (Ahmedabad Navjivan Publishing house, 1960) pp 5. Callahan, D. (2004); The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead (Harcourt, Inc., Orlando, FL). Mallin. Chris A.(2011); Handbook on International Corporate Governance: Country Analyses; Edward Elgar. pp 421. Kanungo, R. N., and M. Mendonca (1996); Ethical dimensions of leadership, Sage Publications. Thousand Oaks, CA. 		
This course can be opted as an elective by the students of following subjects: Open for all		

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses:
Further Suggestions:

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010919	Course Title: Corporate Financial Decisions	
<p>Course outcomes: The basic objective of this course is to comprehensively understand the intricacies and integrative nature of financial decision making for creation of value in a corporate firm. Course outcomes cover estimating cash flows emerging from a financial decision, assessing the impact of a financial decision on the value of a firm, recommending financing choices for enhancing value and aligning the financing decisions with the overall corporate strategy.</p>		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Finance Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Concepts in Valuation, Approaches to Valuation – Discounted Cash Flow, Relative Valuation (Earnings multiples and Book Value multiples), Contingent Claim Valuation, Valuation of Securities - Bonds and Shares, Asset Pricing models, Free cash flow approach to Equity and firm valuation.	12

II	Investment in Assets and Required Returns, Principles of Capital Investment, Allocating Capital and Corporate Strategy, Inflation and Capital Budgeting. Risk Management in Projects - Sensitivity analysis, Monte Carlo Simulation, Real Options, Creating value through required returns.	11
III	Financing policies: Making Capital Structure Decisions, Taxes and Financing Choices, Long term- financing, Lease financing, Hybrid financing, Financing through Private Equity and Venture Capital. Managerial Incentives, Information and Corporate Control. Capital structure and Corporate Strategy.	11
IV	Effect of various corporate actions (Dividends, Share Buyback, Stock Splits, Rights issue, Spin offs) on shareholders' equity, Capital market financing and risk management. Information Conveyed by Financial decisions.	11

Suggested Readings:

1. Financial Management and Policy, Horne, Van and Dhamija, Pearson
2. Strategic Financial Management, Kishore, Ram, 2013, Taxman
3. Business Valuation, Mohanty, P, 2015, Taxman
4. Financial Management, Khan, M.Y, Jain, P.K, 2010, McGraw Hill
5. Principles of Corporate Finance, Brealey, Myers and Allen, McGraw Hill
6. 6. Investment Valuation, Aswath Damodaran, Wiley

This course can be opted as an elective by the students of following subjects: Finance

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010920	Course Title: Security Analysis and Portfolio Management	

<p>Course outcomes: The basic purpose of this course is to develop a strategic perspective by understanding the principles of financial Investment decisions with respect to various avenues of investment. Course outcomes cover the development of required acumen to evaluate the investment environment for various avenues of investment and to formulate strategies for investments in equities, Bonds and other securities. Students will also be able to revise and reconstruct the portfolios consisting various securities and should be able to assess the performance of portfolios as well as managers monitoring them.</p>		
Credits: 4		Core Compulsory / Elective: Core Compulsory (Financial Management)
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds. Value at Risk (VaR).	12
II	Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios	10
III	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.	12
IV	Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps. Financial Modelling on R Studio.	11

<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1 Robert A Haugen, Modern Investment Theory,5th Edition, Pearson 2. Sharpe, Alexender and Bailey, Investments, Wiley press 3. Reilly and Brown, Investment Analysis and Portfolio Management,8th edition, SouthWestern 4. Bodie,, Kane and Marcus, Investments, 10th edition, McGrawHill 5. Grinblatt and Titman, Financial Markets and Corporate Strategy,2nd Edition,Tata McGraw Hill 6. Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson
<p>This course can be opted as an elective by the students of following subjects: Finance Group</p>
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>
<p>Suggested equivalent online courses:</p>
<p>Further Suggestions:</p>

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010921	Course Title: International Financial Management	
<p>Course outcomes: The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.</p>		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Financial Management)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part II	45

I	Foundations of international financial management: globalization and multinational firm, rewards and risk of international finance; goals for international financial management; exposure to global risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.	12
II	International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.	10
III	Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis. Transfer pricing strategies.	12
IV	Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management, Valuing Cross-border investments, international tax environment; corporate governance around the world.	11
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1 Mihir A Desai, International Finance: A Casebook, Wiley India Edition 2. Bekaert, G. and R.J. Hodrick, International Financial Management, Prentice Hall. 3. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., Multinational Business Finance, Pearson Education. 4. Eun, C. and Resnick, B., International Financial Management, McGraw-Hill/Irwin. 5. Madura, J., International Corporate Finance, Thomson South-Western. 6. Shapiro, A.C., Multinational Financial Management, John Wiley & Sons 7. Rajwade and Desai, Foreign Exchange, International Finance, Risk Management, SPD Publications 		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010922	Course Title: Advertising & Brand Management	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> • understand the fundamentals of Advertising and Brand Management. • comprehend the role of advertising agencies. • appreciate the key challenges in creating and managing brands 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Understanding Marketing Communication - Objective of Marketing Communication, Communication Model. Introduction to Advertising – Meaning, Classification and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising. Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy-of-Effects Model.	12
II	Advertising Agencies – Role, Functions, Organization, Agency Compensation, Client Agency Relationship, Account Planning. Evaluating Advertising Effectiveness - Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.	12
III	Introduction to Branding and Brand Management - The role of Brands, Brand knowledge, Brand portfolios and market segmentation, Process of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.	11
IV	Building Brand Equity - Brand Equity Models. Brand Resonance, Brand Identity and Brand Image. Brand Hierarchy. Branding Strategy - Brand extension and brand transfer, Managing brand over time.	10
Suggested Readings: <ol style="list-style-type: none"> 1. Belch, G.E. and Belch, M.A., “Advertising and Promotion: An Integrated Marketing Communication Perspective” McGraw Hill, New York, 11th ed. 2. Aaker, D. and Joachimsthaler E., “Brand Leadership: The Next Level of the Brand Revolution”. The Free Press, New York. 3. Keller, K.L., “Strategic Brand Management”, Pearson education, New Delhi. 		
This course can be opted as an elective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		

Further Suggestions:

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010923	Course Title: Customer Relationship Management	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> • appreciate the relationship marketing approach to business. • understand the theoretical underpinnings of CRM and use them to build profitable customer relationships. • design effective CRM strategy for cultivating customer loyalty. 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Introduction to Customer Relationship Management – Relational approach to Marketing, Evolution of relationship marketing, Historical Perspectives. Defining CRM, Emergence of CRM practice, Types of CRM, CRM cycle, Stakeholders in CRM, Significance of CRM. CRM Implementation. Developing, managing and using customer-related databases.	10
II	Customer Satisfaction - meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty - Concept, Principles, significance and dimensions of Customer Loyalty, Determinants and Categories of Customer Loyalty, Factors affecting Loyalty and Customer Loyalty Grid, Building effective loyalty programs. Managing the Customer Journey - Customer acquisition and retention, Customer Experience Management. Customer profitability – Size of wallet, Share of category requirement, Share of wallet, Transition matrix, Customer lifetime value.	15
III	e-CRM in Business – Features and Advantages of e-CRM., Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM.	10
IV	Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.	10

<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Buttle, F., “Customer Relationship Management”, Butterworth-Heinemann. 2. Rai, A.K., “Customer Relationship Management: Concepts and Cases”, Prentice Hall India. 3. Rai, A.K. & Srivastava, M., “Customer Loyalty: Concepts, Context and Character”, McGraw-Hill Education. 4. Kumar, V., & Reinartz, W., “Customer relationship management”, Springer-Verlag GmbH Germany, 2018.
<p>This course can be opted as an elective by the students of following subjects: Marketing</p>
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.</p>
<p>Suggested equivalent online courses:</p>
<p>Further Suggestions:</p>

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010924	Course Title: Consumer Behaviour	
<p>Course outcomes: At the end of the course, the learner will be able to:</p> <ul style="list-style-type: none"> • develop an understanding of factors that influence consumer buying behavior. • understand the influence of socio-cultural factors on consumer behavior. • learn how to base marketing decisions on consumer insights. 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Introduction to Consumer Behavior: Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making.	11
II	Micro Influences on Consumption: Needs, Motives & Consumption - Needs and goals, Theories of	13

	Motivation. Personality - Nature and Theories of Personality, Behavioral traits of consumers, Self-concept and consumption, Brand Personality, Role of Emotions. Consumer Perception – Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning – Elements of learning, Theories of Learning, Consumer Involvement. Consumer Attitude – Attitude formation, Models of consumer attitude formation.	
III	Macro Influences on Consumption: Social Influences on Consumer Behavior – Consumer socialization, Family and lifecycle. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes.	11
IV	Cultural Influences on Consumer Behavior - Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior.	10
Suggested Readings: <ol style="list-style-type: none"> 1. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar, “Consumer Behavior”, Pearson Education Inc. 2. D. L. Loudon, J. Albert Della Bitta, “Consumer Behavior; Concepts and Applications”, Tata McGraw Hill Publishing Company Limited. 3. D. I. Hawkins, R. J. Best, and K. A. Coney, “Consumer Behhavior: Building Marketing Strategy”, Tata McGraw-Hill Publishing Company Limited 4. Kumar, S. Ramesh, “Consumer Behaviour- The Indian Context (Text and Cases)”, Pearson, 2017. 		
This course can be opted as an elective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010925	Course Title: Leadership, Teamwork and Change Management	
Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> • develop critical understanding of theories and concepts of leadership and teamwork • understand techniques to develop teamwork and leadership behaviour • develop insight on the change process and reasons why change is imperative • build competency on implementation aspects of Organization Development interventions to bring change at different levels of the organization 		

<ul style="list-style-type: none"> • assess OD consultant as a scope to practice by leading change from outside 		
Credits: 4		Core Compulsory / Elective: Core Compulsory (HR Specialization)
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	<p>Indian Philosophy and Leadership- 18 Leadership Sutras from The Bhagavad Gita</p> <p>Leadership definition and description, Approaches to Leadership: Trait Approach, Skill Approach, Behavioural Approach, Situational Approach, Path Goal Theory, Leader-Member exchange theory.</p> <p>Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Responsible Leadership, Adaptive Leadership. Followership, Leadership and Emotions, Leadership Ethics, Gender and Leadership, Culture and Leadership effectiveness (GLOBE study).</p>	12
II	<p>Power and Influence, Team Leadership, Collaboration in the workplace, Trust building in business teams, Building and contributing to team culture, Team conflict, Collaborative problem solving, Team creativity, Robot and human teamwork-issues and challenges.</p>	10
III	<p>Organizational Change: Levels and characteristics of Organizational change, Forces for Change, Planned Change, Force field analysis, Models of Organization change - Kurt Lewin's model of change, Nadler-Tushman Congruence Model, Burke-Litwin model of Organizational Performance and Change, Socially constructed Organization, Kotter's s model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational growth and its implication for change.</p>	12
IV	<p>Organizational Development (OD): Concept, Scope, Historical Perspective, Ethics and Values driving OD, Characteristics,</p>	11

	<p>OD Process, Internal and external consultants, Competencies for OD professionals, Future of Organization Development</p> <p>Organizational Diagnosis: Techniques of organizational diagnosis methods; Collecting and analyzing diagnostic information; feeding back diagnostic information.</p> <p>OD Interventions: Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions- team building, survey feedback, Grid OD; Organization interventions; Relation with the client system; Action Research OD Evaluation</p>	
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Suggested Readings:

1. Chatterjee, Debashis, “Timeless Leadership: 18 Leadership Sutras from The Bhagavad Gita”, John Wiley & Sons Singapore Pte. Ltd., Singapore, 2012.
2. Pattanaik, DevDutt, “The Leadership Sutra”, Aleph Book Company, India. 2016.
3. Northouse, Peter G., “Leadership Theory and Practice”, Sage Publication, 2018. Eighth Edition.
4. Bhattacharyya, Som Sekhar and Jha, Sumi, “Strategic Leadership Models and Theories – Indian Perspective”, Emerald Publishing, 2018.
5. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, “ Organizational Behaviour”, Pearson, 2018, 18th Edition.
6. Anderson, D. L, “Organization Development: The Process of Leading Organizational Change”, . Sage Publications, 2019.

This course can be opted as an elective by the students of following subjects: Open to all.

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010926	Course Title: Talent Management and HR Audit	

Course outcomes: On completion of the course, the learner will be able to:

- assess an organization’s approach to manage talent and its alignment with business strategy
- map competency based on job analysis
- devise strategies for developing, engaging, and retaining talent
- relate performance management and compensation with talent management strategies.
- evolve Balanced Scorecard system in organization and link HR functions to organization strategy and customer satisfaction through HR audit.

Credits: 4		Core Compulsory / Elective: Core Compulsory (HR Specialization)
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
		45
I	<p>Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, Creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.</p> <p>Define competencies and types, Competency mapping- Developing Competency models, Personal competency framework, Lancaster Model of Managerial competency, Competency based Applications, Formation of Competency framework.</p> <p>Attraction, Employee Engagement, and Retention strategies,</p>	11
II	<p>Talent Acquisition: Recruitment and Selection Process, Attracting Candidates, Application forms, Selection methods, Assessment Centres, Psychological Tests- Purpose, Use of tests in Selection process.</p> <p>Talent Development: Learning Organization, Principles of Adult Learning, Kolbs’ learning Cycle, Objective, Need of Training Need Analysis, Approaches to TNA. Design of Training, Developing Objectives, Drafting training proposal, Training methods, and Aids, Qualities of an Effective Trainer.</p> <p>Development and Implementation of Training, Evaluation of Training models, Evaluation Design, Evaluating Transfer of training on the Job, Techniques & Problems in Measurement of Training, Cost-benefit analysis of training, Feedback.</p>	12

	<p>Key areas of training: Onboarding, Diversity Training, Prevention of Sexual Harassment Training, Team training, Cross-cultural Training.</p> <p>Approaches to Management Development, Management Development Implications, Developing a Career strategy, Career Life-cycle, Succession Management, Coaching and Mentoring as career development tools.</p>	
III	<p>Talent Assessment: Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management and performance appraisal, Linkage of performance management system with other HR practices.</p> <p>Components of Performance Management System, Methods of performance appraisal, Conducting Performance Reviews, Improving Performance, 360 degree feedback.</p> <p>Performance management feedback, Counselling and Coaching, Managing Performance at Organization and individual level, Managing Team Performance, Performance management and Pay, Performance Management Development Program, Use of technology and e-PMS, Performance management practices in Indian organizations.</p>	12
IV	<p>Compensating Talent: Reward management, Grade and Pay structures, Contingent Pay, Team based Pay, Organization wide schemes, Employee benefits and allowances.</p> <p>HR Audit: Identifying the HR Audit Goal, Approaches to HR Audit, Role of HRD Audit in Companies, Methods and its limitations, HRD Score card, Balance Scorecard as a Measurement system, Development of Balanced Scorecard.</p> <p>Creating a Talent Management Culture</p>	10

Suggested Readings:

1. Berger, Lance A. and Berger, Dorothy R., "The Talent Management Handbook", McGraw-Hill, 2017.
2. Armstrong, Michael and Taylor, Stephen, "A Handbook of Human Resource Management Practice", Kogan Page, New York, 2020.
3. Dessler, Gary and Varrkey, Biju, "Human Resource Management", Pearson, India, 2020, Fifteenth Edition.
4. Blanchard, P. Nick, Thacker, James W., and Ram, V. Anand, "Effective Training- Systems, Strategies, and Practices", Pearson, India, 2015.
5. Armstrong, Michael, "A Handbook of Performance Management", Kogan Page, Sixth Edition.
6. Sanghi, Seema, "The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency models in Organizations", Sage, India, 2016.
7. Niven, Paul R., "Balanced Scorecard Step-By-Step", John Wiley & Sons, Inc., New Jersey, 2006, Second Edition.
8. Rao, T.V., "HRD Audit: Evaluating the Human Resource Function for Business Improvement", Sage, India, 2014.

This course can be opted as an elective by the students of following subjects: HRM
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses:
Further Suggestions:

Programme/Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010927	Course Title: Industrial Relations Management	
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> ▪ understand the employer-employee relationship in an organization ▪ developing analytical abilities to deal with the issues of the union and workers ▪ develop insight on the statutory provisions and their implementation in organization ▪ learn and find out application of disciplinary procedure and participative approaches 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	<p>Industrial Relations – Concept, nature, significance, participants to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist & Dunlop, Requirements of a good IR programme, changing dimensions of IR in India.</p> <p>Industrial Conflicts & Disputes – Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations.</p> <p>Industrial Dispute Act,1947 – Objective, authorities, power and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties.</p> <p>Grievance Redressal – Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.</p> <p>Purpose and special features of the Industrial Relations Code, 2020.</p>	12

II	<p>Trade Unionism – Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions</p> <p>Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.</p> <p>Collective Bargaining – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.</p> <p>Worker’s Participation in Management – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context.</p> <p>Purpose and special features of the Industrial Relations (Central) Recognition of Negotiating Union or Negotiating Council and Adjudication of Disputes of Trade Unions Rules, 2021.</p>	12
III	<p>Code of Discipline, features of Industrial Employment (Standing Orders) Act,1946 - Main provisions related to the act.</p> <p>Disciplinary proceedings: Misconduct, Domestic Enquiry, implications of preliminary enquiry, Charge-sheet, nature, scope and criticality of charge sheet, contents of charge sheet, precautions, issues and concerns in framing charges, show-cause notice, Principles of Natural Justice, role of Enquiry Officer, enquiry proceedings and findings, closing of enquiry proceedings - findings or report of the Enquiry Officer</p> <p>Purpose and special features of the Model Standing Orders for Manufacturing Sector, 2020.</p> <p>Purpose and special features of the Model Standing Orders for Service Sector, 2020.</p>	12
IV	<p>Contract Labour Regulation and Abolition Act,1970 – Main provisions related to the act.</p> <p>U.P. Shops & Establishments Act, 1962 - Main provisions related to the act.</p>	9
<p>1. Suggested Readings:</p> <ol style="list-style-type: none"> Sharma, R.C., “Industrial Relations and Labour Legislation”, PHI Learning Private Limited, Delhi, 2016. Srivastava, S.C., “Industrial Relations and Labour Laws”, Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition. Katju, Markandey, “Domestic Enquiry”, Lexis Nexis, India, 1999, Sixth Edition. Taxmann’s New Labour & Industrial Laws, 2020 Labour Laws 2021, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020. http://uplabour.gov.in/MediaGallery/Uttar%20Pradesh%20Dookan%20Aur%20Vanijya%20,%201962.pdf http://uplabour.gov.in/MediaGallery/Contract%20Labour%20Act,%201970.pdf https://labour.gov.in/labour-law-reforms https://labour.gov.in/sites/default/files/OSH_Rules.pdf https://labour.gov.in/sites/default/files/Draft_IR_Rules_2020.pdf https://labour.gov.in/sites/default/files/224080_compressed.pdf https://labour.gov.in/sites/default/files/224088_compressed.pdf https://labour.gov.in/sites/default/files/Draft_IR_Notification.pdf 		

15. https://labour.gov.in/ebook/IR/index.html
This course can be opted as an elective by the students of following subjects: HRM and Law.
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making, and practical learning. Student learning will be evaluated through Written Tests, Projects, Quizzes and Cases.
Suggested equivalent online courses:
Further Suggestions:

Year	Sem	Subject	Course Code	Core Compulsory/Elective	Course Title	Credit
5 (MBA 2)	X (MBA-IV)	Course 30	F011030	Core Compulsory	Strategic Management	4
		Course 31	F011031	Specialization Compulsory (Finance)	Corporate Restructuring and Valuation	4
		Course 32	F011032	Specialization Compulsory (Finance)	Banking and Financial Services	4
		Course 33	F011033	Specialization Compulsory (Finance)	Corporate Tax Planning and Management	4
		Course 34	F011034	Specialization Elective I (Finance)	**	4
		Course 35	F011035	Specialization Elective II (Finance)	**	4
		Course 36	F011036	Specialization Compulsory (Marketing)	Digital Marketing and Communication	4
		Course 37	F011037	Specialization Compulsory (Marketing)	International and Rural Marketing	4
		Course 38	F011038	Specialization Compulsory (Marketing)	Sales, distribution, and retail Management	4
		Course 39	F011039	Specialization Elective I (Marketing)	**	4
		Course 40	F011040	Specialization Elective II (Marketing)	**	4

		Course 41	F011041	Specialization Compulsory (Human Resource)	Strategic HRM and International HRM	4
		Course 42	F011042	Specialization Compulsory (Human Resource)	HR and Technology	4
		Course 43	F011043	Specialization Compulsory (Human Resource)	Social Security and Compensation Laws	4
		Course 44	F011044	Specialization Elective I (Human Resource)	**	4
		Course 45	F011045	Specialization Elective II (Human Resource)	**	4
		Course 46	F011046	Elective (Other Faculty/Department)	***	2
		Course 47	F011047	Core Compulsory	Business Plan/ Dissertation	6

Programme/Class: PG Degree		Year: 2	Semester: IV
Subject: MBA			
Course Code: F011030		Course Title: Strategic Management	
Course outcomes: On completion of the course, the learner will be able to			
<ul style="list-style-type: none"> • develop understanding of how firms gain and sustain competitive advantage • analyze strategic business situations, formulate and implement strategy • learn how to assess business risk and develop ability to make sound business decisions 			
Credits: 4		Core Compulsory / Elective: Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-60 T-1 P-0			
Unit	Topics		No. of Lectures
	Part I		45
I	<p>Introduction to Strategic management and concepts, Business Strategy, Strategy process, Value and Competitive Advantage, Internal Context - The strategic design of organizational structures, Organization structure and Competitive advantage, Aligning Strategy and Organization, Building and Creating Competitive advantage, Exploration and Exploitation.</p> <p>External Context – Industry Analysis, Effect of Industry Characteristics on Firm Performance, Framework for Industry analysis, Competition and Niche Market, Competition in Concentrated Markets, Incumbency advantage, Business Models, Value Chain, Horizontal and Vertical Organization, Culture, Managing Strategic Change.</p>		15

II	Strategy Formulation- Examining Business Strategy, Mission & Objectives, Business Strategy – Porters’ Competition Strategies, Cooperative Strategies, Strategic Alliances, Corporate Strategy, Directional Strategy, Portfolio Strategy, Corporate Parenting, Functional Strategy, Location of Functions, Strategies to Avoid, Strategic Choice- Constructing Scenarios.	10
III	Strategy Implementation- Global Strategy, International Entry, International Coordination, Stages of International Development, International Employment, Measurement of Performance Organizing and Structure- Stages of Corporate Development, Organizational Life-Cycle, Flexible types of Organization structure, Matrix Structure, Network Structure, Reengineering and Strategy Implementation, Staffing, Leading, Action Planning	10
IV	Evaluation and Control- Measuring Performance, Measures, Types of Controls, Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Benchmarking, Strategic Information system, Problems in Measuring Performance Growth through New Venturing, Expansion, Diversification, Restructuring, Divestment, Acquisitions and Alliances, Technology Adoption. Globalization and Strategy, Global integration versus national differentiation, Current trends in strategic management.	10
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Wheelen, T. L. et al., “Strategic management and business policy globalization, innovation, and sustainability”, Pearson, 2020. 2. Saloner, Garth, Shepard, Andrea, and Podolny, Joel, “Strategic Management”, John Wiley & Sons., 2005. 3. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. “ Economics of strategy “,John Wiley, 2016, 6th Edition. 4. Hill, Charles W.L., Jones and Gareth R., “Essentials of Strategic Management”, Cengage Learning, 3rd Edition. 5. David, Fred R., David, Forest R., and Kansal, Purva, “ Strategic Management Concepts: A Competitive Advantage Approach”, Pearson, 16th Edition. 6. Lynch, Richard, “Strategic Management”, Pearson, 2015, Seventh Edition. 7. Prasad, L.M., “Strategic Management”, Sultan Chand and Sons, 2018. 		
This course can be opted as an elective by the students of following subjects: MBA		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011031	Course Title: Corporate Restructuring and Valuation	
<p>Course outcomes: The course attempts to develop practical insights into and understanding of approaches to corporate restructuring activities. The focus of the course lies on developing strategies to create value for shareholders through merger and acquisition in current scenario.</p>		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Finance Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part II	45
I	Introduction to Mergers and Acquisition environment, corporate restructuring activities – operational and financial restructuring, Mergers and Consolidations, Acquisitions, Divestitures, Spin-offs, Carve -outs, Buyouts. Corporate Restructuring Process. SEBI guidelines on Mergers and Acquisition, Global and national scenario, Participants in Mergers and Acquisition Process, Case Studies.	12
II	Corporate Takeover Market, Common Takeover Tactics, Antitakeover defences, Merger and Acquisition Process: Strategic and acquisition plans, Search and Screening Phase, Negotiation and deal structuring, Integration and Evaluation. Financing the deal – All cash offer, Share exchange, Cash and share offer, Role of private Equity, Hedge and Venture Capital funds, Management and Leveraged Buyouts.	12
III	Valuing an Acquisition: valuing the target firm, status quo valuation (Free cash flow and adjusted present value approaches), Value of corporate control, valuing operating and financing synergies, Valuing Equity in Distressed firms, Valuing start-up firms.	11

IV	Post-merger Reorganisation: Integration of businesses and operations; human and cultural aspects; assessing accomplishment of post-merger objectives; measuring post-merger efficiency. Reorganisation of share capital, Case Studies.	10
<p>Suggested Readings:</p> <p>1 Donald M DePamphilis, Mergers, Acquisitions and Other Restructuring Activities, Academic Press 2 Aswath Damodaran, Investment Valuation, Wiley, Third Edition 3 Enrique R Arzac, Valuation for mergers, Buyouts and Restructuring, Wiley India 4 Sudi Sudarsanam, Creating Value from Mergers and Acquisitions, Pearson</p>		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011032	Course Title: Banking and Financial Services	
<p>Course outcomes:</p> <p>The objective of this course is to familiarize students with the conceptual understanding of the various types of Banking and financial services available and an exposure to the regulatory environment in which these operate. The course covers the spectrum of financial intermediation and banking services which are indispensable for smooth functioning of business activities.</p>		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Finance Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures

	Part II	45
I	Banking and Financial Services – An overview. Role of banks in financial system. Sources and application of bank funds, Credit creation and different types of lending. Legal aspects of lending - Secured and unsecured loans. Negotiable Instruments, Retail and Corporate banking, Trade Finance – Letters of credit, E-payment systems and electronic banking. Universal Banking – Commercial and Investment Banking. Innovation and diversification in Banking services.	11
II	Merchant Banking: services by merchant bankers, code of conduct and general obligations of merchant bankers, merchant bankers as lead managers, SEBI guidelines for merchant bankers, Issue management and Underwriting – Process of issue management, role of merchant banker in underwriting of an issue, buyback of equity shares, role of merchant bankers in mergers & acquisitions, delisting of securities, ESOPs and disinvestment.	11
III	Hire Purchase: Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, accounting for hire purchase. Leasing - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing, legal aspects of leasing, taxation aspect of leasing, accounting treatment of leasing, contents of lease agreements, rights and obligation of leasing parties, technique of ascertaining the lease rentals, limitations of lease financing.	11
IV	Venture Capital: Genesis, meaning, features, scope, significance, method of valuation, stages of venture capital financing, analyzing venture capital proposals, Venture capital funds in India – Organization structure, registration of VCF, Buyouts, Investment nurturing. Factoring – Meaning, definitions, modus operandi, parties to factoring, types of factoring, legal aspects of factoring, factoring cost, factoring vs bill discounting. Forfaiting – Introduction, mechanism of forfaiting, Credit Rating agencies and scope of their functions. Securitization- Process and advantages	12
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Financial Services, R. Shanmugham, Wiley. 2. Financial Services, Gurusamy, McGraw Hill 3. Management of Financial services, C Rama Gopal, Vikas Publication 4. Financial services, M Y Khan , Tata McGraw Hill 5. Merchant Banking, Machiraju H.R., New Age publication 6. Handbook of Merchant banking and Financial services, J.C Verma, Bharat Law House 7. Financial Markets and Services, Gordon & Natarajan, Himalaya Publication 8. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson 		
This course can be opted as an elective by the students of following subjects: Finance		

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses:
Further Suggestions:

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011033	Course Title: Corporate Tax Planning and Management	
<p>Course outcomes: The objective of the course is to enable the students to grasp the basic concepts and procedures of corporate tax planning and management under the provisions of Income Tax Act. Students shall develop demonstrable understanding of the principles and concepts of Corporate Tax Planning which will help them identify and optimally apply the concepts. They shall be able to synthesize and evaluate the impact of various Tax provisions in the context of corporate entities and also be able to optimally manage the corporate tax liability within the legal framework of Income Tax Act.</p>		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Financial Management)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Basic Concepts of Corporate Income Tax and GST, Tax Evasion and tax avoidance; Tax Planning and tax management, Residential Status of a Company and Incidence of Taxation, Computation of Corporate Tax Liability. Set off and Carry forward of Corporate losses.	10
II	Scope for Tax Planning for setting up of new business: Location of Business, Nature and size of business, Form of business and Ownership pattern, Employees Remuneration	10

III	Tax Considerations in Specific Financial and Managerial Decision- Lease or own decision, Make or Buy decision, Repair/renewal or replacement of an asset, Capital structure decision, Dividend policy and tax consideration	13
IV	Double Taxation relief, Tax provisions relating to transfer pricing, Tax Planning relating to Amalgamation and Merger of Companies, Tax Planning with reference to sale of scientific research assets, Advance Tax, TDS and Interest, Tax Credit, Payments covered by TDS scheme.	12
Suggested Readings:		
<ol style="list-style-type: none"> 1. Corporate Tax Planning and Management by Girish Ahuja and Ravi Gupta, Bharat Law House. 2. Corporate tax Planning and Business tax procedures by Vinod K. Singhania, Taxman 3. Income Tax by B.B. Lal, Pearson 4. Students Guide to Income Tax by Singhania & Singhania, Taxman 		
This course can be opted as an elective by the students of following subjects: Finance		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011036	Course Title: Digital Marketing & Communication	
<p>Course outcomes: At the end of the course, the learner will be able to:</p> <ul style="list-style-type: none"> • devise a suitable digital strategy for firms operating in a digitalized business environment. • identify and utilize the tools of social media marketing. • understand the web analytics pertinent to digital marketing. 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		

Unit	Topics	No. of Lectures
	Part I	45
I	The Emergence of Digital Marketing; Environment, Strategy, and Performance (ESP); Digital Marketing Environment- Legal Factors, Technology, Digital Business Markets; Strategic Planning: Strategic Objectives; From Strategy to Digital Strategy; From Business Models to Digital Business Models; Performance Metrics; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.	13
II	Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization.	12
III	Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis	10
IV	Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things. Mobile Marketing, E-marketing; Internet marketing strategy: content marketing	10
Suggested Readings: 1. Aslam, K., "The 7 Critical Principles of Effective Digital Marketing", The Stone Soup Hustler Publication, Arizona: Scottsdale, 2017. 2. Bly, R.W., "The Digital Marketing Handbook", Entrepreneur Press, 2018. 3. Giovannoni, E., "The Digital Marketing Planning", Chasefive.com, Brisbane, 2018. 4. Maity, M., "Internet Marketing", Oxford University Press, New Delhi, 2017.		
This course can be opted as an elective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011037	Course Title: International & Rural Marketing	

<p>Course outcomes: At the end of the course, the learner will be able to:</p> <ul style="list-style-type: none"> • understand the forces that shape the international markets. • comprehend the theoretical frameworks and the challenges of international marketing. • appreciate the nature and peculiarities of rural markets. • devise suitable rural marketing plan and practices. 		
Credits: 4		Core Compulsory / Elective: Core Compulsory (Marketing Specialization)
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences, Trade theories. International Marketing Research, Cross Cultural Behavior, Emic and Etic Approach, Hofstede's Cultural Classification, Trompenaar's Cultural Classification, International Trade Patterns,	12
II	Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation. Entry Mode Decisions, Various Modes of Entry in International Markets: Exports (Direct and Indirect, Piggybacking, International Licensing, Franchising and Leasing, International Strategic Alliances and Management Contracts, Overseas Turnkey Projects, International JV's, Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.	12
III	Introduction- Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India – size and scope, Factors contributing to Growth of Rural Markets.	11
IV	Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying Process. Rural Marketing Environment- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets- Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix	10
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Keegan, "Global Marketing", Pearson. 2. Sak Onkvisit and John Shaw, "International Marketing-Analysis and Strategy", Taylor & Francis. 3. Varshney & Bhattacharya, "International Marketing Management", Sultan Chand & Sons. 4. Dogra B. & Ghuman K., "Rural Marketing Concepts and Practices", Tata McGraw-Hill, New Delhi, 2010. 5. Gopal Swamy, T. P., "Rural Marketing", Vikas Publishing House, New Delhi, 2009. 		
This course can be opted as an elective by the students of following subjects: Marketing		
<p>Suggested Continuous Evaluation Methods:</p> <p>In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.</p>		

Suggested equivalent online courses:
Further Suggestions:

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011038	Course Title: Sales, distribution, & Retail Management	
Course outcomes: At the end of the course, the learner will be able to: <ul style="list-style-type: none"> • Understand the importance of retailing. • Identify various formats of retailing. • Comprehend the store design, location, and operation related issues in retail industry. 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (Marketing Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles, Selling Skills, Stages in the Selling Process, The Process & Methods of Prospecting, Pre-Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up. Organizing, Staffing and Training sales force: Sales organization structures, recruiting and selecting sales people, planning, executing and evaluating sales training programs. Directing Sales Force Operations: motivating sales personnel, compensating sales people, sales meetings and contests, sales quotas and sales territories.	12
II	Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance. Distribution Management: - Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan, Company Channel Design. Channel Information System-Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence.	12
III	Introduction to Retailing – Concept, Nature and Scope, Functions, Economic Significance of Retailing, Retail Mix, The Retailing environment in India, Types of Retailers – Retail Formats, Theories of Retail Development, The Retail Life Cycle. The Retail Strategy: Retail Market Strategy, Financial Strategy, Human Resource	11

	Management, inventory management, Information Systems and Supply Chain Management. Retail Location - Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site.	
IV	Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, Concept of the Private Label, National brands or Private labels, Retail Pricing. Store Layout - Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent. Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.	10
<p>1. Suggested Readings:</p> <p>2. Jobber, D., Lancaster, G., “Selling and Sales Management”, Pearson Education, 2015.</p> <p>3. Johnston, M. W., Marshal, G. W., “Sales Force Management”, Tata McGraw-Hill Education, New Delhi, 2013.</p> <p>4. Still, Cundiff and Govoni, “Sales Management”, Pearson Edition.</p> <p>5. Johnston & Marshall, “Sales Force Management”, Tata McGraw Hill Edition.</p> <p>6. Bajaj, C., Tuli, R. & Srivastava, N., “Retail Management”, Oxford University Publication, New Delhi, 2016.</p> <p>7. Berman, B., & Evans, Jr., “Retail Management- A Strategic Approach”, Pearson Education, New Delhi, 2013.</p> <p>8. Dunne, P., Lusch, R. & Carver, J., “Retailing”, Cengage, 2014.</p> <p>9. Michael Lervy M and Weitz B W., “Retailing Management”, Tata McGraw- Hill.</p>		
This course can be opted as an elective by the students of following subjects: Marketing		
Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instil in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		
Further Suggestions:		

Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011041	Course Title: Strategic HRM & International HRM	
<p>Course outcomes: On completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • distinguish the strategic approach from traditional HRM • understand the formulation of HR strategy aligned to business strategy • application of cultural differences to managerial effectiveness through case studies • manage diversity at workplace through cognitive understanding of the cultural dimensions and differences • design and develop organization structure, systems, and HR practices encouraging inclusion 		

Credits: 4		Core Compulsory / Elective: Core Compulsory (HR Specialization)
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	<p>Concepts and principles of Strategic HRM, Strategic HRM models, Developing and Implementation of HR strategy, Strategic Role of HR, Impact of Strategic HRM on organization performance.</p> <p>Formulation of Strategic HRM, Strategic HRM tools- Strategic Map, HR Scorecard, Digital Dashboard, Linking HRM and customer outcomes</p>	10
II	<p>HR Strategies: Human Capital Management strategy, High Performance strategy, Corporate Social Responsibility strategy, Organization Development strategy, Employee engagement strategy, Knowledge management strategy, Employee engagement strategy, Talent management strategy, Learning & Development strategy, Reward strategy, Employee relations strategy</p> <p>Diversity and inclusion: Culture and diversity, Ensuring cultural diversity and its importance, Barriers to cultural diversity, Diversity Management, Approach of inclusion, Ethical issues in cross-cultural management, Developing intercultural relationships</p>	13
III	<p>Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, Cross Cultural Framework by Harry Triandis, Geert Hofstede, Trompenaars and Hampden, Clyde Cluckhohn, T.E. Hall, GLOBE study on national culture, Mapping cross-cultural differences</p> <p>Culture and Strategy, Cross cultural influence and Technology, Culture and styles of Management, Cross Cultural Decision Making, Cross Cultural Communication and Negotiation, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership</p>	12
IV	<p>International HR: Key HR Challenges facing organisations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, Performance Appraisal, Cross Cultural Training & Development, Compensation, International Industrial Relations, Quality Circles, Participative Management, HRM practices in different countries</p>	10

Suggested Readings:

1. Armstrong, Michael, “Strategic Human Resource Management”, Kogan Page, New York / New Delhi, 2021, Seventh Edition.
2. Azmi, Feza Tabassum, “Strategic Human Resource Management”, Cambridge University Press, United Kingdom, 2019, First Edition.
3. Storey, John, Patrick M. Wright, and Dave Ulrich, “Strategic human resource management: A research overview”, Routledge, 2019.
4. Greer, Charles R, “Strategic human resource management”, Pearson, 2021.
5. Bhattacharyya, Dipak Kumar, “Cross-cultural management: Text and Cases”, PHI Learning Pvt. Ltd., 2010.
6. Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov, “Cultures and organizations: Software of the mind”, Mcgraw-hill, New York, 2005.
7. Thomas, David C., and Mark F. Peterson, “Cross-cultural management: Essential concepts”, Sage Publications, 2016.
8. Kandula, Srinivas R., ‘International Human Resource Management’, Sage, 2018.
9. Aswathappa,K. and Dash, Sadhana, “International Human Resource Management”, Mc-Graw Hill, India, 2020, Third Edition
10. Dowling, Peter J., Festing, Marion, and Engle, Allen D., “International Human Resource Management”, Cengage, India, 2017, Seventh Edition

This course can be opted as an elective by the students of following subjects: HRM

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instilF in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: PG Degree	Year: 2	Semester: IV
Subject: MBA		
Course Code: F011042	Course Title: HR and Technology	
<p>Course outcomes: On completion of the course, the learner will be able to</p> <ul style="list-style-type: none"> • learn fundamental concept of knowledge creation to dissemination • develop insight on automation in HR • identify and interpret HR metrics external forces and internal factors of organization • analyze and evaluate data to optimize and synchronize the delivery of HR services 		

Credits: 4		Core Compulsory / Elective: Core Compulsory (HR Specialization)
Max. Marks: 25+75		Min. Passing Marks: 10+25
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Concept of Knowledge, Knowledge Management, Knowledge Generation and Codification, Knowledge transfer, Technologies for Knowledge Management, Organizational Learning Systems and Knowledge Management, Knowledge Management Tools.	10
II	Human Resource Information System (HRIS), Managing HRIS Implementation, HRIS Applications in HR Administration, Talent Management, Recruitment & selection, Training & Development, Future trends in HRIS.	10
III	Concept and Evolution of Human Capital Metrics and Analytics, Analytics and Prediction. Importance of HR Analytics. Steps of Analytics, Descriptive, Prescriptive analysis, and Causal analysis, HCM: 21Model, Value chain for HCM: 21Model, Predictive HCM for strategy formulation and implementation, Accountability and Communication with HCM.	13
IV	External forces and Internal factors, Risk assessment, Employee Value Proposition, Scenario Planning, Capability Planning, Process Optimization, Integrated Delivery, Predictive Measurement - Analytics from existing data, Data integration- linkages and feedbacks, Use of workforce analytics to improve decision making	12
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Davenport, Thomas H., and Laurence Prusak, "Working knowledge: How organizations manage what they know", Harvard Business Press, 1998. 2. Natarajan, Ganesh, and Sandhya Shekhar, "Knowledge Management Enabling Business.", Tata McGraw Hill Education, 2000. 3. Kandula, Srinivas R., "Human Resource Management in Practice: with 300 models, techniques, and tools", PHI Learning Pvt. Ltd., 2003. 4. Kavanagh, Michael J., and Richard David Johnson, eds., "Human Resource Information Systems.", Sage Publications, 2020, Second Edition. 5. Bagdi, Satish K. "Practical Human Resource Information Systems", PHI Learning Pvt. Ltd., 2012. 6. Jac Fitz-enz, "The New HR Analytics", AMACOM, NY., 2010. 7. Gene Pease, Boyce Byerly and Jac Fitz-enz, "Human Capital Analytics: How to Harness the Potential of Your Organization's Asset", John Wiley & Sons, 2012. 8. Bhattacharyya, D.K., "HR Analytics: Understanding Theories and Applications", Sage, 2017. 9. Edwards, M.R. and Edwards, K., "Predictive HR Analytics", Kogan Page, 2019. 		
This course can be opted as an elective by the students of following subjects: For HRM		

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Demonstration, Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.
Suggested equivalent online courses:
Further Suggestions:

Programme/Class: PG Degree	Year: 1	Semester: IV
Subject: MBA		
Course Code: F011043	Course Title: Social Security and Compensation Laws	
Course outcomes: After completion of the course, the learner will be able to: <ul style="list-style-type: none"> comprehend Indian statutory provisions for social security and their application evolve and promote safe and healthy working conditions in work laces develop an understanding of the legal provisions for administration of compensation to employees 		
Credits: 4	Core Compulsory / Elective: Core Compulsory (HR Specialization)	
Max. Marks: 25+75	Min. Passing Marks: 10+25	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1 P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Social security – Concept, nature, scope and significance, Social insurance and social assistance. Social security schemes in India. Factories Act, 1948 – Definitions, authorities under the factories act, health, safety, provisions relating to hazardous process, welfare, working hours, working hours for adult, employment of young persons, women and child labour, annual leave with wages, penalties and procedure. Purpose and special features of the Occupational Safety, Health and Working Conditions Code, 2020.	10
II	Employees State Insurance Act,1948 – Objectives, definitions – personal injury, wages, partial and permanent disablement, Administration – Corporation, Standing committee and Medical benefit council, finance and audit, contributions, benefits and penalties.	13

	<p>Employees Provident Fund and Miscellaneous Act, 1952 – Objectives, Definitions, Central board, State board, Executive committee, Board of trustees, Contribution to the scheme, employees provident fund scheme, Employee pension scheme, appeals to the EPF appellate tribunals, recovery officer, penalties.</p> <p>Maternity Benefit Act, 1961 – Objectives and benefits, provisions related to employment of or work by women during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payments, leave, dismissal in absence during pregnancy, forfeiture of maternity benefits.</p> <p>Purpose and special features of the Code on Social Security, 2020.</p>	
III	<p>Workmen Compensation Act, 1923 – Objectives and application, Definitions – dependent, employer, partial and total disablement, workman injury, accident provisions regarding Employer’s liability, amount of compensation and its computation, compensation distribution, notice and claims, procedures before authorities – Commissioners.</p> <p>Payment of Wages Act, 1936 – Objective, scope and application, definitions, provisions relating to responsibility for fixation of pay, fixation of wage periods, deductions from wages, remedies available to worker, power of authorities, penalty for offences.</p>	10
IV	<p>Minimum Wages Act, 1948 : Scope , objectives and application, concept of minimum, living and fair wages, determination of minimum wages, authorities – the advisory body, remedy to worker or non-payment.</p> <p>Payment of Bonus Act, 1965: Objective, scope and application, definitions, provisions relating to computation of bonus, eligibility and disqualifications for bonus, minimum and maximum amount of bonus, set-on and set-off of allocable surplus as bonus, bonus linked with productivity or production.</p> <p>Equal Remuneration Act, 1976: Application, provisions related to payment of remuneration at equal rates to men and women, register to be maintained, role of inspectors, Central Advisory Committee – composition, term of office, cessation of membership, Penalties.</p> <p>Purpose and special features of The Code on Wages, 2019.</p>	12
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. “Taxmann’s New Labour & Industrial Laws”, 2020 2. “Labour Laws 2021”, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020. 3. Mishra, S.N., “Labour & Industrial Laws, Central Law Publications, India, 29th Edition. 4. Author , Sir name, Initials, “Book Title”, Publisher name, City/country of publication, Year of publication. Edition No. if any. 5. https://labour.gov.in/sites/default/files/Code_on_Wages_%28Central_Advisory_Board%29_Rules%2C2021.pdf 6. https://labour.gov.in/sites/default/files/THE%20CODE%20ON%20WAGES%2C%202019%20No.%2029%20of%202019.pdf 7. https://labour.gov.in/sites/default/files/OSH_Gazette.pdf 8. https://labour.gov.in/sites/default/files/SS_Code_Gazette.pdf 9. https://labour.gov.in/ebook/wage/index.html 10. https://labour.gov.in/ebook/SS/index.html 		

11. <https://labour.gov.in/ebook/OSH/index.html>

This course can be opted as an elective by the students of following subjects: HRM and Law

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Cases, and Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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